

BRIEF CONTENTS

1 An Appreciation of Public Relations	1
2 Ethics	20
3 Objectives, Publics and Techniques	32
4 PR and The Media	51
5 Creating Content	76
6 Storytelling	97
7 Event Management	110
8 The Structure and Management of a PR Consultancy and In-House Media Department	128
9 Preparing and Delivering a PR Proposal	144
10 Sponsorship	159
11 Corporate Social Responsibility	184
12 Crisis PR	205
13 Political PR	227
14 The Future of PR	246
<i>Index</i>	251

CONTENTS

<i>Acknowledgements</i>	xvii
Chapter 1 – An Appreciation of Public Relations	1
Propaganda and Publicity	3
Propaganda	3
Publicity	4
PR Defined	5
The Key Elements of PR	6
PR Practitioners – The Key Qualities Needed	7
Attitudes and Opinions	9
Hostility to Sympathy	10
Hostility Example – Infected Blood Products	10
Prejudice to Acceptance	11
Prejudice Example – Gas Explosion in Apartment Complex	11
Apathy to Interest	12
Ignorance to Knowledge	12
Image	14
Mirror Image	14
Wish Image	14
Multiple Image	14
The Role of Social Media	15
What You’ve Learned	16
References	18
Chapter 2 – Ethics	20
Ethics and Brands	20
Investors and Consumers	22
Ethical PR	22
Code of Ethics	23
Lifetime Confidentiality	24
Insider Trading	24
Integrity	25
Ignorance	25
Staff	25

The Profession	25
Public Interest	26
Elected Public Representatives	26
Influencing Government, Legislators and Media	27
Declaring Financial or Other Interests	27
Accepting Third-Party Commissions	28
Varying Fee Structure	28
Representing Conflicting Interests	29
Guaranteeing Results	29
Competing for Business	29
What You've Learned	30
References	30
Chapter 3 – Objectives, Publics and Techniques	32
Objectives	33
Objectives Should Be SMART	33
Specific	33
Measurable	33
Achievable	34
Realistic	34
Time-Sensitive	34
SMART	35
Defining 'Publics'	35
The SOCHIA Weighting System	37
Community	38
Potential Employees	39
Employees	39
Suppliers of Goods and Services	40
The Money Market	40
Distributors	41
Consumers and Users	41
Opinion Leaders	42
The Media	43
Pressure Groups	44
The Competition	45
PR Techniques	45
Importance of Monitoring Lifestyle and Societal Changes	46
Thinking Creatively	47
Vertical (or Logical) Thinking	48
Lateral (or Creative) Thinking	48

Think Tanks	49
What You've Learned	50
References	50
Chapter 4 – PR and The Media	51
Multimedia Society	52
Targeted Information	52
Journalists	52
Language	53
Television	53
Newspapers	55
Magazines	55
Case Study – Promoting Food Products to UK Retailers	56
Radio	56
Bloggers	57
Case Study – Promoting Tech Products in Germany	57
Media Crossover	59
Case Study – Selecting the Right Medium – The Launch of Kerrygold Irish Cream in the USA	59
Social Media	60
Working with the Media	61
Fake News	62
Leaks to the Media	63
Creating an Online Newsroom	63
What Type of Media?	63
Deadlines	64
Print	64
Radio	64
Television	65
Social Media	65
Merits and Demerits of Media	65
Categories of Readers and Viewers	66
Opportunities to See	66
Media Interviews	67
Needs of Different Media	67
Preparation for Interviews	70
Establish the Facts	70
Determine the Message	71
Think Like a Journalist	72
Location	72

What You've Learned	73
References	74
Chapter 5 – Creating Content	76
Protect Your Client's Visual and Audio Image	76
The News Release	77
What is a News Release?	77
What is News?	77
What is the Difference between Hard News and Soft News?	77
Subject Lines	78
Selecting the Relevant Journalist	78
Newspaper Practice	79
Words	79
Use of Language	79
The Reader	80
Identify the 'Angle'	80
The News Release Format	80
The Inverted Pyramid	81
The Presentation of the News Release	82
Use of Embargoes	82
Coverage	82
Photography	83
Creating Visual Imagery	83
Case Study – Pepsi and Kendall Jenner	84
Local Media	85
Educate Your Client	86
Specialised Types of Photography	86
Videography	88
Shooting Your Own Footage	89
Working with Videographers: The Selection Process	89
Audio Podcast	91
Text	93
Case Study – Cheerios and the Death of Prince	93
Television	94
What You've Learned	94
References	95
Chapter 6 – Storytelling	97
Focus on – Communications Changes at Intel	99
The Four 'D's: Determine, Define, Discover and Display	102
Case Study – RTÉ	104

Focus on – Content in Asia-Pacific	105
Multiple Objectives for Social Media Campaigns	106
What You’ve Learned	108
References	108
Chapter 7 – Event Management	110
Step 1: Preparation	111
Venue	111
Timing	112
Guest List	113
Invitations	113
Details in Advance	113
Seeking Relevant Permissions	113
Insurance	114
Props	114
Supporting Documentation	114
Goody Bag	114
Celebrity Participation	114
No Surprises	115
Accommodation	115
Transport	116
Special Promotions	116
Step 2: Safety and Security	116
Case Study – Safe Events – The DIMICE Model	117
Step 3: Advance Preparation	118
Attracting an Audience	118
Generating Coverage	118
Step 4: The Function	119
Dressing the Event	119
Food and Drink	119
Microphones/Equipment	120
Guest of Honour	120
Entry and Exit	121
Speeches	121
Media	122
Photographs	122
Podium	122
Exhibition Area	122
Seated or Standing	122
Press Room	122

Signage	123
VIP Entertainment Area	123
Press Access	123
Step 5: Follow-Up	123
Evaluation	123
Case Study – Big Concert Events	124
What You’ve Learned	126
References	126
Chapter 8 – The Structure and Management of a PR Consultancy and In-House Media Department	128
The Purpose of Management	129
Finding Clients	129
Selling Yourself	129
Creating a USP	130
Demonstrating Value for Money	130
Showing Quantifiable, Measurable Results	130
Respected Practitioner Status	131
Managing Your Staff and Consultancy	131
Management Areas	131
Managing Your Time	131
Managing Your Proposals	133
Managing Your Staff	134
Managing Your Clients	134
Managing Your Budgets	135
Structure of a Consultancy	136
Case Study – Murray Consultants	137
Case Study – In-House PR for the Polish Film Institute	138
Role of the In-House Media Officer	139
Spokespersons	140
Off-the-Record Briefings	140
What You’ve Learned	142
References	142
Chapter 9 – Preparing and Delivering a PR Proposal	144
Presentation of Credentials	145
Charging for Proposals	145
Knowing Your PR Competitors	146
Taking a Brief	147
Background Information	147

Attitudes	147
Why PR?	148
Who are the Target Publics?	148
Who Is the Competition?	148
Previous PR Experience	148
Budget	149
Tools of PR	149
Company Structure	149
Revert	150
Research for PR	150
Existing Literature	150
Online and Traditional Press Coverage	150
Attitude Research	151
Outside Factors	151
What You Saw and Heard	151
Financial Check	151
Recce	152
The Proposals	152
Structure of PR Proposals	153
Presentation of the Proposals	157
What You've Learned	157
References	158
Chapter 10 – Sponsorship	159
What is Sponsorship?	159
Patronage	161
Charity	162
So What Does Sponsorship Buy?	162
The Purpose of Sponsorship	163
Name Awareness	163
Positioning	164
Creating Corporate Entertainment Opportunities	165
Enhancing and Complementing an Advertising Campaign	165
Types of Sponsorship	166
Sport	166
The Arts	167
Causes	168
Ethical, Moral, Societal and Identity Issues	168
Seeking a Sponsorship Opportunity	169
Define Your Objectives	170

Define Your Target Market/Audience	170
Set Your Budgets	170
Study Potential Strategic Development	171
Undertake a Competitive Review	171
Develop a Detailed Programme	172
Implement the Sponsorship	172
Evaluate the Successes and Failures	172
Seeking a Sponsor	173
Who are the Organisers?	173
What is the Purpose of the Event?	173
What is the Benefit to the Sponsoring Company?	174
What is the Cost?	174
Why this Particular Sponsorship?	174
Who is Involved?	174
Is it Existing or New?	174
Has the Sponsor the Budget for this Year?	175
What Platform Will the Company be Given?	175
Is the Sponsor Interested in the Subject/Topic?	175
Will it be a Suitable Vehicle for the Sponsoring Company?	175
How Many People are Likely to be Reached by this Sponsorship?	175
Who is the Target Public?	176
Is this an Ongoing Sponsorship or Once Only?	176
How Much Involvement Will be Needed from the Sponsor?	176
What is the Return?	176
How Will it be Evaluated?	176
Case Study – Galaxy Sponsorship of Dublin Fashion Festival (DFF)	177
What You've Learned	180
References	181
Chapter 11 – Corporate Social Responsibility	184
Defining Corporate Social Responsibility	184
Edelman Trust Barometer	187
EU Directives	187
The Debate about Legislation	188
Case Study – Daughters of Mother India	190
Choose Wisely	191
Choosing the Environmental Option	192
Independent Verification	192
Recognition	193

Credibility	193
Case Study – Tetra Pak	193
Choosing the Community Engagement Option	195
Top Tips on Community Engagement	197
Top Tips	198
Case Study – Shell’s CSR Projects in Nigeria	198
Conclusion	200
What You’ve Learned	200
References	201
Chapter 12 – Crisis PR	205
Response Time	206
Crisis Preparation	207
The Ability to Predict a Potential Crisis	208
Case Study – Wells Fargo	208
Product Recall	210
Case Study – Galaxy Note7	210
Company Ethos	211
Case Study – United Airlines	211
Major Emergency Plan	212
Whistle-Blowers – A Crisis Companies Should Embrace	213
Handling Crises	214
And Don’t Forget About People	215
The Practical Elements of Crisis Handling – AHAA!	216
Case Study – Ebola Crisis Management	222
What You’ve Learned	223
Acknowledgements	224
References	224
Chapter 13 – Political PR	227
The Communications Team	227
Strategic Approaches	229
Personal Branding	230
Case Study – An Italian Perspective	231
Government Communications	232
Case Study – Crisis in Greece	233
Disruptors	234
Case Study – Donald Trump and the Republican Party	234
Principles	236
Case Study – The Canadian Government, Terrorism and Principle	236

Planning	237
Case Study – Crisis Planning in the White House	238
Lobbying	239
Legislation	239
Key Rules for Political Lobbying	240
What You’ve Learned	242
References	243
Chapter 14 – The Future of PR	246
Robots	246
The Internet of Things (IoT)	246
Society	247
Regulation	247
Business Growth	247
Virtual Reality	248
Structure of PR Consultancies	248
Information Grazing	248
Communications Education	248
Influencers	249
Multiculturalism and International Brands	249
Crises	249
Control of Information in the IT Space	250
<i>Index</i>	251

1 AN APPRECIATION OF PUBLIC RELATIONS

Chapter Overview ●●

This chapter provides an overview of the public relations (PR) industry: how it got its start, who its most powerful figures are and what it takes to be successful in such a dog-eat-dog world. For our purposes, we will define PR as: *the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics.*

The PR industry has been shaped by many figures. Among the most prominent are **Ivy Ledbetter Lee**, the founder of modern-day PR, and **Edward Bernays**, who wrote the first-ever book on PR.

More recently Tim Traverse-Healy has suggested that PR, as a practice, is characterised by three crucial elements: truth, concern for public interest and dialogue. This chapter will explain the significance of each, as well as the qualities one must possess in order to be successful in the PR sector. These include a broad understanding of media and communications processes, business and psychology; an appreciation for and interest in television, radio, film and the visual arts; and excellent time management, critical thinking and interpersonal skills. A PR professional must have the ability to shift public attitudes from negative to positive, which is not always easy.

Image is another crucial component of PR. Companies and individuals alike are motivated by their ‘wish image’ – how they would like to appear to others – as well as their ‘mirror image’ – what they believe to be true about themselves. Yet every public is going to view the same company in a slightly different way – such is the existence of multiple images.

Social media has changed the work of PR professionals dramatically. The passage of bad news can occur in the blink of an eye, thanks to smartphones. Young people are particularly susceptible to believing each bit of information they read or see. All in all, the PR industry faces many challenges in such a fast-paced world.

As a profession, PR is relatively new. Ivy Ledbetter Lee (1877–1934) is typically credited with founding modern-day PR. Lee was retained as a press officer by the coal industry in the USA in 1906, at a time when the industry was attracting a huge amount of bad publicity. He was expected to be the ‘mouthpiece’ of the industry. A frontman was needed, and he was chosen.

However, as soon as he got the job, Lee issued a declaration of principles. The declaration essentially stated that:

- He would deal only with the most senior level of management in the company.
- He must be told all the facts (not just the version of the facts that the company wanted to issue).
- He alone would have the power to decide which facts, if any, were to be issued to the public; and, most importantly, he declared that
- The public could not be ignored, fooled or dismissed by lies.

This statement of principles was revolutionary at the time. No one before had ever insisted that they would deal only with top management – after all, if you were only the mouthpiece of the company, it did not matter who gave you your instructions. It was also extraordinary that he insisted on being informed of all the facts. Up until that time, there had been a belief that the press officer was there to tell a story to the public – not necessarily a true story.

By insisting on the facts, Lee was making sure that he never found himself in a position of having told lies to the public – a huge step. He was the first person to put respect for the public on the agenda. He insisted that he was not there to fool the public, to cover up a story or to tell lies that sounded plausible. He was firmly of the opinion that the public had a right to be told the truth. He also believed that the public could not be ignored. No company could put its head down and pretend a disaster had not taken place. The public had a right to be told what was going on – the bad news as well as the good.

Lee was the first person to bring journalists to the site of a rail crash – a revolutionary move in those days. He believed that, instead of telling journalists a story, he should bring them, show them and let them take photographs and write the facts as they saw them. In the early days of his career, he was well regarded for his approach (in later years, he was known as Poison Ivy – but that's another story). After working with the coal industry, Lee went on to work for the railroad industry and became an adviser to John D. Rockefeller Jnr.

Lee's entry into PR was followed by that of another key influencer in the industry, Edward Bernays (1891–1995). Bernays was a PR practitioner, well known for his use of propaganda and persuasion. He also taught the first course ever in PR, at New York University (1923), and wrote *Crystallizing Public Opinion*, the first book on it.

The practice of appointing press officers, and later PR officers, spread. In the UK, after the Second World War, the government appointed a network of information officers – communications experts who would explain new concepts such as pensions. The first PR post in a public company in Ireland was held by Ned Lawler.

He was appointed public relations officer (PRO) of the governmental semi-state body, the Electricity Supply Board (ESB) in the year of its foundation – 1927. The second PR person to be appointed to a similar position in Europe was Sir Stephen Tallents, who became PRO to the Empire Marketing Board in the UK. Franklin Delano Roosevelt was one of the first US presidents to recognise the value of using publicity and PR methods. In the 1930s, he successfully used media to promote the New Deal and blame major corporations for the economic woes of America, which resulted in those same corporations recruiting publicists to help defend themselves.¹

The practice of national governments appointing PR people has continued to this day. After being invaded by Iraq on 2 August 1990, Kuwait employed a PR firm to help it communicate with the rest of the world. Every European Union (EU) member state employed communications experts to explain the euro prior to its introduction in January 2002. More recently, Saudi Arabia hired Burson-Marsteller to handle PR for the Islamic Military Alliance to Fight Terrorism. This body, which has been dubbed the 'Muslim Nato', is a coalition of 41 Muslim-majority nations. It was established in Riyadh in December 2015 with a mission to combat the Islamic State (IS) group in Iraq and Syria and to combat Islamist militancy across northern and western Africa.^{2,3}

PROPAGANDA AND PUBLICITY

Before we look at definitions of PR, we should first examine what it is not. PR is most often confused in the minds of the public with either propaganda or publicity.

PROPAGANDA

Propaganda is a deliberate effort to gain support for an opinion, creed or belief. It denies, or fails to recognise, the existence, or merits, of alternative opinions. It makes an emotional appeal to the heart: 'Believe because I believe.' It is, by its very nature, biased. Propagandists are prejudiced in favour of their topic, and therefore their concentration is on winning your support – and not necessarily on being entirely truthful with you.

We are all at the receiving end of propaganda during government elections. Think about it. Political party members go out knocking on doors, in the middle of winter, on cold, wet nights, and ask for your vote for their particular party or candidate. If you respond that you have never supported that party, for whatever reason, they will try desperately to convince you that you are wrong. They will not argue that the party of your choice also has valuable policies, or that the candidate you have chosen to support is, indeed, a very worthy candidate. Rather, they will

try to convince you of the error of your ways. This, in its simplest form, is propaganda. Government press officers are often accused of acting as propagandists because they give only positive, pro-government answers to all questions. The greatest despot will try to propagandise the world into believing that he is a caring and sincere leader. Hitler and Goebbels are well-known examples of highly skilled propagandists.

PR, by contrast, concentrates on truth. Where propaganda appeals to the heart, PR is about information – truth – that can be assessed by the mind. With any PR activity, you are not trying to win people over to your cause blindly. You are trying to give them truthful information which they may assess, and about which they may develop their own opinions. You are also trying to listen to what they have to tell you – as will be discussed in the text on dialogue in the section “The Key elements of PR”.

PUBLICITY

Publicity is the other area most confused with PR. What is publicity? Publicity is drawing attention to something by highlighting the issue, event or occasion in the media. You see it in newspapers and magazines and on television; you hear it on the radio; you notice it at bus shelters and on poster sites; and you cannot miss it on social media. Publicity can be secured by buying advertising. It can also be secured by PR techniques – by issuing a press release, pitching an idea for a feature article, calling a press conference, organising a photo call, sending a product for review to a blogger, hosting a reception and so on. Publicists, as a result, are often also referred to as press agents.

There are PR people who specialise as publicists. Max Clifford in the UK was probably one of the best known. Arts events in particular – film, theatre, poetry, the visual arts – would not survive without the valuable work that publicists do. And it is hard to imagine an actor or performer of note who does not have their own publicist. Louis Walsh, manager of Westlife and Shayne Ward (among others), is also recognised as a great publicist, and is admirably referred to by the media as ‘the spin king’.⁴

The difference between a publicist and a PR consultant is best explained using a story about Ben Sonnenberg, an early press agent in New York City. Ben was hired by an antique-store owner to get more customers for his store. In the back of the store, Ben found an oil painting of an almost nude woman. He put the painting in an ornate frame and placed it in the front window. This was shocking stuff a century ago! Next, Ben paid a young boy and girl 25 cents each to stand and stare at the painting. Then, Ben raced across the street and grabbed a news reporter to take a photo of the children looking at the naughty painting. The result made

the headlines in the paper. Crowds soon swamped the store. The store owner sold hundreds of printed copies of the painting but not one antique. The moral of the story? Publicity sold copies of the painting, but PR would have created an awareness of the antiques.⁵

Publicity can be secured by PR means, but it is not the sole object of any PR activity. It may be an end result (which is achieved from providing information), or it may be a selected tool used to reach a particular audience, but it is never the primary aim of any PR campaign.⁶

PR DEFINED

As individuals, we speak with people all the time. We listen to what they have to say, we respond, we react, we communicate again to make our point of view more clearly understood. Organisations do exactly the same with their publics. They use PR tools to develop a two-way communication flow with their publics – speaking to them, listening to their response and reacting.⁷ There are most likely thousands of definitions of PR. I still like the definition of PR as ‘the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics’ (Chartered Institute of Public Relations, UK). It’s an old one – but a good one!

The Chartered Institute of Public Relations (CIPR) in the UK incorporates a traditional definition of PR with their newer definition which is that:

PR is about reputation – the result of what you do, what you say and what others say about you. PR is the discipline which looks after reputation, with the aim of earning understanding and support and influencing opinion and behaviour. It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics.⁸

The Merriam-Webster dictionary defines PR as: ‘the business of inducing the public to have understanding for and goodwill toward a person, firm, or institution; *also*: the degree of understanding and goodwill achieved.’⁹

In an article in the *Actionable Marketing Guide* weekly ezine,¹⁰ Heidi Cohen reviewed 31 definitions of PR and concluded that, while they all differed, they also shared common elements. These were, broadly, that: (1) PR is part of the overall marketing and communications function of a business; (2) PR is vital in helping to engage diverse publics across multiple media platforms; (3) PR must protect an organisation’s reputation and provide crisis management as needed; and (4) PR must do all of the above with an understanding of search-optimisation opportunities.

THE KEY ELEMENTS OF PR

Tim Traverse-Healy described PR as having three crucial elements: truth, concern for the public interest and dialogue.¹¹ It's hard to fault that.

Truth—You must be truthful in every piece of information you convey to the public. You are not obliged to divulge all of the information in your possession and you will not reveal the entire truth about everything (few companies – or, for that matter, individuals – ever do), but you must never deliberately mislead or lie.

Concern for the public interest—You must respect Lee's dictum that the public has a right to know – and everything you do must be in the public interest at all times. Behaving in the public interest is also, by extension, behaving in the company's interest.

Do not confuse public interest with items of interest to the public (an error that journalists regularly make). In 1994, Imelda Riney, her 3-year-old son Liam and Fr Joseph Walsh were killed by shotgun by an (at that time) unknown assailant at Cregg Wood near Lough Derg, Ireland.¹² The story broke in the media and was followed closely on radio – a medium that is ideal for fast-breaking stories. As the story unfolded, it emerged that the person who had committed these heinous crimes had actually filed the bullets before shooting them, thus making forensic identification near impossible. This, in my opinion, is a classic example of confusion about the public interest. It was not in the public interest that this information should be broadcast – it gave the killer valuable insider knowledge.

The story was certainly of interest to the public, who wanted to know every detail about the crimes. But the public would have survived without this extra piece of information – they would not have been misled or lied to or lulled into a false sense of security by its omission. The simple fact that the crimes had been committed, and that news of them had been publicly broadcast, was sufficient to satisfy the public-interest requirement. The additional information was of interest to the public but should not, in my opinion, have been broadcast or published.

Dialogue—In PR, there must always be dialogue – a two-way flow of information, feedback, ideas, suggestions and reactions, from which the company and the public benefit.

Finally, as you may now be realising, PR is not something that can be done by instinct – it is too complex a field. PR requires thought, planning, organisation and communication skills to implement and evaluate a successful plan. An old Chinese proverb goes: 'Tell me and I forget. Show me and I remember. Involve me and I understand.' The ultimate aim of PR is the creation of understanding.

PR PRACTITIONERS – THE KEY QUALITIES NEEDED

A good PR practitioner needs several qualities. At its broadest level, PR people need the following:

- An understanding of communication processes—They need to understand how messages are sent and received. They must be able to evaluate the response to a message, and to change and adapt their strategies so that messages are more clearly received and understood.
- An understanding of the way the media works—The media is often used as a means of conveying messages to the public. PR people need to understand the deadlines that different media work to, the formats in which information is most acceptable, and the differing needs of both print and broadcast journalists.
- An understanding of the influence of social media platforms, the power of e-zines and blogs, the value of storytelling, the speed of communication, and the brevity of messages sent and received.
- A keen understanding of the world of business—Clients are very often drawn from here. PR people need to understand the demands of business, the profit-making drive, the international repercussions of decisions, the value of trade unions, the implications of industrial relations disasters, the impact of decisions on share prices and the power of shareholders.
- An understanding of psychology—The PR professional needs to understand what drives, motivates and inspires people. You need to get inside their heads. Who do they admire? Why would they wish to contribute to your cause? And so on.
- Finally, I believe that the best PR professionals have a critical thinking ability which allows them to rationally and sometimes dispassionately evaluate a situation, and reach a workable (and sometimes fiercely clever) approach to communications.

At the personal level, there are certain qualities which undoubtedly help a PR practitioner:

- A broad interest in the world of media—Good PR practitioners are readers; they have the habit of reading and are constantly developing their vocabulary. PR people ideally have a love of language and take pride in how they would explain a *concept*.
- An understanding of the importance of good writing skills—You could be crafting a tweet, an e-zine, a press release, a PR proposal or a blog as part of your job. For all of these – and more – you will need good writing skills.

- An interest in what is happening in the media world—PR people have a knowledge about which journalists write on certain issues. They have enquiring minds, constantly questioning the angles and perspectives that writers and reporters take, and a curiosity about how a story was covered. They also have a broad interest in the issues of the day – be they national or overseas.
- An interest in television—The PR practitioner wants to know about the latest trends on TV (like binge box-set viewing!). Good PR people know the varying personalities of different TV networks – and can, therefore, select the most appropriate person to act as a product endorser, or to chair a meeting. They constantly look, enquiringly, at the way in which visuals on television portray a message and wonder whose message they are receiving.
- An interest in radio—Good PR practitioners find it impossible to sit in a car and not listen to talk radio – and many cannot walk the dog without using earbuds to keep abreast of developments. They constantly study the interviewer and the style of questioning. They wonder why this particular person is being interviewed at this time. They study how well the interview was conducted and analyse whether or not the interviewee got their message across. They pick up on little things such as tone of voice, the style of questions and the anger/remorse in someone's voice.
- Curiosity and enthusiasm about social media—What is trending? How are stories being presented? What messages are being transmitted? Who is using what platform? Where are they coming from? Are there cultural differences?
- An appreciation of films, theatre, music and the visual arts—In essence, the good PR practitioner has an interest in all forms of media.
- An interest in current affairs—A good practitioner is someone who can debate the issues of the day. PR people need to know who the key players are – heads of government, ministers, senators, opposition spokespersons. They should be able to identify the policy differences between political parties. A good practitioner will study the influence of environmental groups, trade unions and women's groups, at both the political and the social as well as the business level. PR people will have an interest in changes introduced in the budget and will try to analyse the economic and social impact of these changes. They will study demographic changes, societal issues and trends in employment. They will know what is happening in the wider world. A good PR person follows the progress of bills through parliament; reads all of the pro- and anti-referendum (any referendum) literature; and studies racism, the collapse of rural areas and the spending power of young people.
- Excellent time-management skills—PR involves a lot of organisation – organising your own time so that you can manage a number of clients in the same day, as well as organising functions such as press receptions, press conferences, photo calls, client meetings and sponsorships. Time-management skills are also needed

so that you can respond to requests, client calls and media alerts in a timely fashion. Without an ability to manage your time well, you will find that you are constantly busy, but achieving little.

- **Thoroughness**—A good PR person will be someone with the dedication to concentrate on both the major and the minor details of any PR task, and see them through to fruition. There is no point in organising a function and getting all of the big details right, only to fail because you did not concentrate on the finer details such as organising car parking.
- **An ability to think strategically**—In addition to the ability to concentrate on the small things, a good PR person also needs to be a strategic thinker – to be capable of seeing the big picture. You need to know how your proposals will impact the business you are advising, to see the developing trends and know how you might incorporate them into your proposals.
- **An ability to deal with people**—This quality is necessary for every type of business. You will deal with many people each day – people you work with in the PR office, bank managers, journalists, clients, photographers and so on. You don't need to like them, but you must be able to deal honestly and effectively with them.
- **Honesty**—To work in PR, you must be honest and trustworthy. You are dealing with sensitive, highly confidential information. You must be trusted both by clients and by the media. You will only be trusted and respected if you are honest.
- **Imagination and creativity**—There are some clients who will approach you with a brilliant idea which you are asked to implement – that is the easy end. There are also many clients who will approach you about their companies, which are perfectly ethical, financially sound, good companies – but they lack excitement. You are the person who needs the creativity and imagination to design something – of interest to the company and the general public – that will attract media attention.

ATTITUDES AND OPINIONS

We are all 'attitudinal' and hold opinions on a wide range of issues. The challenge for PR professionals, often, is to convert the negative to the positive. This can be quite challenging and difficult to achieve. Frank Jefkins believed that there were four main attitudes¹³:

Negative	Positive
Hostility	Sympathy
Prejudice	Acceptance
Apathy	Interest
Ignorance	Knowledge

HOSTILITY TO SYMPATHY

Hostility is a term used frequently by journalists when they are describing attitudes of one nation state towards another. Alex Gorka's article 'Bulgaria's Government Adopts Hostile Attitude Towards Russia' described a national security report, adopted by Bulgaria's cabinet, which names Russia as one of the main foreign policy risks and 'calls Russia a threat to the country's national security'.¹⁴

If someone is hostile towards your company, it may be because of something that happened many years ago. The PR job is to try to inform that person of why it happened, how it happened, how the company dealt with the situation and how it has implemented changes which would prevent the same thing from ever happening again. What you are trying to achieve is sympathy. You do not expect that someone who is hostile to your company will suddenly become its biggest supporter, but you can expect them to become less hostile and slightly more sympathetic towards you if they fully understand the background and developments within the company.

When UK Disabled Rights chief executive Liz Sayce called on disability campaigners to create a strong united message that would resonate with people, she used the LGBT movement's call for 'equal marriage', and the US Black Lives Matter campaigns as examples.¹⁵ These highlight the power of PR initiatives in converting hostility to interest.

Hostility Example – **Infected Blood Products**

Since the 1950s, the National Blood Transfusion Board in Ireland had enjoyed a positive public profile. Donors at Pelican House, Dublin (or mobile clinics) were plentiful, and the silver and gold pelican pins were worn by donors with pride. All that changed and the board became the object of hostility when the Hepatitis C scandal broke in 1994. The National Blood Transfusion Board had overlooked warning signs and used sloppy screening practices for years, which had resulted in contaminated product being given to new mothers. The eventual outcome was a public tribunal, called to investigate how an organ of the state was responsible for infecting its citizens.

The Blood Transfusion Board tried to change the hostility to sympathy by explaining that improved donor-screening processes had been introduced to ensure that this situation could never happen again. It changed its name to the Irish Blood Transfusion Service (IBTS) and moved from Pelican House to state-of-the-art headquarters at St James's Hospital. The Minister for Health appointed a new chairman and the board probably believed that it had at least initiated the process of change.

The national television station RTÉ broadcast a docudrama mini-series in January 2002 called *No Tears*. Starring Brenda Fricker, the drama was

based on the Irish blood-bank scandal of the 1990s, where it was discovered that women treated with the blood product Anti-D in the 1970s had been contaminated with Hepatitis C. The impact of the programme was huge. It reminded the general public of how angry and hostile they had felt towards the blood bank. The reaction was so strong that the blood bank publicly appealed to people, through media interviews and advertisements, to give blood. They feared that the broadcasting of the programme would result in a decline in donations of blood. Elective surgery in the country's hospitals was cancelled. The hostility, which had begun to change to sympathy, had returned to the population once again. All efforts had been thwarted. Public attitudes can be very volatile.

PREJUDICE TO ACCEPTANCE

Prejudice is difficult to overcome because very few people understand why they are biased against a person or a company or brand. If, by giving people the information they need, you can convert their prejudice to acceptance, you have gone a long way down the road. The consumer who is prejudiced against your brand may never buy it, but, through exposure to PR techniques, may come to accept that it is a good and reputable brand.

In an interview with *Scientific American*[®] Professor Steven Neuberg, of Arizona State University, said that prejudice was traditionally defined in social psychology as 'a negative feeling towards a particular group and its members' and that this prejudice can be characterised by disgust, anger or fear.¹⁶ Blogging about prejudice against fat people, author Swee Choo Tan noted that the perception of 'most people' was that 'fat people are ugly, lazy, unattractive and sweaty'.¹⁷ No longer a personal problem, Swee Choo Tan argues that this is a societal issue and the reason for the prejudice is that the 'new generation' place great importance on physical appearance.

Finally, in an article entitled 'The Prejudice Against Marketing', Robert L. Steiner argues that: 'Society honours those who build better mousetraps but suspects those who market mousetraps better'.¹⁸

Prejudice Example – Gas Explosion in Apartment Complex

One of the best examples of a conversion from prejudice to acceptance was the Dublin Gas Company. Two people died in an explosion at an apartment complex called Raglan House in Ballsbridge, Dublin, Ireland, on 1 January 1987. It was several hours before the Dublin Gas Company issued its first public statement. The company was in receivership and the three-person PR

department had been made redundant. External PR consultants had to be retained.

People in Dublin were hostile towards a company that did not seem to care. That hostility turned to prejudice, and people in 'vox pop' interviews stated that they would not, under any circumstances, have gas in their homes. There was a prejudice against the product and the company that produced it, with many believing it was unsafe.

To the company's credit, Bord Gáis Éireann, which had replaced Dublin Gas as the supplier, not only changed its internal systems, but also communicated the change so effectively that it is hard to imagine a home in Dublin that would now be prejudiced against the gas company. In fact, in 1990, by an extensive PR and advertising campaign Bord Gáis succeeded in promoting gas as a lifestyle choice that is environmentally friendly. The company not only regained the confidence of consumers, but increased the sales of natural gas appliances by 50 per cent that year. Who would want to deal with dirty grates and buckets of fuel if they could, instead, simply flick a switch and have the effect of a 'real' fire? It was a brilliant comeback by the company, which had addressed seriously the concerns of its customers.

APATHY TO INTEREST

Research by Survation into voter apathy and low election turnout in the UK found that the four key reasons for not voting in the previous UK general election were: (1) not believing that their vote will make any difference; (2) believing that the parties and candidates are all the same; (3) a lack of interest in politics; and (4) not believing that they had enough information or knowledge to choose.¹⁹

Apathy, essentially, is when people just don't care. They have no interest whatsoever in your company. You need to convert that apathy to interest. This is one of the most difficult of all PR tasks. If someone simply doesn't care what happens to the environment, for example, or doesn't care who represents them at the national or European level, how do you convert that total apathy to at least a mild level of interest?

IGNORANCE TO KNOWLEDGE

Finally, we must deal with ignorance – people simply may not know anything about your company and, because they don't know anything, they cannot form any opinion about you, and are very reluctant to buy from you. By converting ignorance to knowledge, you are placing the person in a better position to make a decision. This is probably the easiest of the four attitudes to deal with, and the one on which companies spend large budgets. People are reluctant to buy from a company, or to

invest in a brand, that they have never heard of. Companies are aware of this and consequently spend a large portion of their marketing budgets on research. As a result, not only marketing budgets, but also huge levels of PR resources are invested in telling the consumer, the investor and the influencer about the company, its policies, its location and its products.

In fact, data mining is one of the buzzwords of the late 2010s. Today, finding out as much as you can about your customers and potential clients is critical to business success. The ability to read Google analytics, interpret data about your website viewers and understand Facebook algorithms is vital. So, too, is managing all the information that we mine and making sense of it. Huge Byrne, MD of Watson Analytics, a division of IBM, says that Watson (like Sherlock Holmes' right-hand man) can listen, read, analyse and recommend. The software can read 3 million documents a second and give you probabilities and possibilities based on what it has found. Byrne uses the example of going to a doctor where Watson is running in the background. You tell the doctor all your symptoms and Watson says: '80% chance that its man-flu, 10% chance of meningitis, 10% chance something else.' This is augmented intelligence. It gives us the ability not only to keep up to date but to make sense of the information.

In addition, with the Internet of things – where everything talks to everything – the amount of available information in the world is set to increase by 80 per cent. When you look at the amount of information currently available (we are positively drowning under its weight) and think about an 80 per cent increase, you can understand the demand for augmented intelligence. However, it is comforting to know that Byrne believes that the human brain has the capacity to do more than all computers put together, so we will still rely on humans to interpret and make the final decision.²⁰

Ignorance is becoming an issue. Professor Lee Komito at University College Dublin (UCD), Ireland, believes that the explosion of social media in the lives of young people greatly limits the range of things that they know anything about. He points to the fact that people select, at a young age, those things which are of interest to them and which they want to be streamed information about. Let's say that choice is sports, music, movies and cars. At what point do people become curious about politics? He believes it is an issue that will grow in the coming years. Politicians represent the people, but if they cannot reach them, they cannot assess their views and therefore will find it increasingly difficult to represent them and be the 'face' of their interests and values.

In the old days, we read newspapers which exposed us to many extraneous areas, some (or most) of which were not of interest to us. We might never have been 'converted' but we at least knew something about them and were aware that they existed. Professor Komito believes that this is not the case for young people today and that it will adversely affect democracies in the future.²¹

IMAGE

You will encounter many different images in your dealings with companies, organisations and charities. There are three, in particular, of which you should be particularly conscious:

- Mirror image
- Wish image
- Multiple image.

MIRROR IMAGE

The mirror image is what companies or individuals believe to be true of themselves. The mirror image may, or may not, be true. It is not that companies are deliberately trying to mislead you, but rather that they are deluding themselves. Through research, you can establish if you are dealing with a true image or a mirror image. We are all guilty of self-delusion in some way. How often have you seen a man or woman walking down the street dressed in something 'hideous', which they believed was 'beautiful'? Too often! Yet they looked in the mirror that morning and believed that they looked absolutely wonderful. Companies are guilty of making exactly the same mistake.

WISH IMAGE

A wish image is what a company would like to be true of itself. It wishes that it could be the biggest in the field or provide the very best quality service. The wish needs to be identified as such and gradually moved from being a fantasy to a realistic goal that the company can attain and is taking steps towards achieving. Your job, as a communications expert, is to harness that goal and ensure that all your communication strategies work to help the company achieve it.

MULTIPLE IMAGE

A multiple image essentially refers to the fact that different publics have different images of the same company. People develop an image of a company based on their dealings with it: employees will have an image of the company based on their work experience; a retailer will have an image of a company based on the frequency of delivery and the billing method; and so on. Each of the publics will have a different image of the company. It is your job, as a PR person, to research and identify those images and use them in your communication with each of the groups.

Finally, remember that what you are always trying to achieve, as a PR practitioner, is an accurate image of the company – an image that is a reasonable and accurate

impression of an organisation and its products or services; an image that is based, most importantly, on the truth.

Research shows that people are less trusting of corporate entities and elected representatives. The modern-day challenges facing PR people are huge but the need to be able to communicate across a range of audiences remains. PR people need more skills now than ever before.

THE ROLE OF SOCIAL MEDIA

During the 1990s, specialties for communicating to certain audiences and within certain market segments emerged, such as investor relations or technology PR. New Internet technology and social media websites began to affect PR strategies and tactics. In April 1999, four managers from IBM, Sun Microsystems, National Public Ration and Linux Journal created 'The Cluetrain Manifesto'.²²

It is interesting now to look back on the 1999 'The Cluetrain Manifesto', which predicted the way that new social media and Internet technology would affect businesses in general. The Manifesto established 95 theses about the way social media and Internet technologies were going to change business. It attracted a lot of cynicism and scepticism at the time. In the same year, Seth Godin published a book about permission marketing as a replacement for advertising. Called *Permission Marketing: Turning Strangers into Friends and Friends into Customers*,²³ it expanded on his belief that if you gave people information that is of interest and benefit to them – content that might even be educational – they would come to rely on you as their 'source' and buy from you as a trusted supplier. Advertisers pooh-pooed his claim and refused to believe it would ever happen. Look at the state of the advertising industry now! Look at the growth of social media – the number of different platforms and the free availability of Internet access on phones. Just think about the huge change in a phone, from an instrument that you speak into and listen to, into an instrument which does that, but also sends text messages and allows you to shoot still and video footage and share it immediately. This has revolutionised the worlds of PR and journalism.

Journalists are no longer trying to be first on the scene – citizen journalism has seen to that. And journalists don't necessarily get the best stories either. Some of the most powerful stories – which were also the most harrowing and heart-wrenching – from the fire in Grenfell Tower, London, in June 2017, came from livestreaming on Facebook by families trapped in the burning building. Some of the moving audio broadcasts on radio came from families gathered together and shouting into a mobile phone for help. The very first photos that anyone saw of the burning building were most likely posted on social media.

Bloggers attract huge numbers of followers and are a trusted source of information – but they have no journalistic training and are not bound by any code of ethics. Activists upload horrific photos of atrocities which are later used as propaganda shots. Media shows us footage of atrocities when they are eminently consumable and credible (like the story of Omran Daqneesh from Aleppo), but these images are later questioned by other media outlets. Young people fall into the trap of accepting the truth of anything they see with their own eyes – they never seem to consider subterfuge or manipulation of images.²⁴

From a PR perspective, social media has also changed the work of PR professionals. The speed of information distribution means that PR people no longer have the ability to slow the passage of bad news. The very nature of citizen journalism means that, even with terrific warning and monitoring systems in place, the PR person can be receiving the news at the same time as millions of others, or even minutes later. The lack of control over the message means that PR people are sometimes left trying to create responses to utterly false accusations which have been given wide publicity on social media and are therefore 'believed' by hundreds of thousands of people.

Key Dates in the History of Public Relations	
1877	Ivy Ledbetter Lee (father of PR) born.
1891	Edward Bernays (PR's first educator) born.
1923	First university course on PR, New York University.
1955	International Public Relations Association (IPRA) formed.
1959	European Confederation of Public Relations practitioners (CERP) Five countries: Belgium, France, Germany, Italy and the Netherlands.
1964	IPRA granted formal recognition by the United Nations.
1965	Code of Athens (ethical code) adopted by CERP in London.
1978	Code of Lisbon (ethical code) adopted by CERP in Lisbon.



What You've Learned

Major Pioneers of PR

- Ivy Ledbetter Lee—Starting as a press officer for the coal industry, Lee is credited with founding modern-day PR. In doing so, he stressed the importance of giving the public the truth, and nothing but, which was revolutionary at the time.
- Edward Bernays—This PR practitioner was known for his use of propaganda and persuasion. He taught the first-ever PR course at New York University in 1923 and wrote the first-ever book on PR: *Crystallizing Public Opinion*.

The Three Most Crucial Elements of PR

- Truth
- Concern for the public interest
- Dialogue.

What It Takes To Be a PR Practitioner

- Understanding of communications
- Understanding of how the media works
- Understanding the influence of social media platforms
- Keen understanding of the business world
- Understanding of psychology
- Critical thinking skills.

The PR Practitioner – Key Qualities

- Broad interest in the world of media
- Interest in television and radio
- Curiosity and enthusiasm about social media
- Appreciation for films, theatre, music and the visual arts
- Interest in current affairs
- Excellent time-management skills
- Thoroughness
- Ability to deal with people
- Honesty
- Imagination and creativity.

Attitudes and Opinions

One of the most important skills of a PR practitioner is the ability to convert negative public attitudes into positive ones. For example:

- Hostility to sympathy
- Prejudice to acceptance
- Apathy to interest
- Ignorance to knowledge.

Image



In dealing with companies, organisations and charities, image is extremely important. There are three crucial types:



- Mirror image: what companies and individuals believe to be true of themselves.
- Wish image: what a company would like to be true of itself.
- Multiple image: the fact that different publics have different images of the same company.

The role of social media

- ‘The Cluetrain Manifesto’ and permission marketing books such as Godin’s made accurate predictions about the future of the advertising industry.
- The number of different platforms available has revolutionised the world of PR and journalism – the speed at which news can now travel sometimes make citizen journalists more effective.
- Young people have a tendency to fall into the trap of believing everything they read online – what does this say about the future?

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INDEX

A

- ABC News, 191
 Abercrombie & Fitch, 191, 203
 Academy Summer Media Camp, 89
 Actionable Marketing Guide, 5
 Adedevo, Stella, Dr., 222
 Adweek, 107
 Afghanistan, 236
 Africa, 3, 21, 23, 184, 189, 203, 222, 238
 Age of Propaganda: The Everyday Use & Abuse of Persuasion, 54
 AGM (annual general meeting), 82, 161
 AHAA, xiii, 205, 216, 224
 AIA (Insurance Group), 167
 Airtel, 190
 Aleppo, 16
 Alibaba 57,
 Al-Qaeda, 236
 Alton Towers, 215
 Amarach Consulting, 171, 183
 Amazon, 21, 57
 AMEC, 155, 158
 American Idol, 164
 American Express, 97
 Amstel, 166
 Andhra Pradesh, India, 166
 Anheuser-Busch, 160
 Anoushka, 179
 ANSA, 232
 An Taisce, 44
 ANZ Bank, 99
 Aon, 167
 AP (Associated Press), 53, 166
 Arts & Business, 163
 Asda, 56
 Associated Press Stylebook, 53
 Australia, 97, 105, 107
 Australian Financial Review, 99
 AVE (advertising value equivalent), 128, 130, 155, 156
 Avoracle, 107

B

- Bagram Air Base, 236
 Bakshi, Vibha, 190, 203
 Bank of American Corp, 192
 Bannon, Steve, 228, 229, 243
 Barcelona Principles, 155
 Barnier, Michel, 84
 Barrington, Brian, 207
 Bataclan, 117
 BBC, 104, 229
 Beats Electronics, 160
 Beethoven, 172
 Belfast, 116, 127
 Benetton, 166
 Benson & Hedges, 166
 Berkshire Hathaway, 22
 Berlin Film Festival, 139, 143
 Bernays, Edward, 1, 2, 16
 Better Call Saul, 54
 Beyonce, 87, 95, 124, 125
 BHP Billiton Ltd, 192
 Bieber, Justin, 85
 Bin Laden, Osama, 236
 Bing, 101
 Bitten and Hisses, 166
 Black Unicorn PR, 61, 74
 Blue Bloods, 248
 Blue Notes, 99
 BMW, 170
 Bord Gais Eireann, 12
 Boko Haram, 238
 Bono, 42, 49, 50, 81
 Bord Gais, 12
 BP, 166
 Breast cancer, 106
 Breen, Mark, xvi, 117, 127
 Breitbart News, 228
 Brexit, 83, 90, 95
 British Library, iv
 British Museum, 163
 Bruen, Brett, 238, 244
 BSN, 160
 Bud Light, 160
 Buffet, Warren, 22, 209, 225
 Burley, Kay, 216
 Burson-Marsteller, 3, 130, 143
 BuzzFeed, 107
 Byrne, Gay, 168
 Byrne, Hugh, 13

C

- Canada, 104
 Canadian Government, 235
 Carlsberg, 166
 Carnegie, Andrew, 188
 Carolan, Maria, 138, 143
 Carroll, Archie B., 185
 Center for Responsive Politics, 239
 Central Bank of Ireland, 113
 CERP, 16
 Chambers Ireland Award, 131
 Chanel, 119
 Channel 4, 164
 Chapman, Colin, 166
 Chapmans Cars, 166
 Charter on Media Transparency, 23
 Chartered Institute of Public Relations UK, 5
 Chatbooks, 107
 Chelsea, 167, 182
 Chelsea Football Club, 167
 Cheltenham Festival, 123
 Cheerios, viii, 93, 94, 96
 Chevrolet, 167, 182
 Chhabra, Esha, 190, 203
 Chibok, Nigeria, 238
 Chicago Aviation, 211
 China, 106, 131
 Christie, Nicole, 21
 Cisco Systems Inc, 192
 Clarke, Victoria May, 64, 75
 Clifford, Max, 4
 Clinton, Hilary, Secretary of State US, 235
 CNN, 53, 211, 226
 Coca-Cola, 160, 164, 182
 Code of Athens, 16, 20, 23, 30
 Code of Lisbon, 16, 20, 23, 30
 Coldplay, 125
 Colombia, 208
 Compaq, 166
 Conlon, Gerry, 64
 Conway, Kellyanne, 228, 243
 Coronation Street, 248
 Corporate Europe Observatory, 239
 Cork Airport, 213
 Corrib Gas Field, 207, 225
 Coulter, Mary, 142
 Courtney, Brendan, 178, 179
 Cowley, Stacy, 209
 Crimea, 238, 244
 CRM (customer relationship management), 133
 Croke Park, 125
 Cronin, Dayl, 59, 74
 Crystallizing Public Opinion, 2, 16
 CSI, 248
 CSR Commission, 189
 CSR, xiii, 131, 184, 185, 186, 187, 188, 189, 190, 191, 198, 200, 201, 202, 247
 Cullen, Martin, xvi, 117, 127

D

- Dacia, 107
 Dancing with the Stars, 59, 104
 Dao, David, Dr, 211
 Daqneesh, Omran, 16, 19
 Data Mining, 13
 Daughters of Mother India, 190
 Davis, David, 83, 95
 de Bono, Edward, 49, 50
 Delaware County, 234, 235
 Denmark, 130
 Democratic Party USA, 235
 Diana, Princess of Wales, 115
 DIMICE, ix, 117
 Disney, 53
 DJ Hardwell Gig, 127
 DJ in the Areal, Belfast, 116
 Dominos Pizza, 164
 Dove, 177
 Dow Jones Sustainability Index, 191, 192, 193, 201, 203
 Drucker, Peter, 188
 DSLR Camera, 89
 Dublin Airport, 212
 Dublin Airport authority, 213
 Dublin City fm, xvi, 19, 31, 50, 74, 75, 92, 108, 109, 127, 143, 201, 204, 224, 226, 243, 244
 Dublin Fashion Festival, 178
 Dublin's Four Courts, 23
 Dublin Gas Company, 11, 12
 Duckhams, 166
 Duffin, Andrew J., 208
 Duisburg, Germany, 116
 Dunlop, Frank, 22
 Durex, 166

E

- Eagles of Death Metal, 117
 eBay, 92, 96
 Ebola, 222
 Edelman, xii, 177, 178, 179, 183, 187, 202
 Edelman's Trust Barometer, 187, 202
 Edgar, Samantha, 204
 Edmondson, Amy, Professor, 43
 E-Learning Institute in Athens, 233
 Elizabeth II, Queen of England, 162
 Emirates Airlines, 106
 Empire Marketing Board, 3
 Epping, Duncan, 42
 ESB, 3
 ESP Properties, 160
 EthicalConsumer.org, 21, 30

EU, xii, 3, 26, 27, 84, 88,
187, 188, 200, 216, 233,
239

European Award, 78
European Parliament, 23,
239

Evan, 106
Excedrin, 107

F

Facebook, 13, 15, 36, 44, 46,
51, 52, 55, 59, 60, 71, 73,
89, 91, 98, 101–105, 107,
108, 118, 124, 178, 180,
226, 232, 234
Faitle Ireland Dublin Horse
Show, 123
Fairbrass, Jenny, 185
Fairfax Media, 99
Fake news, 51, 53, 62, 73, 229
Fano, Pesaro, Italy, 231
Fano TV, 232
Federal Department of
Transport, 212
Federal University of
Petroleum resources, 199

Ferguson, Rachel, 152
Ferrari, 66
Feyenoord Rotterdam Youth
Academy, 200
Finan, Mary, 22
Financial Times, 99
Fingal County Council,
212
Finland, 130
Fittleworth, 130, 143
Fitzgibbon, Francis, xvi, 52,
74
Fleishman-Hillard, 23
Flood Tribunal, 22
Florida, 59
Forbes, 190

Ford Motor Co, 160, 166
Forde, Ursula, 152
Formula 1, 164, 166
Forest Stewardship Council,
194
Fortune magazine, 94
Fosburgh Publications Fund,
165
FOX, 164
Fox News, 229
France, 117
Fricker, Brenda, 10
Friedman, Milton, 186, 202
Frock Advisor, 178
FSC, 194
Fujitsu, 57

G

Galaxy, xiii, 177, 178, 179,
189, 183, 210, 224, 225,
226
Galaxy Style Exchange,
177
Galaxy Duet, 178
GE (General Electric), 92
Geldof, Bob, 65
Gemini TV, 166
General Mills, 93
Gen Y, 105
Geva, Aviva, Professor,
186
Giese, Guido, 192
GiGi Lee, 23
Gillespie, Ronan, xvi, 75
GITMO Lottery, 237, 244
Glasgow Public Park, 78

Global campaign of the Year,
190
Global Engagement
Department, 238
GMJ Associates, 186, 213
Godin, Seth, 15, 18
Goebbels, Joseph, 4
Gold Leaf, 166
Golden World Awards, 102,
103, 105, 130
Golin, 248
Goodyear, 166
Google, 13, 30, 60, 101, 120,
206, 249, 250
Gorka, Alex, 10
Gottardi, Marco, 232
Government of Greece,
233

Government of Maharashtra,
191
Grande, Ariana, 116, 127
Great Place to Work
Institute, 39
Green, Andy, 48, 50
Greenpeace, 44
Greer, Germaine, 91
Grenfell Tower in London,
15, 77, 232
Griffin, Andrew, 210, 225
Griffin, Suzy, 59, 74, 109
Guantanamo Bay, 236
Guildford Four, 64
Gunning, Ellen, iv, 75, 89, 204,
224, 244

H

H&M, 21, 30
Hanley, Colm, xvi, 124, 127
Harbourne, Antoinette, 245
Harrington, Maura, 207
Harry, Prince, Duke of
Sussex, UK, 115

Harvard Business School,
43, 228
Hearst, William Randolph,
77, 95
Heineken, 56, 160, 167
Henriques, Adrian, 188, 202

Hepatitis C Scandal, 10
Heron, Joe, 198, 204,
226
HighSnobiety.com, 210
Hilfiger, Tommy, 20
Holmes, Sherlock, 13

Home Improvement, 54
 Hometown, 59
 Honda, 166

HTC, 57
 Huawei, 163
 Hubspot, 249

Hunter, Jay, 104, 109
 Hyland, Jennifer, xvi

I

IBM, 13, 15
 IBTS, 10
 IEG, 160
 Ienco, Gianmarco, 231, 244
 Ikea, 131
 Illinois (Chicago), 59, 60
 Illinois Chamber Music
 Festival, 167
 Imperial Tobacco, 166
 India, 104, 105, 66, 189
 Indian Police Academy,
 191
 ING, 166

Instagram, 36, 51, 59, 61,
 73, 83, 91, 95, 102, 105,
 107, 163, 164, 178, 179,
 180
 Institute of PR, UK, 5, 18,
 50
 Intel, viii, 99
 Internet of Things (IoT) xiv,
 13, 246, 247
 IPRA, 16, 20, 23, 47, 50, 62,
 75, 130, 131, 143
 Iraq, 3
 Ireland, 104, 117

Irish Academy of Public
 Relations, 18, 61, 74, 93,
 95, 126, 131, 216, 226,
 249
 Irish News, 23,
 225
 Irving Penn Centennial, 164,
 165
 IS (Islamic State), 3
 Islamic Military Alliance, 3
 ISIS, 127, 238
 Ite, Uwem, 204
 iTunes, 92

J

Jack, Norman, 57, 236,
 244
 Japan, 51
 Jeffries, Mike, 191
 Jeffkins, Frank, 9, 18, 66, 75
 Jegerova, Julija, 61, 62, 74

Jenner, Kendall, viii, 84, 96
 Jordan, Michael, 21
 Joya & Forest Cummings,
 211
 John Elkington's Triple
 Bottom Line, 186

Journal of Business Ethics,
 185
 John Player Special, 166
 Juvenile Diabetes Research
 Foundation, 191

K

Kaplan Financial UK, 185
 Karathanos, George, 233, 244
 Kathy and Steve Elkins, 92
 Kardashian, 84
 Kavanagh, James, 179
 Kavanagh, Sinead, 103, 108
 Kerrygold Irish Cream, vii,
 59, 60
 Kelly, John Francis, US
 General, 230
 Kelly, Samantha, 103, 108
 Ketchem PR, Brussels, 43

Kennedy, Darren, 179
 Kennedy, Jacqueline, 120
 Kennedy, John F.,
 President, 120, 127
 KFC, 191, 203
 Khadr, Omar, 236, 237, 244
 King, Bernice, 84
 King, Christina, 102, 108
 King, Martin Luther, 84
 Kings of Leon, 124
 King Report, 11, 111 & 1V,
 189

Klein, Naomi, 20, 30
 Klout, 133
 Knight, Phil, 21
 Knightley, Kiera, 119
 Know Your Lemons
 Campaign, 106
 Komito, Lee, Professor, 13,
 19
 Kontakta, 61
 KPIs, 153
 Kuwait, 3

L

Las Vegas, 88
 Late Late Show, 168
 Lawler, Ned, 2
 Leadership Garage, 58, 59
 Lee, Ivy Ledbetter, 1, 16
 Let Girls Learn campaign,
 238

Leverage Market, 102,
 108
 Lewis, Robin, 191
 Lexus Nexus, 133
 LGBT Movement, 10
 Lidl, 107
 Lincoln, Abraham, 239

LinkedIn, 36, 51, 61, 73, 98,
 100, 101
 Linux Journal, 15
 Lithuania, 62
 Live Nation, 125
 Longitude Festival, 124
 Lord Mayor, 116, 176

Lordan, Ed, Professor, 62, 75, 228, 243
 Los Angeles Times, 209
 Lough Derg, Ireland, 6
 Love Parade Festival, 116
 Lux, 165, 166, 182

M

M&Ms, 177
 McBlain, John P.,
 Councilman, 234, 244
 Macko, Steve, 225
 McGowan, Shane, 64
 McGregor, Conor, 88, 95, 160, 181
 Madden, Grainne, xvi, 186, 213, 226
 Maitlis, Emily, 229, 244
 Marlboro, 166
 Mars, 56, 177, 183
 Malahide Estuary, Dublin, 212
 Manchester Arena, 117
 Malaysia, 105
 Maslow, Abraham, 185
 Maslow's Hierarchy of Needs, 185
 Max Clarkson's 7 Principles, 186
 Manchester United, 21, 167, 182
 Maltesers, 177
 Marketing Magazine, 167
 Mayweather, Floyd, 88, 95
 MCD, 124
 Mediascope, 19, 31, 50, 74, 75, 92, 108, 109, 127, 143, 188, 201, 204, 225, 226, 243, 244
 Mercedes, 107, 109, 166, 170
 Merkel, Angela, 91
 Merlin Entertainments, 215
 Meltwater, 133
 Miami, 60
 Microsoft, 74, 97, 101, 120
 Middle East, 62
 Middlesex University, 188
 Military Commissions Act, Canada, 236
 Millennials, 105
 Minister for Health, 10
 Monaco Grand Prix, 166
 Monsanto, 21
 Monster Energy, 160
 Mordi, Chima, 189, 203
 Morning Joe, 229
 Morris, Emma, 160
 Morris, Layne, Sgt, 237, 244
 Morrison, George Ivan, III, 23
 Morrison, Van, 23, 31
 Moynihan, Daniel Patrick, Senator, 63
 Munich, Germany, 57
 Munoz, Oscar, 211
 Murray Consultant, x, xvi, 124, 126, 137, 138, 198, 204, 226
 Muslim NATO, 3

N

Nacional, 166
 Nanos Research, 237
 National Blood Transfusion Board, 10
 National Public Ration, 15
 National Health Service UK, 130
 National Geographic, 53
 Nations Cup, 123
 National Bank of Nigeria, 200
 National Convenience Show, 56
 National Gallery, 163
 NCIS, 54
 Neistat, Casey, 106
 Nestle, 21, 30, 203
 Netflix, 47, 54, 73, 74, 177, 248
 Neuberger, Steven, Professor, 11
 Newsnight, 229
 New York University, 2, 16
 New York Metropolitan Museum, 164
 New York City, 4
 NGO, 187, 192
 Nigeria University, 199
 Nigerian Employers Association, 189
 Nigerian Event Management Association, 131
 Nigerian National Petroleum Corp, 200
 Nike, 21
 NIMBY, 197
 Nirbhaya, 190
 NNPC/Shell Cup, 200
 No Logo, 20
 No Tears, 10
 Northern Ireland, 125
 Ntia, Daniel, 188, 201, 226
 Ntia, Nsikak, 226
 Nuttin' But Leather, 92

O

O'Doherty, Ciara, 179
 O'Neill, Dan, 206, 224
 O'Reilly, Emily, 22
 O'Riordan, Linda, 185
 Obama, Barack, President, 68, 229, 238
 Office 365, 102
 Office of Global Engagement USA, 238
 Office of Government Ethics, 229
 Ogilvy, 22, 97, 99, 101, 248
 Ojo, Stella, 203
 Oliver, Jamie, 42,

- Olympics, 167
 One Direction, 124
 One Water, 90
- Open University Israel, 186
 Opeyemi-Iroye, Samuel, 203
 Osborn, Alex, 48
- Oscars, 163
 OTS, 67, 166

P

- P&MM Motivation, 39, 50
 Palgrave, 93
 Panoply Media, 92
 Paris, 120
 Parsons, Donna, xvi, 183
 Patrice, James, 59, 104, 179
 Pegasus, 130, 143
 Pelican Communications, 152
 Pelican House, 10
 Peppard, Stephen, 212, 226
 Pepsi, viii, 84, 96, 191, 203
 PepsiCo, 160, 192
 Permission Marketing:
 Turning Strangers into
 Friends and Friends into
 Customers, 15, 18, 19
- Perth Chamber Music,
 167
 Petit, Claudine, 59
 Philips, 193
 Pinkerton Consulting and
 Investigation Services,
 208
 Pinterest, 61, 73
 Pinto, Valerie, 190
 Pogues, 64
 Polish Film Institute, x,
 138
 Polity.org.za, 189
 Polanski, Roman, 138
 Poletti, Giuliano, 231
 Pornhub, 191
 Pratkanis and Aronson, 54,
 74
- PRCA (Public Relations
 Consultants Association),
 102, 108, 146, 158
 President of Ireland, 162
 Prezi, 120
 Priebus, Reince, 229
 Prince, viii, 93, 96
 Propaganda, 3
 PRO, 3
 ProVIS, 130, 131
 PR Week, 190
 PRSA (Public Relations
 Society of America), 134
 Publicity, 4
 Public Relations Institute of
 Ireland, 22, 158
 Public Service
 Advertisement, 106

Q

- Queen Elizabeth's Honours
 List (UK), 82
- Questback, 58, 59

R

- Raconteur.net, 166
 Ragan's PR Daily, 134
 Red Bull, 107, 160, 166
 Red Consultancy UK, 130,
 143
 R. Edward Freeman's
 Stakeholder Theory, 186
 Reebok, 160
 Reeder, Nichola, xvi, 56, 75
 Reid, Caroline, 166
 Reliance, 190
 Renault, 107, 166
 Renzi, Mateo, 231
 Republican National
 Committee, 228
- Republican Party USA, 235
 Reputation Management
 Consultants, 212
 Restaurant Association of
 Ireland, 240
 Retriever, 130, 143
 Riney, Imelda, 6
 River State, Nigeria, 185
 Riyadh, 3
 Robbins, Stephen P., 142
 RobecoSAM, 192, 193
 Rocca, Michelle, 23
 Rockefeller, John D., Jr., 2
 ROI (return on investment),
 130
- Rolex, 166
 Ron LaBeau and Ali, 92
 Roosevelt, Franklin Delano,
 President, 18, 3
 Rossman, Joseph, 47
 Roswell L. Gilpatric
 Publications Fund, 165
 Royal Academy of Arts, 163
 Royal Bank of Canada, 192
 Royal Opera House, 163
 RSS, 55, 74
 RTE, xvi, 10, 59, 74, 95, 104,
 105, 109, 168, 169, 226
 Russia, 51, 61, 62, 238

S

- Safe Events, xvi, 117,
 118
 Sage, 133
- Saint Annes Community
 Service, 39, 50
 Saint James Hospital, 10
- Saint Peter, 133
 SAM Group, 193
 Samsung, 193

- Samsung Galaxy Note7, 210, 224
- Samuel I Newhouse Foundation, Inc., 165
- Sanders, Bernie, 43
- Sandyhook Promise, 106
- Saudi Arabia, 3
- Saunders, John, 23
- Save the Boobs campaign, 191
- Save the Earth, 44
- Sawyer, Patrick, 222
- Scanlon, Angela, 178
- Scaramucci, Anthony, 229
- Scheer, Andrew, 237
- Schenagle, Ulrike, xv, 75
- Schiffer, Eric, 212
- Sheppard, Philip, xvi, 47, 50, 62, 75, 143
- Schwartz PR, xv, 57, 58, 59, 75
- Screen International, 139
- Senate Banking Committee, 209
- SEO, 93
- Seriously Strong Cheese, 56
- Shell, 166, 198–200, 204, 207, 222, 224, 225
- Shell Petroleum Development Company, 222
- Shell to Sea campaign, 207
- Shell University Scholarship, 199
- Siemens, 193
- Siggins, Lorna, 225
- Silver Bear Award, 139
- Silverstone, 166
- Singapore, 105
- Siopa Eile, 177
- Sipes, Leonard, 63, 75
- Six Thinking Hats, 49
- Sky+, 53
- Sky News, 216
- Sky 1, 164
- Skybridge Capital, 229
- Skype, 57, 67
- SMART, vi, 32, 33, 50
- SME, 62, 214
- Snapchat, 36, 37, 51, 59, 61, 73, 102, 103, 105, 119, 163
- Sochi 2014 Winter Olympics, 62
- SOCHIA, vi, 32, 37, 50
- Sonnenberg, Ben, 4
- South African Companies Act 61, 189
- Speer, Chris, Sgt, 236
- Spence, Peter, 191, 204
- Spicer, Sean, 228, 243
- Stein, Morris, Professor, 48
- Steiner, Robert L., 11
- Stira, 168
- Storystock, 52
- Strategic Social Benefit Projects, 187
- Strictly Come Dancing, 104
- Stumpf, John, 208, 209, 225
- Sunday Mirror, 21, 30
- Sunday Business Post, 22, 57
- Sunderland, England, 125
- Sun Microsystems, 15
- Supreme Court of Canada, 27
- Survation, 12
- Sutherland, Kiefer, 65
- Sweden, 130
- SWOT, 152
- Sydney Biennale, 170

T

- TAG, 166
- Tallents, Stephen, Sir, 3
- Tan, Swee Choo, 11, 19
- Tata, 190
- Tate Modern, 163
- Taylor, Elizabeth, 166
- Team Lotus, 166
- TED talk, 131
- Telefonica SA, 192
- Teneo PSG, xvi, 205, 206, 214, 215, 224
- Terra Foundation for American Art, 165
- TetraPak, 103, 193
- The Beautiful Truth, 103
- The Cluetrain Manifesto, 15, 18
- The Foals, 125
- The Guardian, 127, 133, 154, 162, 181, 189, 209, 225, 244, 245
- The Independent (UK), 210
- The Irish Times, 31, 114, 207, 225
- The Irving Penn Foundation, 164
- The Marriam Webster Dictionary, 5
- The Minister for Health, 10
- The Message, 92
- The Mirror, 167
- The National Convenience Show (UK), 56
- The New Deal, 3
- The New Rules of Retail, 191
- The New York Times, 21, 107, 209
- The Oscars, 163
- The Regulation of Lobbying Act (IRL), 239
- The Script, 124
- The Simpsons, 164
- The Snapys, 163
- The Telegraph, 191
- The Transparency of Lobbying Act (UK), 239
- Theaker, Alison, 202
- Tierney, Myles, 227, 240–243
- T-Mobile, 167
- Tonbara, Mordi, 203
- Tottenham Hotspur Football Club, 167
- Toyota Motor Co, 160, 166
- Transfield Holding, 170
- Traverse Healy, Tim, 1, 6, 18
- Trayvon Martins, 84
- Trevisan, Gloria, 232
- Trudeau, Justin, 237
- Trump, Donald, President, xiii, 68, 227, 228, 229, 230, 234, 235, 242, 246
- Trump, Ivanka, 229

- TV, 8, 36, 51, 52, 53, 54, 55,
57, 64, 65, 73, 74, 84, 94,
97, 98, 104, 105, 119, 120,
123, 124, 149, 164, 166,
177, 178, 179, 216, 218,
- 229, 231, 232, 247
- Tweed, Paul, 23
- Tweedy, Colin, 163
- Tweetdeck, 133
- Tweeting Goddess, 103
- Twitter, 36, 42, 44, 45, 58, 59,
61, 66, 74, 83, 84, 89, 95,
98, 102, 103, 104, 107, 119,
124, 177, 178, 179, 180,
232, 234

U

- Uber, 167
- UCD (University College
Dublin), 13, 83, 89
- UK, 104, 117
- UK Disabled Rights, 10
- Ukraine, 238
- Ultra Music Festival, Miami,
167
- Unislim, 104
- United Airlines, xiii, 211, 212,
224, 226
- United Bank of Africa, 184
- United Nations, 16
- University College Cork
(UCC), 207, 224
- USA, 62, 104
- US Black Lives Matter, 10, 84
- US Congress, 239
- US Consumer Product Safety
Commission, 210
- US House Financial Services
Committee, 209
- USP (unique selling
proposition), 128, 129,
130, 142
- U2, 42, 81, 124, 125

V

- Variety and Screen
International, 139
- Varney, Nick, 215
- VM Ware, 42
- Vodafone, 167
- Volkswagen, 191
- Voltaire, 20, 30
- Volvo, 170

W

- Waddington, Stephen, 43
- Waddock, Sandra, 185
- Washington Post, 210
- Wal-Mart, 21, 30
- Walsh, Joseph, Fr., 6
- Walsh, Louis, 4
- Wang, Amy B., 210
- Ward, Shane, 4
- Watson Analytics, 13
- Warsaw, 138
- Weber Shandwick India, 190
- Warren, Elizabeth, Senator,
209
- Washington, Denzel, 62, 75
- Wasilewski, Tomasz, 139
- WEBS, 92
- WeChat, 106, 131
- Weibo, 106
- Wells Fargo, xiii, 208, 209,
225
- West Chester University,
62, 228
- Westlife, 4
- White House, 62, 228, 229,
230, 238, 243
- Willard Hotel, 239
- William, Prince, Duke of
Cambridge, UK, 115
- Wilson Hartnell, 22
- Winfrey, Oprah, 91
- Wipro, 190
- Wolf Blass Wine, 56
- Woollen Mills Restaurant,
179
- World Cup, 165, 167, 174
- World Entrepreneurship
Summit, 238
- World Health Organization,
223
- WPP Co, 160

Y

- Yahoo, 95, 166
- Yelp, 60
- Yokohama Rubber,
167
- Young African Leadership
Initiative, 238
- Young Designer of the Year,
170
- Yousafzai, Malala, 91
- YouTube, 54, 61, 73, 91,
92, 98, 102, 104, 107,
109, 234

Z

- Zimmerman, George, 84
- Zoodikers Consulting, 102