



CENTER for
GLOBAL PUBLIC RELATIONS

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Center for Global Public Relations To Host 3rd Global Research Conference

By: Richard Linning and Dr. Dean Kruckeberg

Paper presenters from as far away as Singapore, Macao, Nigeria, Egypt and Poland will join Microsoft's Director of Corporate Communications, Corporate Citizenship, at the Third Annual Global Research Conference at the University of North Carolina at Charlotte April 26.

Microsoft's Tom Murphy will argue that today's youth have lost a line of sight to the future in his keynote address at the all-day event, "The Millennium Generation Communication Challenge," sponsored by UNC Charlotte's Center for Global Public Relations. Microsoft's YouthSpark project is attempting to empower youth to change their world by creating opportunities for millions of young people around the globe to imagine and to realize their full potential.

Murphy's presentation will precede a panel of experts including U.S. Navy Commander Brook DeWalt, whose recent assignments have included serving as personal public affairs adviser to the commanding general of NATO's International

Security Assistance Force and U.S. Forces in Afghanistan, as strategic communication director for the U.S. military at the U.S. Embassy in Pakistan and as director of public affairs for Joint Task Force Guantanamo in Cuba.

Panelists will also include entrepreneur Henry Doss of T2 Venture Capital and Alma Kadragic, formerly of the University of Wollongong in Dubai and Sheik Zayed University, United Arab Emirates, as well as other senior-level public relations practitioners and scholars from throughout the world. "This is a hot topic that demands our attention," said Dr. Dean Kruckeberg, Executive Director of CGPR. "The conference will explore how communicators representing corporations, NGOs and governments worldwide, as well as scholars and educators, can support inspire, support and collaborate with this fastest-growing segment of society."

More than 1 billion people in the world today are ages 15 to 24, the largest youth population ever; by 2035, they will number 1.5 billion. The

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Manager's Report: Updates and Objectives

The Center for Global Public Relations has been fervently working since January to meet its spring 2013 goals while providing its continuing full range of services and opportunities to students, scholar/educators and practitioners worldwide. The staff is particularly looking forward to April 25 and 26. The Center's advisory board meeting is 10 a.m. until noon Thursday, April 25, in Cone 111. Beginning at 1 p.m. until 3 p.m. in Cone 111 will be the free pre-conference, "Teaching International Public Relations Colloquium." This teaching colloquium will be an added value for those attending the Third Annual Global Research Conference from 8:30 to 5 p.m. Friday, April 26.

Keynote speaker at the Global Research Conference will be Tom Murphy, Microsoft Director of Corporate Communications, Corporate Citizenship, who will discuss Microsoft's YouthSpark project. Murphy's speech will be followed by an array of panel discussions and paper presentations that will include how

to enhance global sustainability through public relations practice and education, the use of social media by millennial job seekers, CSR in China and global perspectives on PR development.

Registration is open NOW! With the conference quickly approaching and details being finalized, it is important to REGISTER NOW to ensure your spot. Please visit: <http://cgpr.uncc.edu/about-us/events/registration> to register.

It is important to note that each stage in the life cycle of an event from planning to implementation and evaluation is of equal significance and necessary to complete. In January, the CGPR completed its 2012 Annual Report (<http://cgpr.uncc.edu>) to evaluate last year's projects and initiatives. The information provided in the Annual Report is used each year by the Center as a stepping stone for improvement when planning a new year of initiatives. The CGPR staff is proud of the progress made thus far and hopes to continually make improvements in the Center's mission, role and function to best serve our global

stakeholders as we explore the world of global public relations. We are hopeful through our planning that the upcoming events will be a success, and we hope you will join us in attending to take part in our success.

By: Heather Sackett



Heather Sackett is manager of the Center for Global Public Relations. She is earning a Master of Arts degree in Communication

Studies with a focus on public relations and organizational communication.

Heather hopes to pursue a career in environmental public relations.

Brand and Reputation in the Boardroom

The role of the CEO with regard to brand and reputation

By: Koenraad van Hasselt

Many a CEO is looking to find the right balance in his or her own positioning. CEOs do not see themselves as the personification of the company. They do, however, accept the role of figurehead, particularly during difficult times. This is one of the conclusions of the research study "Brand and Reputation in the Boardroom," carried out by Koenraad van Hasselt, for which he interviewed 20 Dutch CEOs.

The hypothesis underlying the study was that there is a correlation between corporate brand characteristics and the personal involvement of the CEO with brand and reputation. The corporate brands of the participating companies were characterized by means of the Brand/Reputation grid by Riezebos (2005).

As an extension to the brand/reputation grid model, the role of the CEO with regard to brand and reputation can be characterized as *Introvert* (product-driven), *Modest* (process-driven), *Extravert* (market-driven) and *Brand champion* (organisation-driven).

Results and conclusions The main conclusion of the study is that the CEO's leadership style is not always consistent with the characteristics attributed to the corporate brand.

The CEO is often tasked with bringing about a shift in market focus and culture; this inevitably has an impact on brand

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Koenraad van Hasselt

(Dutch) is a seasoned professional in corporate communications, with more than 20 years of in-house experience in the international corporate world. He started his career in the chemical industry (AkzoNobel), then moved on to the ICT sector (Canon Europa, Philips Consumer Electronics, KPN Royal Dutch Telecom). In 2007, Koenraad founded Reputation Matters BV, interim management and consultancy for Corporate Communication & Brand Strategy. A frequent speaker at international conferences, he also lectures in corporate branding and reputation management. Since 2009, Koenraad has been regional coordinator for the European Association of Communication Directors.



Public relations in Pakistan comes of age

By: Babar Ayaz

PR has come a long way in Pakistan!

Some 28 years ago, when I was working as business correspondent of the leading English daily DAWN, the chairman of a public sector corporation invited me for coffee. Why? because the bad press his company was getting was hurting its corporate image. I asked him: "Who is managing your corporate image and how does he manage public relations?" "I have a PRO," he said confidently. But surprisingly he was unable to recall his name. I told my friend that, if such an important area of business is handled in such a way, what else could he expect?

To be fair, I must admit that one problem is that no senior, qualified person wants to work as an in-house PR man because such positions are not rated very highly. They are there to follow orders. "Get this story printed on the front page." Or "get this story killed." Even the multinational companies managed their public relations shabbily.

Fortunately, a new paradigm change is becoming visible. The arrival of full-service public relations consultancies changed the scenario in Pakistan. Multi-nationals were their early clients. Their international experience helped them to understand the need to employ professional help.

They brought their own brand of thinking about what public relations was all about. Not only did they recognize the need to have effective public relations and corporate communications, but they also wanted properly trained PR professionals to perform these tasks.

Prior to the arrival of PR consultancies, which impressed upon chief executives the importance of managing PR

professionally, most local and foreign companies avoided the media like the plague, often distrusting them, labeling them "muckrakers." There was no love lost on the other side either. The media saw the large corporations, advancing their so-called "unclean objectives," propelled by corporate greed, to make the extra buck at the expense of the unsuspecting public.

Today, the market consists of about 10 public relation companies, which offer a diverse range of services, such as media relations, corporate communications strategy and community relations. Many of these now have international affiliations.

However, despite the progress made so far, the PR companies continuously have to battle to get their place in the sun. The media's attitude to PR remains cynical. Very few people understand that the PR professionals are there to assist the media in gathering information and the facts.

However, despite many peaks and troughs, the future for this industry remains very bright in Pakistan. The market for PR companies is expanding, in spite of the sluggish economic growth. More and more private sector companies are cognizant of the need to have proper public relations instead of brushing it under the carpet. And the need to employ professionals for this task is growing. The role of PR is also expanding from just media management to the use of PR as an integral part of the marketing mix and brand promotion.

Another area where the role of PR companies has come to the fore is the social sector. PR companies are playing a vital role in raising public consciousness about various issues such as child

welfare, population control – issues, which were previously virtually unknown in Pakistan.

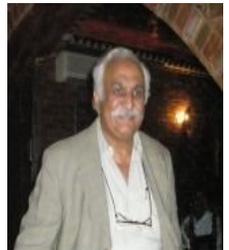
There is no doubt that this field can attain a high level of respect and standing along with other professions in Pakistan. However, there is an acute need for PR practitioners to preserve the credibility of the profession, promoting high standards of practice and work ethics.

Babar Ayaz founded Mediators in 1988 as the first independent public relations consultancy in Pakistan. He is former chair of the International Public Relations Association (IPRA), Pakistan chapter.

Avaz has been associated with journalism for over 33 years. During this time, he has worked for the Sun, Pakistan Press International (PPI), Business Recorder, Dawn, The News, The Nation, Business Recorder and for foreign newspapers and magazines. He was Editor of Pakistan Business Update, the first private television news program in Pakistan.

He has also contributed to The Economist Intelligence Unit (Asia) Hong Kong publications. Avaz has been Pakistan correspondent of Depthnews (a feature service of the Press Foundation of Asia), Hindu and Frontline (India).

As the head of the Mediators Conferences, he has conceptualized, organized and compared a number of international conferences. He has participated in various international and national conferences and workshops and has lectured at various forums on the economic and social problems of Pakistan.



CGPR Conference, continued

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challenge is global sustainability - in health, education and in employment commensurate with education - that enhances the welfare and potential of this young global population, he said.

Richard Linning, CGPR Scholar-In-Residence and former President of the International Public Relations Association, added that every country and every region has different problems. "Everyone blames something - globalization, automation, the education system, life and work skills or lack of them. As communicators, we have a role in addressing them all."

Registration materials for the conference are available at <http://cgpr.uncc.edu/about-us/events/registration>. Attendees can also register on-site beginning at 8:30 a.m. for the program that will begin at 9 a.m. in the Barnhardt Student Activity Center Salons A & B. Registration is \$100. Registration for college and university students is \$30.

This conference will be preceded by the Center's Teaching International Public Relations Colloquium from 1 to 3 p.m. April 25 in Cone 111 on the UNC Charlotte campus. That free event will examine how to strategically organize study-abroad experiences. The colloquium will feature Dr. David Remund of Drake University, Des Moines, Iowa, who has developed a travel seminar in Chile, "Public Relations in a Global Society," UNC Charlotte faculty Dr. Diana Rowan, who provides

experiential learning for social work students at villages in the African country of Malawi and public relations professors Dr. Alan Freitag and Dr. Ashli Stokes, who teach UNC Charlotte's London International Public Relations Seminar.

How to Pre-Register For Global Research Conference

The Center for Global Public Relations' Third Annual Global Research Conference will be from 8:30 a.m. until 5 p.m. Friday, April 26, at the University of North Carolina at Charlotte. The conference will be held at the Barnhardt Student Activity Center Salons A & B.

- Registration cost for paper presenters: \$100
- Registration cost for general attendees: \$100
- Registration cost for all students: \$30

If paying the day of the conference, we still ask you to submit your registration form in advance (if possible). Make checks payable to **Center for Global Public Relations - UNC Charlotte**. Cash payments are only accepted on the day of conference.

Please mail completed registration form and payment to:

Center for Global Public Relations
5043 Colvard North
The University of North Carolina at Charlotte
9201 University City Blvd.
Charlotte NC 28223-0001

'Teaching International Public Relations Colloquium' April 25

Conference attendees are encouraged to come a day early for the pre-conference, "Teaching International Public Relations Colloquium," 1 to 3 p.m. Thursday, April 25. Learn how experienced educators are bringing global experiences in Europe, Africa and South America to their students from the United States.

Presenters:

Dr. David Remund of Drake University, Des Moines, Iowa, who has developed a travel seminar in Chile, "Public Relations in a Global Society."

Dr. Diana Rowan, who provides experiential learning for social work students at villages in the African country of Malawi.

Dr. Alan Freitag and **Dr. Ashli Stokes**, public relations professors who teach UNC Charlotte's London International Public Relations Seminar.

Date: April 25

When: 1—3 p.m.

Where: Cone 111— UNC Charlotte campus

Cost: Free!

characteristics. A relatively large number of the interviewed CEO's consider their own leadership style to be visionary, while they view the corporate culture as process or market-driven.

The industry sector appears to be a key factor in the CEO's role in Brand and Reputation. CEOs in the construction and financial sector in particular were cautious in their positioning, due to the recent loss of trust these business sectors have suffered.

Many a CEO appears to be preoccupied with striking the right balance between when it comes to their own profile. The term *Celebrity CEO*, which never really became commonly used in the Netherlands anyway, is now definitely no longer relevant. Successful CEOs are leaders who set out the course behind the scenes with becoming modesty and ensure that the company moves in the right direction.

The Dutch CEO does not see himself as the personification of the

company, but merely as a passerby allowed to play a prominent role for the company during a specific phase.

None of the CEOs doubted the importance of the corporate brand. They recognize the brand as an important intangible asset (difference between market value and book value), but do not see the point of actually measuring its financial value. The CEO does, however, see the relevance of measurements in terms of brand visibility and brand preference.

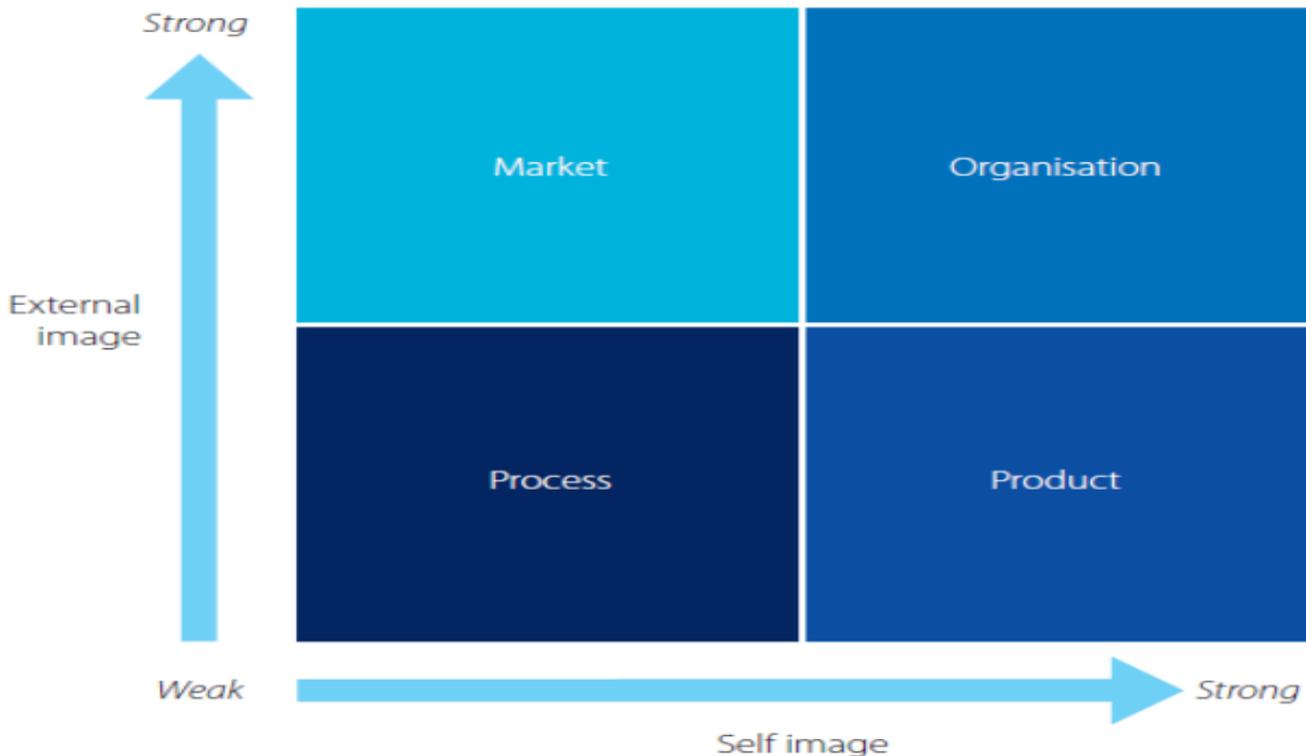
The CEO's role focuses on steering the development of the corporate brand as this is directly linked to the vision, mission and core values, all matters which the CEO regards as his or her responsibility.

Although the interviewees immediately associate the relevance of the corporate brand with customers and consumers, they also indicate the importance of the brand as a catalyst within the organisation. Particularly in international companies, the corporate brand sets a direction and provides consistency. A strong brand induces coherence in the way employees

perform and present themselves. Brand compliant behaviour, i.e. living up to the core values and brand values of the company, is increasingly becoming one of the fixed performance indicators for employees, often laid down in companies' performance appraisal systems.

Without exception, the interviewed CEOs stated that they and they alone are responsible for the reputation of the company. They feel that it is something that they deal with on a daily basis. The interviewees cite customer satisfaction and the company's brand-compliant behaviour as factors having the most important effect on reputation, followed by stakeholder relations and the reputation of the business sector.

Although the CEOs are primarily held accountable for the financial performance of the company and value creation, they are increasingly being given additional, *softer*, targets. These range from customer and employee satisfaction, the net promoter score and diversity, to their role in their own succession planning. Only in a few cases are reputation and brand defined as performance indicators for CEOs.



Global Affiliates and Associates

Global affiliates are scholars and practitioners who contribute to the Center's initiatives and activities from other institutions; global associates are students who participate in the Center from other institutions. These practitioners, scholar/educators and students contribute to the Center's global PR blog, assist the Center with its initiatives, contribute articles to the *Blue Book* and the Center's website and enhance the global PR research curriculum.

- **Gina Conley**, Kent State University
- **Marcello Coppa**, Antepreal
- **Dr. Yi Luo**, Montclair State University
- **Mazen Nahwahi**, President, News Group, Dubai, U.A.E.
- **Kate A. Mirandilla**, University of Technology, Sydney, Australia
- **Jeffrey Quinones-Diaz**, US Customs and Border Protection
- **Oliver S. Schmidt**, C4CS, LLC
- **Dr. Abhijit Sen**, Winston-Salem University
- **Dr. Chiara Valentini**, Aarhus University, Denmark.
- **Dr. Gregoria A. Yudarwati**, Communications and Public Relations Lecturer at University of Atma Jaya Yogyakarta

The Advisory Board

The Center for Global Public Relations relies on its Advisory Board, which consists of senior-level public relations executives and scholar/educators who share the Center's vision and mission and who provide the Center with their counsel and guidance. The Advisory Board helps the Center identify goals and opportunities for service to the Center's stakeholders and is called upon by Center staff for feedback on its many initiatives.

-**Joe Carleo**, Owner/Executive Producer, Advanced Language and Media Services

-**Linda Welter Cohen**, Founder and Chief Executive Officer, The Caliber Group

-**Peter Debreceny**, Gagen MacDonald

-**James Donnelly**, Senior Vice President, Crisis Management, Ketchum

-**Jeremy Dreier**, Corporate Communications Senior Manager at EPRI (Electric Power Research Institute)

-**Joe Epley**, Public Relations Consultant

-**Natalia Flores**, Director, Fusion Communications

-**Dr. Alan Freitag**, Professor, Communication Studies, The University of North Carolina at Charlotte

-**Marco Herrera**, CEO and President, Grupo Publico

-**Denise Hill**, Vice President, Corporate Communications and Public Relations, Delhaize America

-**Jean-Michel Janniere**, Employee Communications Manager, Goodrich Corporation

-**John Paluszek**, Senior Counsel, Ketchum Public Relations

-**Christy Phillips-Brown**, Director, External Communications, Delhaize America

-**Robin Rothberg**, APR, Lecturer, Communication Studies, University of North Carolina at Charlotte

-**Dr. Ashli Q Stokes**, Associate Professor, Communication Studies, University of North Carolina at Charlotte

-**Philip Tate**, APR, Fellow PRSA, Senior Vice President, Luquire George Andrews

-**Dr. Katerina Tsetsura**, Associate Professor and Gaylord Family Professor, Media Arts and Strategic Communication, University of Oklahoma



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