



UNIT-7

Media Relations

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Explore various characteristics of hospitality Industry.
- ✓ Explain the relationship between hospitality industry and tourism.
- ✓ Explore major hotel departments and their functions.

Unit 7

Media Relations

Media Relations

Media relations does not merely deal with establishing contacts with the media. It is a positive effort towards maintaining cordial relations with the working journalists in press and electronic media and winning their confidence. Good media relations is one of the most important aspects of effective public relations. Since the media world sets the agenda for discussions and helps in interpreting events, it also greatly moulds the thinking of readers. It, therefore, contributes in the building of public opinion. Hence it becomes imperative for the public relations communicator to develop sustained and sound relations with the media. According to Scott H. Cutlip "Good media relations are earned through honest and helpful news service provided in an atmosphere of mutual respect and candour".

Media is a vehicle of communication through which the Public Relations practitioner transmits information, ideas, etc., to the target group of the public. Media are also called "tools or weapons" in the practice of Public Relations. As we need various types of weapons to fight a war, different tools are required in the practice of Public Relations not only to communicate messages but also to attract the public towards an idea or product. In the modern world it is impossible for any public relations practitioner to reach the target audience without the help of a media. Use of media is a must in Public Relations.

The medium we choose for conveying any particular message will depend on a number of factors like:

- a) What is the content of the message?
- b) Who are your receivers?
- c) Where are they located?
- d) What is their educational and socio-economic background?
- e) Which medium can communicate your message effectively?
- f) What is your budget?

The relevance of media is linked to the message. Message and media are integral parts of Public Relations. In fact, they are inseparable. It is impossible to imagine the utility of even a highly sophisticated medium in the absence of any message to communicate. It is similar to a cassettes player being rendered useless if there are no cassettes to play. Not only this, the medium and the message are in turn invariably dependent on other factors such as the audience or receivers.

As a part of their daily life the people use media for knowledge, information and entertainment. People are exposed to different types of media every day. Media undoubtedly helps in informing and persuading. Media helps us by telling us what to think about and this influences public opinion towards

an organization. The media, therefore, have great relevance to public relations in creating positive feelings for the organization on whose behalf they are used.

Media Classification

The media may be classified on the basis of their appeal to the human sensory organs. They are put in to three categories:

1. that appeals to the eye
2. that reaches the ear
3. that appeals to both the eye and the ear.

Visual Media: Visual media is a form of media communication that uses visual component for delivering the information. Hence it appeals to our sight. Visual media includes newspapers, magazines, photographs, pictures and books. In all these media, vision is the instigator of thought.

Audio Media: An audio media is a form of media communication that uses audio or voice recording as a medium in the delivery of information. The radio and audio tapes are the media which come under this category. People in this case receive messages through the ear.

Audio-Visual Media: Audio visual media is the form of communication that uses both sound and visual component for the delivery of information. Television and cinema are examples.

Each medium has its own importance and utility in disseminating information to the people. It will be futile to separate the media in to watertight compartments. They are all closely interrelated in their functions. Communication is the basic element and it is a common to all types of media.

The importance of different media is illustrated below:

- When you tell someone something orally, only a part of the message is retained by him ;
- When you show him something visually, a bit more of it is retained ;
- If you show it to him and tell him about it, the message reaches him and is fullyUnderstood.

However, we cannot say that a particular medium is superior to the others, because each one is important in its own way. One medium may be more suitable for conveying a particular message to a particular type of audience than the others. Depending on the type and content of the message, we have to make a judicious selection. If a message has to be carried throughout the country or awareness has to be created about a new product in the country, radio could be the best means for this purpose. In order to cover larger sections of the population with varied linguistic and cultural backgrounds, one medium may not be sufficient. A public relations practitioner may have to utilise the various media repeatedly. This is called a "multimedia approach to public relations.

Mass Media: When we discuss mass media, it is imperative to study the background of the communication process. Communication may be categorised into three levels :

1. Person-to-person communication (Oral communication)
2. Group communication, and
3. Mass communication.

PUBLIC RELATIONS TOOLS			
MOST EFFECTIVE →	→	→	→ LEAST EFFECTIVE
Individuals as Tools	Personal Tools	Publications	Mass Media
One-to-one	Telephone Calls	Organizational newsletters	Daily and Weekly newspapers
One-to-a-small-group	Letters and Cards	Business or professional publications, Industrial or trade publications	Mass circulation magazines
One-to-a-large group		Employee or union publications	Television radio cable television

Table : 7.1 SPECIAL EVENTS INCLUDED ALL MEDIA-COMMUNITY RELATIONS

Oral Communication: The communication process is developed from direct communication between two individuals. This is person-to-person communication or face-to-face communication.

Group Communication: This is also direct and personal communication with the possibility for intimate and participatory exchange. But if the group is large, the exchange is less personal. The relationship of group members, the venue -its being formal or informal and the source variables determine the kind of effect that group communication has. Conferences, meetings, and even village markets are examples of group communication.

Mass Communication: With the phenomenal increase in the population, people were compelled to spread themselves throughout the country. As the population increased and as the mechanics of communication like radio, television and films were invented, the need for mass communication was more extensively experienced. It was a difficult task to convey a message intended for a large section of the population through the medium of person-to person communication. In order to convey information and ideas to sizeable and diversified groups spread throughout the country at the same time, communicators started using various technologies for conveying messages through the mass media to mass audiences. This was "Mass Communication".

The mass media include newspapers, magazines, the radio, television and films. Two important factors make them mass media. The first is that their reach extends to a vast heterogeneous mass of the population living in wide and extensive areas of a country. The means we employ to communicate messages to the masses are highly technological and scientific like printing machines, electronic cameras, broadcasting, satellites, etc. Yet another feature of the mass media is that they are based on the idea of mass production and mass distribution. Copies of newspapers are printed in millions for distribution to millions of people. Mass audience, high technology, mass production and vast coverage distinguish mass media from other media like inter-personal communication, hoardings, cinema slides, etc.

Media Relations: A public relations practitioner has to utilize a medium depending on the message and the receiver. Unlike the media of advertising, the Public Relations media are varied and diversified. It is so because the public relations message has to cover more people with varied backgrounds, while the target audience in advertising is limited, the range of Public Relations Media is, therefore, enormous. The Public Relations Media may be grouped as follows:

Visual Media :

- a) Press : Newspapers, Magazines.
- b) Photographs : Pictures, drawings, cartoons, diagrams.
- c) Publications : Books, folders, pamphlets, house journals, manuals, information bulletins, annual reports, direct mail, newsletters
- d) Bulletin Boards: 3-dimensional models, exhibitions, hoardings displays, posters, bus panels, neon signs.
- e) Special Events : Open House.

Audio-Media :

- a) Radio : Audio-tapes/cassettes
- b) Direct Communication : Spoken word, talks, public meetings, conferences, seminars, symposia, annual meetings.
- c) Audio-Visual Media : Television, video cassettes, films, Documentaries, news reels, film strips, cinema slides.
- d) Traditional Media : Folk songs, folk dance, folk music, , puppet shows.

A Typical Media Organization Structure

It is essential for public relations person to know the structure and functioning of a media organization. A typical print media organization can be divided broadly into three sections:

- Editorial Section
- Business Section
- Administrative Section

The editorial section inclusive of reporting section broadly comprises of:

- The editor, who writes the editorials expressing views on a particular subject of national importance.
- Assistant Editor
- Resident Editor who heads the newspaper's local edition.
- News Editor who controls the entire news department
- Chief of Bureau
- Sub-Editor who edits the copy, writes the headlines and checks for any inaccuracies in the newspaper
- Sports Editor, who handles the sports news.
- Art critics who write review on various subjects like books, films, TV and radio programmes, plays, music dance etc.
- Magazine Editors who deal with the feature articles written for the magazine section of a newspaper

The Reporting section comprises:

- Special correspondents
- Chief reporters
- Staff reporters
- Photo journalists

The Business department has two sections-Advertising and Circulation.

The Advertising section is headed by an Advertising Manager whose job is to sell the newspaper's space for national advertisements, local advertisements or classified advertisements.

The Circulation Manager deals with the dispatch of newspaper copies in the city as well as day editions. And lastly, the Administrative department looks after the administration of different sections and Electronic Media in a newspaper organization and helps build its image.

Opinion Writing And Public Relations

The large group of personnel in the editorial department contribute towards bringing out the various sections of a daily newspaper. The views or the opinion pieces in a newspaper appear on the editorial page which comprises editorials, feature articles, columns and letters to the editor.

The most significant place in the editorial -page is the editorial which reflects the ideology and views of the newspaper. It is not easy to get publicity through editorials, but if you have a strong case, it is the best technique. It is more credible to the readers as it has the media endorsement. Every inch of editorial space is worth a deal more than advertising space. To influence the editorial, you require a dynamic storyline and a persuasive, congenial and convincing manner while dealing with the editor. Informal discussions could be held with him in a relaxed atmosphere to appraise some salient features of a story or even an incident with full details. Similarly, a columnist, who writes the columns in the newspaper, can be approached to consider writing a profile of your organization or highlight its work culture. e.g. the voluntary organizations could use a human interest angle to highlight their good work with a feature on the beneficiaries.

Letters to the editor or comments may be used and provide information or to issue a clarification or to correct any misconception that may have appeared in the news items or other letters of readers about your organization. At times, for readers, it may also serve as an additional source of information.

You, as a public relations person, must take advantage of these opinion pieces which express opinions or offer suggestions on various topics and project the image of your organisation. This is possible only if you develop cordial relations with the media personnel and influence them to your point of view .We will see how to achieve good relations with media in our next section.

Sound Media Relations

In a way, the journalist and the public relations practitioner are mutually dependent on each other. Yet they have differing interests. Media journalists seek exciting news to satisfy their viewers/readers while public relations personnel seek to obtain favourable publicity for their organization.

This may present problems at times. The public relations person may be tempted to blame the press for giving greater coverage to substantial events over the other socially significant activities while the press may view the public relations person as one presenting biased news with inadequate knowledge of additional requirements.

Since one cannot do without another. It is important that considering the long-term relationships, efforts are made by the public relations department to develop a smooth relationship with the media by understanding them first.

To develop cordial relations with the media, you, as a public relations person, require:

- Critical appreciation of media requirements
- Knowledge of journalistic standards and ethics
- Understanding the role and responsibility of journalists.

- Media Relations : Press
- and Electronic Media.

When you deal with the media, you ought to:

- be unambiguous and prompt in your communication
- be accommodating to media enquiries
- be co-operative with the media
- maintain absolute clarity of purpose

Credibility is the factor which enhances media relations and this depends largely on your ability to provide timely and authentic information without bias exaggeration. Another important step towards cultivating the media is "understanding". You cannot communicate with anyone unless you are clear and well informed. Only then is it possible for you to make the other person understand what you want to say. So, it is essential that you, as a public relations spokesman, understand your organisation, its policies, programmes and also the structure and functioning of a typical media organization.

Table 7.2Dos and Don'ts of Media Relation

Dos	Don'ts
1) Know your organization well.	1) Do not exaggerate.
2) Always be available to answer queries.	2) Do not suppress stories
3) Keep media list updated.	3) Do not mislead reporters.
4) Answer queries promptly.	4) Do not play favourites.
5) Understand the working of the media.	5) Do not argue with reporters.
6). Have sound additional judgement.	6) Do not be rude.
7) Tell the truth.	7) Do not pressurise
8) Develop writing skills.	8) Do not combine advertising with publicity.
9) Have access to reference sources.	9) Do not complain if your story is left out.
10) Stick to deadlines.	10) Do not have a patronizing attitude towards media personnel.

How to Cultivate the Media

Generally the techniques used by public relations personnel universally are more or less similar they are:

1. getting to know the reporters/editors informally
2. meeting them as often as possible with a specific purpose and
3. discussing matters of mutual interest

Try to know them socially as well. This will help build relations better. In an informal way you can project your organization, its policies and programmes. All such measures will result in creating closer ties, understanding and establishing a rapport between you and the media. Media expects you to be honest, authentic and brief in your approach. By meeting their expectations, we can earn their confidence and enjoy their goodwill. This helps the media persons to have a clear perception about you and your organisation.

Remember, as a PR person, you ought to:

- identify and even anticipate newsworthy events;
- provide the media with concise material in the form required by them;
- never try to pressurise them to publish, much less to suppress a particular story;
- orient your efforts to stay within the boundaries of new interests, so do not overload the media;
- Provide them one story at a time, keeping the view point of public interest in mind;
- communicate with the media persons and state your facts clearly;
- give everything to the press, necessary for publication. This should occupy top priority.
- avoid approaching a correspondent with a negative statement, "I do not suppose this will interest you". The depth of interest will depend largely upon the facts presented to him. The correct approach will be a more positive tone. "This will be of interest to you".
- help build the image of your organisation in the media, maintain close and continuous relations with the press people and establish your position as their friend and a team mate in the field of communication.

Good media relations also require excellent communication skills, which must incorporate seven elements. These are known as the 7 Cs of Communication:

1. Credibility
2. Content
3. Context
4. Clarity
5. Continuity

6. Channels of Communication
7. Capability of the audience

Cultivating Media Relations : Specific Methodology

Having discussed the general ways of cultivating media, we will now try to explain three specific ways of interacting with the media:

- Firstly, while disseminating information as through press releases
- Secondly, at the press conferences, press briefings and press tours.
- Thirdly, creating situations in which media shows interests.

Information is provided by way of press background, press releases about events, growth profiles of your organization, and annual plans.

A press backgrounder is an informative report written in a simple style which provides data, statistics, past records and progress report of any event of your organization. These backgrounders thus become an authentic source of detailed information and prepare the media personnel for receiving further development of the event at the press conference.

Press release are official notes containing spot news, report of an event, development stories or even, at times, some important announcements of policy nature. A well written press release must contain some basic elements like:

- Timeliness (a story is of no interest unless someone reads it. A press release which fails to meet the deadline of a newspaper is worthless).
- Concise report written in a simple language ;
- Importance of the subject.

All these factors are put together in a crisp and comprehensive style aimed to give the newsmen precise information quickly and clearly.

Should you wish to elaborate on any information about your organization, you could provide the media persons with a detailed report in the form of booklets, pamphlets or newsletters and make yourself available on telephone for any clarifications.

Organizing Press Conference

One basic public relations medium is the 'spoken word' which revolves around personal contacts and report of activities within the organization. A press conference is an important public relation tool in the spoken word category. This is face to face communication which provides an opportunity for the media to gather information, clarify doubts and raise issues instantly.

Organizing a press conference requires:

- Advance planning
- Clearly defining the objectives of the conference.

The first step towards organizing a press conference is selecting the TIME and VENUE, keeping the convenience of the media people under consideration. The invitations must reach the media people well in advance. Transport and hospitality aspects should be taken care of. The facilities available should be befitting both the press and the electronic media. A well conducted press conference can add immeasurably to effective media relations.

You, as a public relations person, must make the objective of the conference clear to the media persons and take them in to confidence about what you wish to highlight. The press conference could be filled with witty and tactful answers to questions but no offensive feelings. As a public relations communicator it is your duty to ensure: reasonable attendance; smooth proceedings; good humour and relaxed atmosphere. This would lead to a candid portrayal of your organization to the media as well as to the public.

But before all these, mentioned above, you must create occasions to meet the media persons and, try to share views on the relevant issue involved. With this, you would be able to prepare an informal backgrounder covering all details required by the media.

Whenever possible, a press kit containing a press release; introductory publication; profile report of your organization; copy and pencil or pen; relevant photographs should be provided for the convenience of the media persons.

Occasionally, in order to sponsor a feature story, for creating public opinion 'Informal Press Briefings' are arranged. These briefings are generally meant for special correspondents covering a particular field like political, economic or cultural or specific matters like crime, accidents, court cases, murders, fire sabotage, communal riots, etc. The aim of these briefings is to explain the detailed background of the events and allow the correspondents to clarify doubts or raise questions. These informal meetings scheduled from time to time, help to develop and strengthen the relationship between you and the media.

Press Tours: If you have something to show to the press like a new site or an operating plant of your organization, arrange a press tour to that place. Provide the media persons with transport (taking special care of women journalists). Their accommodation, recreational facilities and all other information they require. These tours pay excellent dividends in terms of better coverage and sound relations with the media. However, care has to be taken that these tours do not degenerate into meaningless trips. Good media relations is not a one-way traffic. Thus, it is necessary that public relation efforts are also oriented towards assessing output from the media.

Evoking and Monitoring Media Response

Constant interaction, building of confidence, goes a long way in establishing a relationship. With the use of worthwhile ideas, one could also creatively stimulate the media in an active way to carry editorials

features etc. Besides, monitoring media response is an important activity of cultivating good media relations. Your organization must carry out surveillance of the press comments in order to establish its own credibility and cultivate a balanced outlook towards press view-points, as this is a good indicator of strength and weakness in your organization. This would also reflect the success and failure of your public relations campaign. Clippings should be filed for reference and record.

Feedback from periodic personal visits must be amplified. This helps to improve the image of your organization and create a favourable media response.

Once the media knows that their comments are being evaluated for the benefit of the organization it will be more responsive and participative in your organizational activities.

We give below in diagrammatic format, the steps the PR professionals need to take while evolving an effective PR campaign in which media plays an important role at almost all stages:

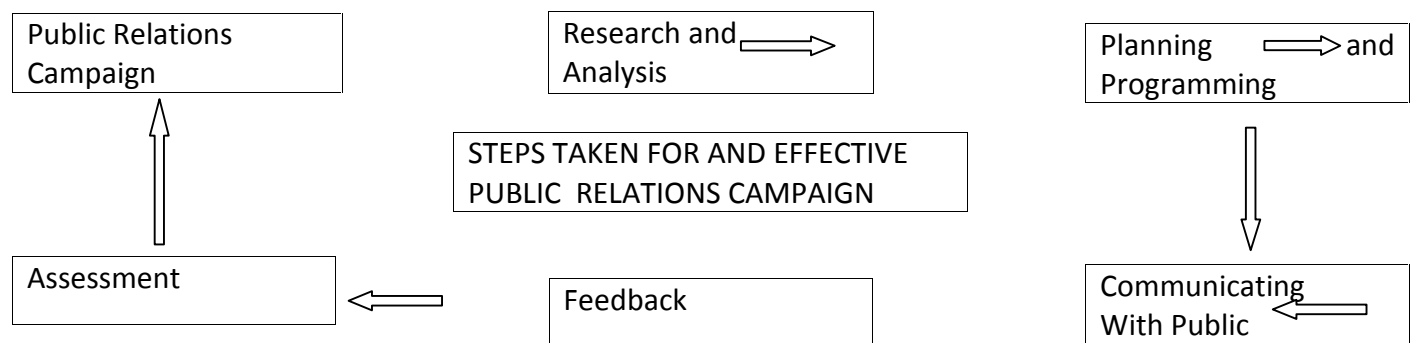


Figure: 7.3

Crisis Management

Media relations may be particularly strained during times of emergency. During stressful and unexpected situations it is the media's main purpose to gather the striking news which a crisis usually represents. The media, at this time of emergency, has to be handled effectively in a composed manner. Confrontation of any kind is fatal to the interest of the organization. One should not try to suppress information. Rather one should notify the media. The top public relations person should channelize all the information that is issued by the management. If necessary, a special person may be set up for making frequent statements available. One must be careful not to speculate by trying to estimate the damage prematurely. One should also not try to pin the blame on some individual before investigation has established it.

Whatever the nature of crisis-an accident, a murder, violent strike, burglary or scandal, there should be no hush-hush about it. What you must do is to expedite the accurate handling of information in co-operation with the media. At the time of crisis, internal and external communication channels should be kept open. Media person are to be kept abreast of all the latest information. Assure free flow of communication within the outlines of the public relations plan. Finally, the media must be thanked for the cooperation, after the crisis is over.

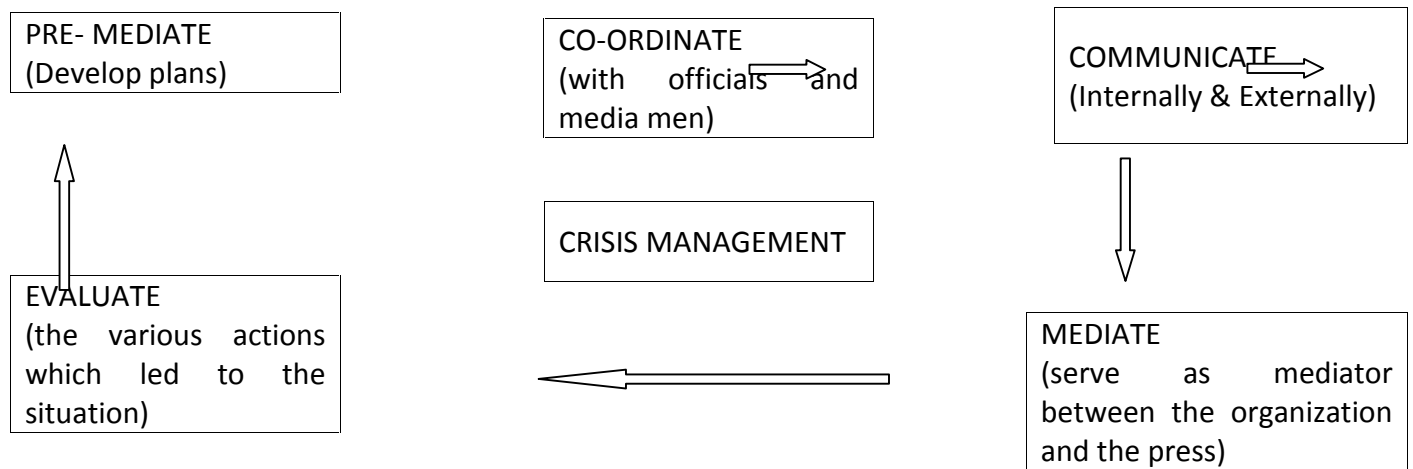


Fig. 7.4

Choice of Media

You have so far learnt the availability of various media and seen the way to cultivate the media in order to obtain effective publicity for your organization. The next important is to assess whether your story is suitable for coverage in more than one medium. You should, therefore, analyse your requirement and the extent of media situation. If the news is of national importance or image building, you must then opt for a multi-media approach to reach different section of people. If the news is of a selective interest you can limit the choice to one or two media. Your efforts should always be directed towards projecting your organization in a favourable perspective, be it in the press, the electronic or any other media.

Print Media

When it comes to print media, newspaper are the most important means for providing every day news to all sections of people on various subjects. We have already discussed about newspaper organization. Now let us make an attempt to explain the working of another print medium-magazine.

Magazines may be linked to a combination of newspaper and books. They are an excellent medium for projecting your organizational policies and programmes elaborately. You must get in touch with the editor, correspondent and writers of some important magazines and their specialized area of interest, like-Magazines covering news; general magazines, business magazines or illustrative magazines, fashion magazine, sports magazine or the like.

This enables you to approach the appropriate magazine and its media team. Here, again you require

- Sound judgment
- Illustrative perception
- Accurate information
- Extensive research material

A feature idea could be presented to the editor for approval. Arranging press parties is conducive to good media relations. It provides a chance to know the media team personally thereby leading to better interaction. You could put your point across to them by supplying the media. With factually complete publicity material along with captioned photographs. Occasionally, the newspaper may approach the publicist for advertisement and reading material in special supplements on industry. These, as also the non-commercial supplements (e.g. brought out on national events) may offer avenues for good publicity through features.

Print Media also includes House Journals, which are non-profit making periodical publication of an organization to maintain contacts with its employees as well as the public.

These journals enhance the participation of workers, taking them into confidence about the organisational policies and programmes and seeking their co-operation. House journals also provide the media with a detailed background report about your organization.

Electronic Media

Broadcasting is the most important and popular medium of mass communication. However, People are still oriented towards print media for information. This 'media gap' is a harsh reality. Nevertheless, the broadcast media continues to spread rapidly. Before we explain to you about the media persons responsibilities for broadcasting programmes, it is important that you briefly understand the distinct characteristics of radio.

Radio is a medium which uses words and sounds effectively giving its listeners a direct personal touch and a sense of participation because of the human voice and its conversational mode of communication, discussions, interviews and features. So if you wish to reach the broad spectrum of the general public through radio, the best way is to frequently newscast or provide press releases for programmes of entertainment and features. Press releases written for radio should contain:

- Meticulous and precise details-written in a conversational style
- Accurate and factual information
- An objective, crisp report with emphasis on the theme
- Not too many figures and statistics

Radio programmes are for the ears and not for the eyes. Thus, they are conversational, informal and brief. With the immense competition amongst PR practitioners to get publicity on the AIR, you have to make efforts to cultivate the AIR media team, which comprises:

- Programme Manager
- Writers
- News Manager
- Directors

- Producers
- Announcers

However there are limitations on the use of names of private firms in news bulletins on AIR because of its code of regulations. Such items alone are accepted which do not publicise the organisation. For the purpose of Public Relations, the commercial channels offer the best outlet. Sponsored programmes which have entertainment value evoke great interest from listeners.

Motion Picture

Another electronic medium which lends a crucial dimension to your organization's image is the film medium. High degree of media involvement and better reflection of an activity are some of the distinct qualities of the motion pictures. You, as the PR spokesman, could advise your organisation on film making. This requires you to have a sound knowledge, if not expertise in this audio-visual medium. It is advantageous for a PRO to learn the nuances of film making and more importantly, knowing the people involved in film making, i.e.,

- The Producer
- Director
- Screen Play Writer
- Director
- Cameraman, Editor, Sound Recordist, & other crew member.

You should be able to establish contact with a fully professional producer and evaluate from his work whether he is capable of giving you the desired result or not. You should keep an open conversation with him and ascertain his capabilities. Once the contract is finalized with him, get in touch with the screen play writer. Brief him about your objective and plans of projection. After you and your organization's top level management have approved the script, the director is consulted, who is responsible for putting the script into a film form. You must instruct the Director about the angle of projection to be taken, giving him complete freedom and full co-operation to pursue his work. The film must be oriented towards projecting a fine image of the organization to the viewers and encourage internal communication within the organization.

Timely payment, sound objectives, and correct practices of policies with in the organizations are essential prerequisites for good media relations. Developing the script is the main factor Strategies in film making or else the project could degenerate into insignificance. This requires taking care of three steps:

- | | | | |
|------|----------------|------|--------------------------------|
| --- | Concept | ---- | to be clear |
| --- | Treatment | ---- | conducive to your organization |
| ---- | image scenario | ---- | impressive. |

Production requires extensive preproduction plans. You must make your goals clear to the production team and assist them in the selection of cast, recruiting personnel, and designing the line of approach. Once the film is complete, try and ensure that the editing is done under your supervision and the final version of the film highlights the points you proposed. All these factors are: manipulated in a suitable way by establishing good rapport with the film team.

Distribution: The last factor is the distribution of the film to the target audience which is equally important. The film has to be properly publicized to achieve the objective. Film Division can exhibit films donated to it by organizations if it has educational value or national interest. But image building films are not accepted.

Slide Films: A less dramatic and inexpensive means of communication is slide films or slides. It is a continuous strip of film on which frames are presented in a fixed sequence. A slide film can be with or without a sound track. You, as a presenter of the slides of your organization, can expand or minimize any important information while passing it on to the media or the public. This method is highly cost effective and most convenient.

Traditional Media

Rural fairs and festivals are also great occasions for oral communication and outdoor publicity for organizations with rural target publics.

Exhibition and Fairs: These are yet another way to enhance Public Relations activity and develop stronger media relations. Exhibitions are broad-based and require advance planning. They create a lasting impression and involve participation of people on a wider scale. Prior to the opening of exhibitions some press previews are held where concerned media people are invited. They are given publicity material and an insight in to what the exhibition signifies. The queries of media are answered and photographs supplied in support to the written material.

Media Related Professional Bodies

The public relations person must also have adequate knowledge of the functioning of media related professional bodies.

As an effective Public Relations communicator you must be in close liaison with accredited press agencies, feature syndicates and feature agencies as they are a major source for circulation of information within and among countries. On special occasions, e.g. national coverage, press releases may need to be sent to news agencies for nationwide dissemination.

Similarly, one must have familiarity with important advertising agencies and the advertising professional bodies like the National Council of Advertising Agencies, etc.

Further Reading:

- ✓ *Effective Media Relations: How to Get Results, (2005) By Michael Bland, Alison Theaker, David Wragg*
- ✓ *Media Relations Measurement: Determining the Value of PR to Your Company's Success, (2004) By Ralf Leinemann, Elena Baikaltseva*
- ✓ *Media Relations: Issues and Strategies, (2007) By Jane Johnston*