



CORPORATE IMAGE PROMOTION STRATEGIES FOR A TIRE MANUFACTURER

by

Ms. Thanantinee Tantivejakul

A Final Report of the Three - Credit Course
CE 6998 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

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Project Title Corporate Image Promotion Strategies for a Tire Manufacturer


Name Ms. Thanantinee Tantivejakul

Project Advisor Asst.Prof.Dr. Boonmark Sirinaovakul

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The Graduate School of Assumption University has approved this final report of the three-credit course, CE 6998 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

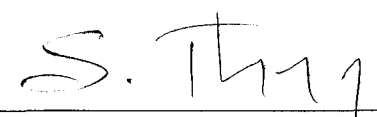
Approval Committee:


(Asst.Prof.Dr. Boonmark Sirinaovakul)
Member and Advisor


(Prof.Dr. Srisakdi Charmonman)
Chairman


(Dr. Chamnong Jungthirapanich)
Dean


(Dr. Prapon Phasukyud)
Member


(Assoc.Prof. Somchai Thayarnyong)
MUA Representative

November 2000

ABSTRACT

This project is to develop key success factors toward PR plan for the organizations. Such development is done by gathering all possible documents from tires manufacturers as primary data and searching PR methods from texts as secondary data.

All previous studies and researches, which are considered as input of the campaign, are assessed in order to formulate a model for key success factors. The survey research is then conducted through questionnaires, which generate from communications plan of major tire manufacturers, to analyze consumer behaviors and the awareness toward corporate image promotion campaigns.

The survey results are used to ensure that the factors found from the model are effective and standardized in order to be accepted by other companies.

Although the proposed key success factors are just a conceptual model, it can help the company realize an importance of the corporate image promotion campaign. It establishes trust, perception, awareness, and reputation in target audience's mind. It also generate better outcome from, consumers and the market and create better image for the company. However, this model should be adjusted for the consumers' needs and the appropriateness of each company so that it can take this concept into action for an effective advertisement.

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I also appreciate my Advisory Committee members: Prof.Dr. Srisakdi Charmonman, Dr. Chamnong Jungthirapanich, Dr. Prapon Phasukyud and Assoc.Prof. Somchai Thayarnyong for their constructive comments and advice throughout the research.

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I. INTRODUCTION

1.1 Background of the Project

In an increasingly volatile and chaotic business world, the competitive edge of the corporation is not resource, but resourcefulness. Focused resourcefulness, during an accelerated business cycle, demands frequent injections of skills and knowledge which are being “bought in” from external parties. Therefore, by providing professional advice to cope with modern complexities of society, in both technological and socio-political senses, to those different types of organizations, the public relations consultancy business is growing more important than the previous decade. The consulting business as well is not only growing in number, but also in variety term which was categorized by the qualifying adjective to define his or her special technical or professional field and service: business consultants, marketing consultants, image consultants, engineer consultants, etc. Consequently, this project aims to analyse the corporate image promotional strategy in the tire manufacturing company of the public relations consultancy.

Public Relations consultancy, nowadays, is playing an important role as the image builder for any organization during this high competitive market, where clients need more information about the company they are dealing with, in order to make a decision. Thus, the characteristic of Public Relations, which is considered as one of the marketing communications mix, but it is actually getting involved in everything aspect the companies do is able to fulfill this requirement by using variety of programs designed to improve, maintain, or protect a company or product image. According to the economic climate and ever-changing environment, almost every kind of business turns to pay more attention to their reputation and the corporate image to place their name in the

prospective client's mind. The project illustrates public relations strategies and its outcome for the effectiveness of running corporate image promotion program and the reason of using specific kind of strategy. On the other hand, corporate image promotion program is recognized as a long-term plan or project plan due to the nature of dealing with people in whose mind we try to build positive perception, so each program normally is divided into specific campaigns and involves a period of time to generate the most impact of the plan.

1.2 Importance of the Study

The analysis under the topic of “Corporate Image Promotion Strategies for a Tire Manufacturer” will identify the most compatible strategies as the useful guidance for building and developing positive perception toward companies regarding to objective and scope of the study. It will determine the key success factors of the effective public relations plan. Moreover, the survey research is conducted as to reaffirm an impact of those key success factors with consumer or the end user in Thailand's market.

The process model would pave the way to spot an importance of public relations function in Tire Manufacturing business. The promotion strategy offers alternatively to serve the customers' satisfaction and trust in the companies' product. There are many factors involved in generating the appropriated promotional plan. The point is that corporate image promotion strategies can establish corporate image in the customer's mind as set in objectives or not. The model of the analysis research will be used to consider what factor and which strategy that affected directly to the customer. Studying of the relevance strategies and previous reports provided supportive sources dealing with human innate study.

1.3 Objectives

- (1) Analyse corporate image promotional strategy
- (2) Define key success factor of an effective public relations plan
- (3) Demonstrate the past results of promoting corporate image

1.4 Scope

- (1) Summarize the corporate image promotion management of public relations consultancy
- (2) Analysis & demonstrate the benefit of corporate image promotional strategy of public relations plan
- (3) Generate the corporate image promotion plan for Tyre manufacturing company as projected by project program
- (4) Evaluation & Validation

1.5 Deliverables

- (1) Communication strategy between public relations consultancy and clients
- (2) Vital role of corporate image promotional strategy of the public relations consultancy
- (3) Key success factor for corporate image promotional strategy
- (4) The result of having positive corporate image/reputation
- (5) Public reference for whom it may concern in public relations department

- (1) Strategic planning
- (2) Data basing
- (3) Research
- (4) Advertising
- (5) Promotion
- (6) Benchmarking & Best practices

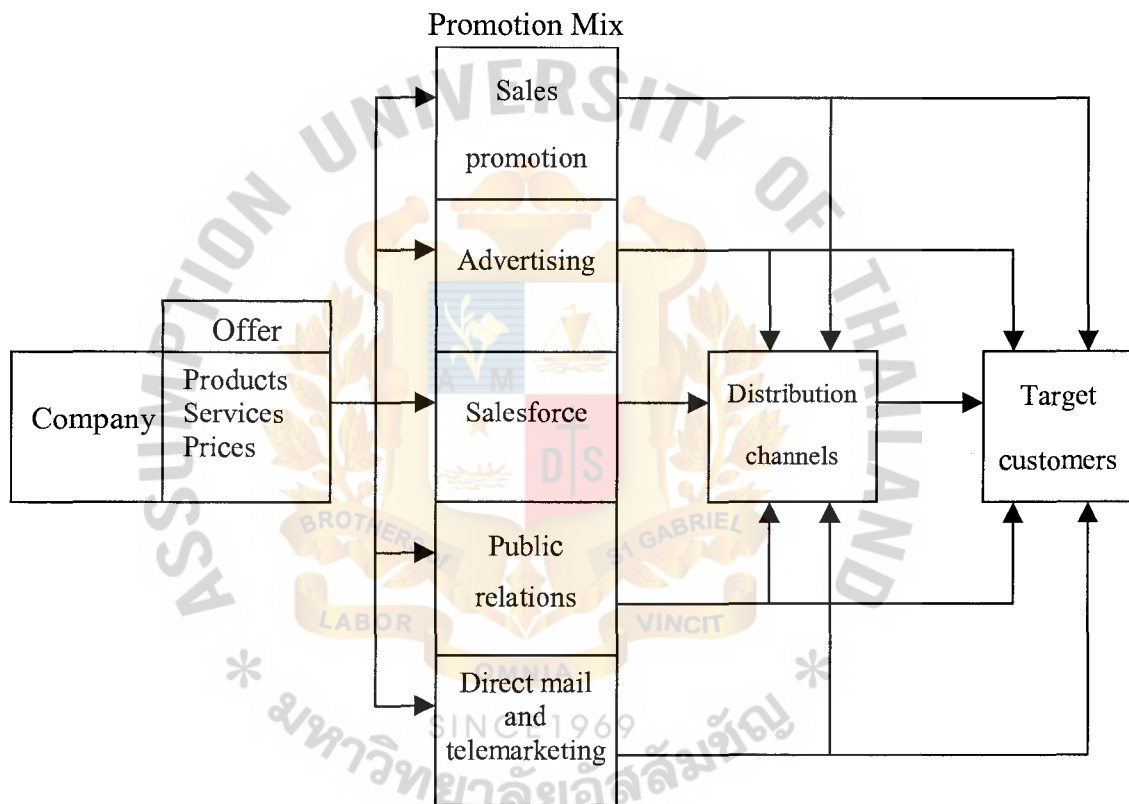


Figure 2.1. Marketing-Mix Strategy (Kotler 1991).

2.1.2 Promotion Mix

Promotion Mix is so called the Marketing Communications Mix, which is developing to communicate effectively with the present and potential customers.

(a) Promotion mix's tools

Promotion Mix consists of four major tools:

- (1) Advertising: Any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.
- (2) Sales Promotions: Short-term incentives to encourage purchase or sale of a product or service.
- (3) Public Relations: A variety of programs designed to improve, maintain, or protect a company or product image.
- (4) Personal Selling: Oral presentation in a conversation with one or more prospective purchasers for the purpose of making sales.

(b) Factors in setting the promotion mix

Companies consider several factors in developing their promotion mix. These factors are examined below.

- (1) Type of product market
- (2) Push versus pull strategy
- (3) Buyer-readiness stage
- (4) Product-life-cycle stage

2.2 Public Relations Management

“Public relations is an art applied to a science, social science, in which the public interest rather than financial motivation is the primary consideration” (Bernays 1998).

It is today widely recognized that public relations (PR) has crucial role to play in the total business system. The survival and effectiveness of any organization are now seen to depend on the relationships it establishes with its “publics.”

It is a key function for the public relations cell of the corporation to keep the general climate under constant review to detect storms that are brewing and heading in the direction of the corporation's goods or services (Winner 1993).

Understanding and managing the complexity of relationships which exist between today's increasingly open organizations is the basic function of public relations. While few would dispute this fact, not everybody is convinced of the ability of PR practitioners to perform this fundamental role.

Effective Public relations depends in many ways on achieving the right balance: the balance between formality and flexibility in organization structure; between encouraging innovation and relying on experience and precedent; between over-reacting and under-reacting to events.

2.2.1 Definition of Public Relations

The Institute of Public Relations (IPR) defines PR as “the deliberate, planned and sustained effort to establish mutual understanding between the organization and its publics.”

Public relations is the management function responsible for effectively communicating a specific message to an agreed audience, to achieve a planned response. Moreover, public relations is a reflection of reality by its very nature. For public relations, the only image is a true image. Therefore, the foundation is to have a needed product, honest policies, programs that serve the public interest. To have good public relations is to do the right thing, and communicate broadly what you are doing to gain public understanding and support.

PR is concerned with maintaining harmonious and understanding relationships between all the various parts of an organization and all the groups, which have a

relationship with it. This could mean management, workers, shareholders, trade unions, suppliers, customers and government, as well as the public.

2.2.2 Term and Scope (Lesly 1998)

A Committee on Terminology of the Public Relations Society of America studied the question and issued a definitive report, written by this author as chairman. Its key findings can be summarized as follows:

- (1) The field has matured to encompass an extensive scope of functions. Consequently, using the “umbrella” term public relations to represent this wide range of functions ensures widespread understanding among people.
- (2) No other term has gained any appreciable acceptance.
- (3) The prominence of the public relations function has made it a common topic in all aspects of public life: the media, government, business, and various institutions.
- (4) Literature dealing with the subject almost universally uses the term public relations: whether describing the role of consultants in proxy fights, referring to government information efforts, discussing employment opportunities, or other matters. The term corporate communication is typically used in corporate-sponsored reports. Public affairs is confusedly used to describe what happens in government and policy making more often than when dealing with organizations’ relations with government and public groups. Communication is prominently used to discuss such matters as telephone and computer systems.
- (5) The function’s prominence grows steadily, and new public relations trends are constantly introduced. Public relations is increasingly entrenched in the general language.

- (6) Corporate communications and corporate relations are clearly limited to the corporate sphere. These terms are denigrating, because they focus on only limited two-way functions rather than on policy and strategy. Public affairs seem to have settled as a term for dealing with government and external groups. Communication labels the practitioner as a functionary in a limited area. Other related terms are function specific: investor relations, issues management, publicity.
- (7) Using a term that deals with a function labels its practitioners as technicians and not as professionals.
- (8) The broadness and non-specificity of public relations prevents it from becoming associated with any one type of function. Because it is a general word, it remains suitable as an umbrella term covering many types of function. However, some practitioners assign the term to what is really just publicity.

2.2.3 Recommended Terminology (Lesly 1998)

“Public relations.” Helping an organization and its publics adapt mutually to each other.

“Publicity.” Dissemination of purposefully planned and executed messages through selected media to further the particular interest of an organization or person without specific payment to media.

“Communications” (in relation to public relations). Interchange of information; also conveying thought from one party or group to another.

“Public affairs.” Working with governments and groups who help determine public policies and legislation.

“Issues management.” Systematic identification and action regarding public policy matters of concern to an organization.

“Government relations.” Dealing and communicating with legislatures and government agencies on behalf of an organization.

“Investor relations.” Dealing and communicating with the shareholders of an organization and the investment community.

“Employee relations.” Dealing and communicating with the employees of an organization.

“Community relations.” Dealing and communicating with the citizens and groups within an organization’s operating area.

“Industry relations.” Dealing and communicating with firms within the industry of the organization.

“Minority relations.” Dealing and communicating with individuals and group belong to minorities.

“Advertising.” Persuasive material that is presented to the public as an acknowledged appeal of an identified party who pays for its appearance.

“Press gentry.” Creating news events of a transient nature, often a flighty sort.

“Media relations.” Dealing with the communications media in seeking publicity or responding to their interest in the organization.

“Propaganda.” Efforts to influence the opinions of a public to propagate a doctrine.

2.2.4 Nature and Role of Public Relations

(a) Nature of public relations

The appeal of public relations is based on its three distinctive qualities:

- (1) High Credibility: News stories and features seem more authentic and credible to readers than ads do.
- (2) Off Guard: Public relations can reach many prospects who might avoid salespeople and advertisements. The message gets to the buyers as news rather than as a sales-directed communication.
- (3) Dramatization: Public relations has, like advertising, a potential for dramatizing a company or product.

(b) Role of public relations

The strength of an organization's public relations efforts depends on the type of organization and on its situation at a given time. But broad outlines of the factors that influence public relations may be set according to basic classifications of types of organization.

Fostering good public relations goes beyond winning favor among various groups by telling them what an organization does. Expert public relations recognizes that everything the organization does affects the opinion of someone—that opinion is a unification of many impressions, so those impressions must be integrated.

- (1) The role of public relations is to try to resolve, or at least minimize, conflict through persuasion and influence: to avoid the need for forceful intervention such as strike action by a trade union or new legislation by government.
- (2) Public relations is a basic component of successful marketing. Marketing, like public relations, should be part of a totally integrated battery of communications intended to influence the organization's publics.

- (3) Public relations can help marketing better when the respect from its spokesperson/conscience role carries over. Practitioners can help themselves by justifying their programs with results-oriented measurement.
- (4) Public relations can help ensure that a product is not rejected for reasons that have nothing to do with the product. Public relations can help the organization take smart risks and avoid the bad ones.

2.2.5 The Phases of Public Relations

Public Relations today usually consists of eight phases:

- (1) Analyzing the general climate of attitudes and the relation of the organization to its “universe.” Every institution functions within a “universe” or system; dependent on everything that happens to this totality. It is vital to gain as much understanding as possible about the trends within this system and how they may be affecting the organization. This involves feeling the “pulse” of the various publics with which an organization may have relations, in order to determine their attitudes toward the organization and toward the field it is in.
- (2) Determining the attitude of any group toward the organization. This may be the employees, the customers, the stockholders, or some other segment of the public. When the attitudes are known, it is possible to see where the organization is misunderstood and where its policies and actions are creating unfavorable opinion.
- (3) Analyzing the state of opinion. This investigation may disclose unrest among a group of employees-unrest that may well break out into very serious uprisings. It may reveal that the stockholders desire to know more

about the company and its products, or that an activist group is launching an attack on the organization. It may indicate that consumers do not identify products with the manufacturer. Analysis will aid in making plans to improve the opinion of the various groups about which the company is concerned.

- (4) Anticipating potential problems, needs, or opportunities. By using analysis and surveys, it is sometimes possible to detect what changes may be developing in the attitudes of various groups. Then plans or actions can be recommended to respond to those attitude changes at the most advantageous time and under favorable circumstances.
- (5) Formulating policy. Analysis may indicate that certain company policies should be modified to improve the attitude held by certain groups. Often the change involves eliminating causes of misunderstanding and misinterpretation.
- (6) Planning means of improving the attitude of a group. With an understanding of what people think of the organization and a clarification of the organization's policies on matters that affect public opinion, groundwork has been laid. Next comes the programming of activities that will explain the company and its products, overcome misunderstandings, and promote goodwill.
- (7) Carrying out the planned activities. The tools of public relations-publicity, institutional advertising, printed materials, employee activities, stockholder reports, events, company publications, films, video, and other things-are then employed to do the job. With proper preliminary planning and

guidance, these become the most tangible phase of a company's public relations activity.

- (8) Feedback, evaluation, and adjustment. Conditions change constantly. Public relations functions both contribute to change and are affected by it. So it is important to constantly get readings from the publics being approached. These readings help to assess the results and developments, and to adjust the public relations program-and often the entire policy of the organization-accordingly.

2.2.6 Marketing Public Relations

- (a) The maximum effectiveness' circumstances of Public relations (TQPR 1997)

The "Top 10" list of circumstances when public relations can generate maximum effectiveness in consumer product marketing:

- (1) When introducing a revolutionary break-through product;
- (2) When generating new consumer interest in a mature product;
- (3) When developing distribution against retail resistance by generating so much publicity that you force demand;
- (4) When the budget is too small for a meaningful advertising campaign;
- (5) When you want to tie the product closer to an advertising campaign;
- (6) When your product needs greater explanation;
- (7) When the product can't be advertised to consumers for legal reasons, such as prescription drugs;
- (8) When the product is banned from television as in the case of distilled spirits and cigarettes;

- (9) When you want to add new consumer dimensions to a successful product;
 - (10) When you have a major marketing crisis that calls for fast action.
- (b) Public relations departments perform the following five activities, not all of which feed into direct product support:
- (1) Press relations: The aim of press relations is to place newsworthy information into the news media to attract attention to a person, product, or service.
 - (2) Product publicity: Product publicity involves various efforts to publicize specific products.
 - (3) Corporate communication: This activity covers internal and external communications and promotes understanding of the organization.
 - (4) Lobbying: Lobbying involves dealing with legislators and government officials to promote or defeat legislation and regulation.
 - (5) Counseling: Counseling involves advising management about public issues and company positions and image.
- (c) Contribution of marketing PR
- Marketing PR can contribute to the following tasks:
- (1) Assist in the launch of new products: The amazing commercial success of Cabbage Patch Kids was due not so much to the paltry advertising budget of \$500,000 but to clever publicity, including donating the dolls to children in hospitals, sponsoring Cabbage Patch Kids adoption parties for schoolchildren, and so on.

- (2) Assist in repositioning a mature product: New York City had an extremely bad press in the seventies until the “I Love New York” campaign began, bringing millions of additional tourists to the city.
 - (3) Build up interest in a product category: Companies and trade associations have used PR to rebuild interest in declining commodities like eggs, milk, and potatoes and to expand consumption of such product as tea and orange juice.
 - (4) Influence specific target groups: McDonald’s sponsors special neighborhood events in Hispanic and black communities for good causes and in turn builds up a good company image.
 - (5) Defend products that have encountered public problems: Johnson&Johnson’s masterly use of PR was a major factor in saving Tylenol from extinction.
 - (6) Build the corporate image in a way that projects favorably on its products: Laccoca’s speeches and his autobiography created a whole new winning image for the Chrysler Corporation.
- (d) Establishing the marketing objectives
- (1) Build awareness: PR can place stories in the media to bring attention to a product, service, person, organization, or idea.
 - (2) Build credibility: PR can add credibility by communication the message in an editorial context.
 - (3) Stimulate the sales force and dealers: PR can help boost sales force and dealer enthusiasm. Stories about a new product before it is launched will help the sales force sell it to retailers.

- (4) Hold down promotion costs: PR costs less than direct mail and media advertising. The smaller the company's promotion budget, the stronger the case for using PR to gain share of mind.
- (e) PR people look at media editors as a market to satisfy so that these editors will continue to use their stories.

Publicity requires extra care when it involves staging special events, such as testimonial dinners, news conferences, and national contests. PR practitioners need a good head for detail and for coming up with quick solutions when things go wrong.

- (f) Evaluating the PR results

PR's contribution is difficult to measure, because it is used along with other promotion tools. If it is used before the other tools come into action, its contribution is easier to evaluate.

- (1) Exposures: The easiest measure of PR effectiveness is the number of exposures created in the media. Publicists supply the client with a clipping book showing all the media that carried news about the product and a summary statement. This exposure measure is not very satisfying. There is no indication of how many people actually read, heard, or recalled the message and what they thought afterward. There is no information on the net audience reached, since publications overlap in readership. Because publicity's goal is reach, not frequency, it would be useful to know the number of unduplicated exposures. But this measurement is widely used to measure the PR plan result for every kind of business.

- (2) Awareness/Comprehension/Attitude change: A better measure is the change in product awareness/comprehension/attitude resulting from the PR campaign (after allowing for the effect of other promotional tools).
- (3) Sales-and-Profit contribution: Sales-and-profit impact is the most satisfactory measure, if obtainable.

2.2.7 The Results and Benefits of Public Relations

Many objectives can be achieved through expert public relations activity.

Objectives that may be sought include the following:

- (1) Gain prestige or “favorable image” and its benefits

The familiarity and reputation of its name are among the greatest assets of any organization-whether it deals directly with the public or not. Everyone is influenced by reputation in choosing everything he or she buys and in every association he or she makes. The prominence of a name is taken as a sign of success, because reputation in industry can rarely be won without true accomplishment.

- (2) Promote products or services

Telling people about products and interesting them in purchasing requires more than advertising and sales efforts. The influences around people make an immeasurable impact on the public’s desire to buy. They create a desire for the product or service. They support the direct-selling activities of advertising and merchandising, giving them an added dimension. They associate product names with the prestige of the company. The many ways in which public relations people can create desires are indispensable to the modern sales program.

(3) Detect and deal with issues and opportunities

Monitoring social trends, devising strategies to deal with them, and conducting programs to help direct those trends are among the most crucial functions in public relations.

(4) Determine the organization's posture in dealing with its publics

Increasing sophistication has modified how organizations approach their relations with various groups. Three major tactics exist for accomplishing this:

- (a) Master the publics. Direct what they should think and do, according to the desires of the organization involved. This action approach perceives the publics as targets of the organization's self-interest. It was a prominent aspect of public relations' rise during the era of unquestioned dominance of society by its institutions. It is occasionally the necessary course when an organization faces an adversary whose demands are untenable or destructive. In such cases, firmness in support of the organization's principles or purposes is judicious.
- (b) Block and parry. React to developments and problems and respond to events or the initiatives of others by blunting them. This "low profile" approach was a prominent aspect of public relations' rise during the era when all organizations were considered private entities, responsible only to their managements and stockholders or members. There are occasions when a low profile is judicious to avoid turning an issue or an adversary's maneuvers into sensation.

(c) Achieve mutual adaptation. Develop relationships of mutual benefit to all parties involved, such as customers and producers, exudes of wastes and environmentalists. Or employers and the working staff.

(5) Foster the goodwill of the employees or members

Satisfied workers are those who feel they are important parts of a worthwhile activity, who identify themselves with the creation of good things for others, and who understand the workings of their company. Giving them a sense of identification and satisfaction provides the means toward employee goodwill.

(6) Prevent and solve labor problems

Public relations can help stabilize labor conditions through the type of employee relations' activity just mentioned. It can also help by implementing special educational activities based on the conditions in the plant, the industry, and the union involved.

The use of public relations as a labor-stabilizing aid is preventive as well as curative. It is most beneficial when carried on continuously rather than only when strike clouds appear.

(7) Foster the goodwill of communities in which the organization has units

The attitude of the community frequently determines the attitude of the workers toward the company. Workers closely identify with the community and unconsciously absorb the tenor of the locality's attitude. Not only does high standing in the community provide a bulwark of morale against unsettling influences, but it also attracts the better workers from the area when they join the labor force. High regard of the community also is invaluable when dealings with the local authorities.

(8) Foster the goodwill of the stockholders or constituents

When the investors in a company understand and appreciate its operations, they are more likely to retain their stocks for a long period, giving the corporation's securities a desirable stability. Stockholder confidence also is felt by other segments of the public, particularly when the stock is widely held. This confidence usually is reflected in higher market values for the company's stock-important in negotiating mergers as well as in seeking additional capital.

(9) Overcome misconceptions and prejudices

Investigation sometimes reveals that unfounded opinions about an organization are injuring its efforts to win goodwill or actually hampering its operations. Prejudices that may exist due to the spread of misinformation also threaten the success of a business. Analysis of the situation, plans for meeting it, and the dissemination of correct information can clear up these difficulties.

(10) Forestall attacks

Activism has become an alluring means of seeking quick fulfillment of expectations. Resorting to "action" meets the participants' view of how things get done and feeds the hunger of media for "movement" and controversy. Forestalling attacks and blunting effects is increasingly a function of analysis, planning, and effective public relations.

(11) Foster the goodwill of suppliers

Suppliers always have an important influence on the attitudes of others toward company-prospective employees, customers, financial leaders, and so on. Formulating policies that build a reputation for good dealing and

creating an opinion that the company will be an increasingly good customer because of its growing success create effective means of gaining the favorable attention of suppliers.

(12) Foster the goodwill of the government

The attitudes of government officials and public servants are based on what they know and hear about a company. If the company's public relations keeps informed and feels that an organization operates in the public interest, government executives are less likely to make unreasonable demands or to issue unfair restrictions. Establishing the goodwill of the government requires two factors: goodwill of the public and a sincere effort to keep government agencies informed about the company.

(13) Foster the goodwill of the rest of the industry

The respect of competitors is a great tribute to an organization and greatly influences the attitudes of others. It also leads to helpful cooperation.

(14) Foster the goodwill of dealers and attract other dealers

Keeping dealers informed is a necessary function of every business that does not sell directly to the customer. Providing public relations aids for dealers, such as publicity material they can use locally, helps to win goodwill.

(15) Enhance the ability to attract the best personnel

The caliber of future executives is good for organization's future. And making a company or organization known and respected is necessary to ensure its healthful development.

- (16) Educate the public about the use of a product or service

When a company brings out a new type of product, public relations must support advertising and the sales staff in capturing the public's imagination.

- (17) Educate the public on a point of view

When an organization seeks to win support for its method of operation, its principles, the system that supports it, or any other viewpoint, its most effective means are those channels of reaching the public constantly used by public relations people.

- (18) Foster the goodwill of customers or supporters

Establishing means of good relationships at the point where the purchaser meets the company or its product is one of the most important steps in building a company's goodwill.

- (19) Investigate the attitude of various groups toward the company

Taking the pulse of various groups' attitudes plays an important role in the public relations program. Opinion research is aside from the market analysis carried on by the sales and advertising departments.

- (20) Formulate and guide policies

Everything done by an organization that influences any group should be examined in advance for its possible effects on opinions and attitudes.

- (21) Foster the viability of the society in which the organization functions

The best public relations functions benefit the cosmos in which they operate, benefit their own ability to function and grow, and project a favorable impression to their publics.

(22) Direct the course of change

Public relations provides judgment, creativity, and skills in accommodating changing groups to each other.

2.2.8 Effective Communication

(a) Communication a complex field

Many channels must reach people over a period of time, in the contexts of many diverse outlooks and windows on the world.

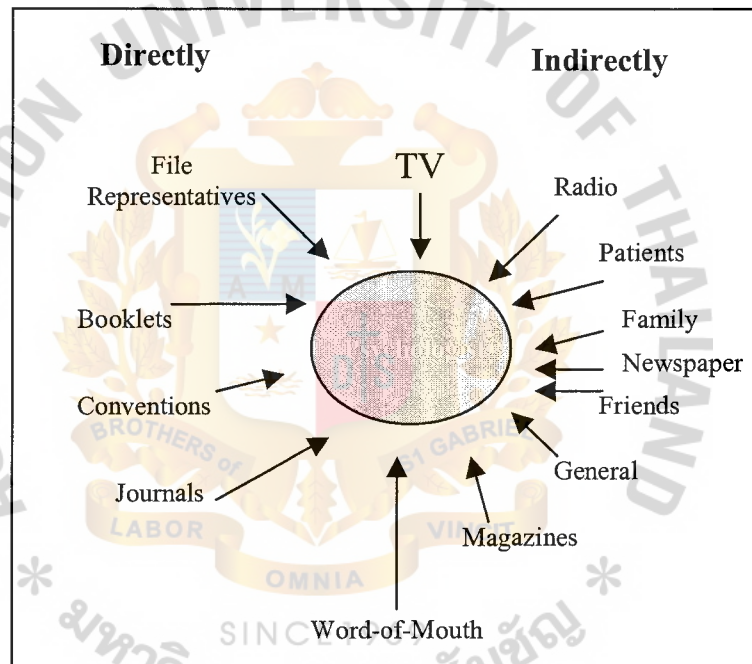


Figure 2.2. Direct and Indirect Influences.

(b) Guidelines for Effective Communication

From what we know about the methods that work, two verbal/graphic aids can be applied:

- (1) Coercion creates conflict and Persuasion promotes pliability.

These “sound bits” help one remember that trying to impose one’s will usually fails; establishing rapport with the audience fosters readiness to accept your message.

- (2) The process for winning acceptance can be charted like this:

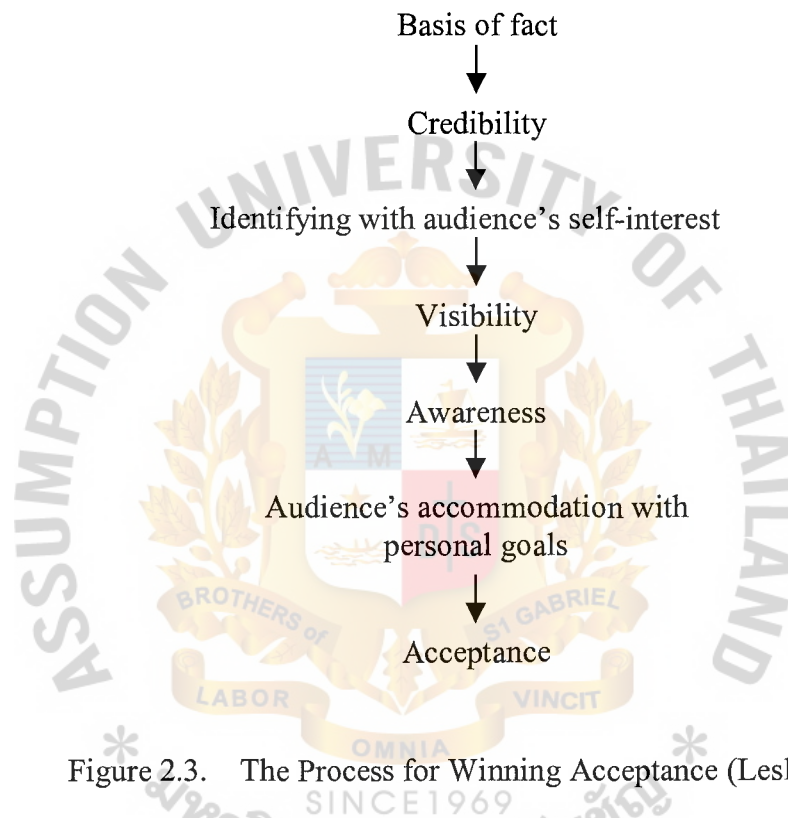


Figure 2.3. The Process for Winning Acceptance (Lesly 1998).

2.2.9 Public Relations Program Analysis

Analyzing the situation calls for broad study of all aspects of the business that affect the publics. The starting point will be the people in the business or industry (particularly those who are active in the association, such as board members, appropriate committee chairmen and members, and so on) who appear to have an awareness of the public relations situation. The public relations executive newly arrived in an association will begin by interviewing such people; from them, he or she will go to people outside the business but in a position to observe it more closely than the average

layman (these may include editors of trade publications, officials of chambers of commerce and better business bureaus, government officials concerned with the regulation of the business or profession-if there are any-and others). Finally, this basic study may approach the general public for additional views. This may be done through an opinion or attitude research study, or market research, conducted by a recognized research firm. Sometimes, this may be done on a more informal basis where the budget will not permit formal research. Such an approach to the general public will be designed to provide a profile of the business as it appears in the public mind.

2.3 The Impact of Dealer Relationship

Suppliers of consumer products who depend on independent, multilane retail dealers to sell their merchandise to the ultimate consumer must garner the loyalty and support of those dealers to succeed in the marketplace. How the dealer feels about a company, its representatives, and its products, will ultimately provide the measure of that company's success. Never has this been truer than now.

In most industries today such traditional marketing advantages as superior product performance, styling, service, and price have all waned, due to the generally high degree of similarity between competing products of like type and quality. As a result, these benefits are being replaced by various support programs designed to help and encourage dealers to sell one brand of product over another. Product quality, styling, service, and price remain important, but suppliers must now also compete in supporting dealers' efforts to sell to the ultimate consumer.

2.3.1 Communications' Role

Every dealer needs to know the kind of help a manufacturer provides-a job calling for the skills of the public relations practitioner. This involves building dealer loyalty and respect, making each dealer feel an important part of the team, and supplying

special information on new products and programs. Unless dealers are completely familiar with the supplier and feel important, they usually will not do the best job for the supplier.

Channels available for communicating with dealers include field sales representatives, conventions, service representatives, training programs, and the like. The types of mass communications techniques commonly found among public relations skills are extremely effective for those channels. They include the application of accepted public relations techniques, such as graphics, copy, printing, and the rapid dissemination of information, to communicate with a specific audience or public. The information transmitted is likely to be received exactly as sent out. Also, they are generally the most economical methods of dealer communications available.

2.3.2 Audience Research

In developing a dealer communications program, start by understanding the audience to which the communication is directed. The communicator must know what makes the dealers tick, their problems, the nature of the markets in which they operate, their customers, their vernacular, and the common characteristics that set them apart from the other types of dealers. It is also important to identify the different types of dealers comprising the dealer organization: large or small, rural or urban, sophisticated or not. Most manufacturers of consumer goods include a mix of these types. The important point is that it is virtually impossible to communicate effectively unless the audience is characterized.

The public relations specialist can also learn a great deal about the dealer organization through association with other members of the company-particularly those who have regular and direct contact with retailers. The most effective method of all is direct, face-to-face contact with dealers. This can be done during trips for other

purposes, as well as at sales meetings and trade shows. Most suppliers conduct or participate in numerous dealer meetings, seminars, and conventions during the year, both in the field and at the home office.

2.3.3 Knowing the Organization

It is essential for the public relations practitioner to know the organization before effective dealer communication is possible. Products, policies, sales and service capabilities, and programs relating to such areas as finance, distribution, marketing, advertising, sales promotion, sales training, dealer education, and personnel must be clearly understood. The major goal is to help sell the company and its products to dealers-an impossible task if the communicator is not thoroughly familiar with both. Dealer relations are part of the total integrated function of the company.

2.3.4 Forms of Dealer Communication Media

Though many media are available, the public relations specialist usually finds that the options are determined by prudent use of budgets provided for dealer communications.

Some rules to remember when planning a dealer magazine (and virtually any other type of dealer communication) include the following:

- (1) Make sure your material is timely and meaningful to your audience. If your dealers can't use it, don't print it.
- (2) Don't use it to toot the company's horn. Unless the activity under discussion will directly benefit your dealers, it will not interest them and they will stop reading the publication.
- (3) Don't skimp on production any more than necessary. The publication is a reflection of the company. Four good issues a year are generally better than

eight poor ones. If your budget won't permit a good-quality production, consider using less-expensive mailers or newsletters.

- (4) Use as many good illustrations and as much color as the budget allows. These are well-established tools for increasing readership.
- (5) Set a schedule and keep it. Continuity and frequency are essential.
- (6) Maintain the mailing list. Know who's receiving the publication at all times. Remember that most dealer organizations are constantly changing.
- (7) Include something for everybody and make sure material is helpful and timely. Remember: DEALERS WANT FACTS, NOT THEORY-AND MOST CAN TELL ONE FROM THE OTHER.

2.3.5 Printed Media

Printed media is the most effective media to generate corporate image's awareness and is the popular medium that corporates used to communicate with their employee, associate, stakeholder, dealer, and public. Further more, circumstances such as lack of time or cost will often dictate the use of other forms of printed media. The following is a partial list to consider:

- (1) Monthly, quarterly, or weekly newsletters. Low in cost and easily prepared, informative and relevant newsletters can be an expedient dealer communication device.
- (2) Special mailers. Useful for special events and as fill-ins between regular publications, but don't overdo them. Dealers already get too much mail; don't compound the problem.
- (3) News releases. Sometimes regular news releases can double as dealer mailers. If an event concerning the company is newsworthy to the press, it may also be of interest to the dealers, and all it costs is a little more press

time, some paper, and postage or wire charges. When it comes to matters that affect them, dealers will appreciate hearing it first, before reading it in the press.

- (4) Brochures, annual reports, executive speech reprints. Quite often, material prepared specifically for other activities within the company can be used as a valuable adjunct to a dealer communications program. Though not specifically oriented to the dealer, they can increase his sense of involvement in the company's activities, which is an important factor in building dealer loyalty. Since the major costs of preparing such materials are generally borne by other departments or budgets within the organization, using them in dealer communications can be a real budget saver.
- (5) Feature articles in trade and consumer publications. Trade and consumer publications have an insatiable appetite for good editorial material. They are generally delighted to receive and use good feature stories that will appeal to their readers, even when they are proprietary in nature. The time and effort required to prepare feature stories-or to assist the publication in preparing them-are well spent, for they represent an extremely effective method of communicating not only with the present dealers and the public, but with prospective dealers as well. It's also important to remember that outside sponsorship will tend to add credibility and therefore, value to the story. Finally, don't assume that at dealers will read the magazines using your material; have reprints made and mailed to them.

2.3.6 Public Relations' Dealer Event

Dealers' training and customer service help:

The manufacturer is in an ideal position to advise dealers in every phase of product retailing and to employ highly skilled training specialists for assistance. Making this training available to the dealer and dealer personnel is, of course, an activity of great mutual benefit.

This is especially true in those areas that affect customer satisfaction-the condition of the product when it is delivered and after it is in use.

Training programs for dealer personnel, then, become a vital phase of any manufacturer's effort to forestall consumer and government complaints. As products become more complex, the training of retail personnel becomes an unceasing requirement. Some manufacturers insist that dealer service personnel attend periodic training courses offered by the manufacturer to ensure product expertise.

2.3.7 Basic Program Development Steps

Establishing an association public relations program on behalf of a business or industry of a professional group, involves a series of steps that, although subject to some variation in differing situations, generally will include the following:

- (1) Analysis of the situation
- (2) Definition of problem areas
- (3) Identification of pertinent publics
- (4) Establishment of specific objectives
- (5) Planning of program
- (6) Implementation of program
- (7) Periodic evaluations of progress

2.4 Outside Services

Services, mentioned in this project emphasizes on public relations service, therefore, the following subjects is regarding to public relations consultancies.

2.4.1 External House Publications

The most widely used and effective printed dealer communications medium is the external house publication.

These publications often referred to as dealer newsletters or magazines, offer some distinct advantages that make them by far the most practical mass medium available for dealer communications.

(1) Flexibility

A dealer publication can let you offer something for everybody-large dealers and small-small town and large-high volume and low. Just as most product lines offer a wide variety of models to meet specific market requirements, a dealer magazine can vary its content to meet specific audience requirements.

(2) Frequency and regularity

It is extremely important to ensure that dealer communication takes place often and with regularity. Not only does this confirm the company's interest, but it also serves as a regular reminder of your products and services versus those of your competition.

(3) Education

A well-prepared publication is an ideal way to provide dealers with solutions to their marketing problems. This is an area where knowing your dealers is extremely important because generally the key to one dealer's

success is the solution to a problem plaguing many others-and the information can be relayed through the magazine.

(4) Economy

With modern equipment and techniques now available, it is possible to product good-quality dealer publications at a reasonable cost, particularly for a large dealer organization. It generally holds true that a fairly high volume is required to bring the per-unit cost down appreciably; but when compared to the cost of a salesperson or personal call, even an expensive magazine can represent a good value.

(5) Visual Impact

The combination of good graphics and meaningful copy, using color whenever possible, is an effective way to tell a story.

2.4.2 Using Outside Services Efficiently

Particular reference here is made to advertising agencies and, to some extent, PR consultancies. The key to obtaining efficient service has to lie in the quality of the brief from the client company. It is convenient to consider the briefing as having two stages – the tactical brief and the background brief. It is important that the tactical brief should be well thought out, cover the complete story or message to be put across, together with a fine definition of the target audience. This should be in writing, and should have been approved by everyone who has to have a say in the matter. It is just not good enough to wait until the advertisement is proofed, or the press release written, before getting approval since this is just a waste of time and, thus, money. Indeed, poor briefing is one of the reasons why agencies and consultancies are sometimes accused of being over-expensive.

Over and above ensuring that a sound tactical briefing system is in place, it is necessary to ensure that all the involved personnel have a thorough knowledge of the company. This calls for a comprehensive background brief, which can be broken down into sixteen headings as follows:

- (1) Strategic and corporate objectives. Where does the business wish to be in 5-10 years?
Industry sectors, profit, turnover, locations, financial base, employees
- (2) External factors (PEEST) Political, economic, environmental, sociological, and technological
- (3) Internal factors (SWOT) Strengths, weaknesses, and opportunities, threats
- (4) Marketing objectives Market share, market/product segmentation
- (5) Sales objectives Sales targets/forecasts, territory/products, staff motivation
- (6) Communications objectives Company/product awareness, perception/positioning, sales leads, reassurance, information
- (7) The market Size, location, trends, decision makers, international opportunities
- (8) The market needs Customer requirements, buying motives, changes in demand
- (9) Product portfolio Specifications, benefits, profitability, life-cycle
- (10) Competition Market shares, product specifications, prices,

- promotions and expenditure, company images, nature and magnitude of selling activities, strengths and weaknesses
- (11) Price Pricing strategy in relation to competition, special incentives and discounts
- (12) Distribution channels Retailers, wholesalers, agents, and delivery times
- (13) Service Pre-sales, sales, and post-sales service
- (14) Research and evaluation Pre- and post-measurement of markets, awareness, attitudes, copy, advertisements, concepts, sales leads, orders
- (15) Budget and program All expense budget items, all income, projected profit, cash flow
- (16) Human resources Training, recruitment, motivation

2.4.3 Strengths and Weaknesses of Using Outside Services

(a) Strengths

- (1) The first strength to consider of an advertising agency, a PR consultancy, or some such outside service is that it is likely to be far more professional than any in-company department. Whatever its size, the service will comprise a group of people whose sole activity is, and has been, in this one specialization. And every day they are handling a range of clients with all their various objectives, plans, budgets, activities and evaluations. There is also the synergistic interrelationship of the 'account-handling' staff, which can refer to one another in arriving at solutions to their problems.

- (2) A second strength is objectivity. Outside advisers have no personal involvement: indeed, that is one of their weaknesses. They can look upon marketing problems and solutions completely dispassionately, uninfluenced by any of the factors, which impinge upon an employee of a firm. 'What the boss thinks', or 'We tried it once, and it didn't work', will not cut much ice with a consultant. It might be said that client corporate culture will not necessarily have an over-riding effect.
- (3) Thirdly is the credibility of an outside organization, particularly if it is being paid a handsome fee. 'A prophet is without honor...' certainly applies to the way in which top management sometimes react to the recommendations of outside consultants as opposed to their own staff. It may not even be that the outside proposals are all that different from what has been said for years, but somehow the outsider seems to act as what might be called a more credible message source.
- (4) Finally, in the list of strengths, an outside service provides for a client company an expandable workforce, which can be increased or decreased substantially at very short notice. This is important because no marketing campaign ever runs smoothly without peaks and troughs. There are frequently times when a much greater effort is required, just as there may crop up the need to stop an activity completely. The budget may have been cut for advertising, or all the campaign objectives achieved prematurely. An agency will just stop work for the time being, whereas if such work is being carried out by one's own staff, what are they now going to occupy themselves with?

(b) Weaknesses

- (1) The first of which might be that their time is limited for any one client. They have other clients, each with their own priorities. Whereas with an in-house function, a particular issue can be given a high priority like “do it now”, it may not even be possible to communicate with the consultant contact personally, let alone get some service.
- (2) A second weakness, particularly in industrial marketing, is that the staff of outside agencies often seem to have but a superficial knowledge of the client’s business, its markets or its products. How often does one hear of agencies submitting copy which has to be completely re-written, or of a press release which has to undergo the same treatment? It may be due to inadequate briefing, poor communications, incompetence, or lack of time, but it certainly happens.
- (3) A third factor is that outside services almost always seem to be far more expensive than expected. This is probably because the wrong criteria are used for comparison. A comparison might well be made between a PR consultancy with an average charge-out rate of £100 an hour, and an in-house person at £ 25,000 p.a. which works out at £ 100 per day. This must be an unfair comparison because no overheads are included, but, in any case, an outside consultant can be hired in small increments as against inside staff where one has an additional whole person or nothing at all!
- (4) A final weakness of outside services is that staff turnover seems always to be very high. No sooner has an account handler grown accustomed

to the needs of a client, than he or she leaves or is transferred to another account. This leads straight away to the work being superficial which, in turn, must add to the expense.

There is thus no clear-cut answer in favor of or against a particular company using outside services. All that can be said is that their use is growing and that they are progressively becoming more and more capable. For efficient service, it is necessary to pay special attention to the choice of an outside service, to its adequate briefing and, where necessary, to its evaluation.

It is useful at this stage to review the range of services on offer. Emphasis will be given to advertising agencies simply because they are the most frequently used service of all – maybe by 90 percent of industrial companies.

2.4.4 Different Kinds of Consultants

Individuals within the consultancy profession fall broadly into two groupings, operational and advisory, each of which has a further subdivision, process and functional.

(a) Operational consultants

These are the people who are prepared to roll up their sleeves and help get the job done. Indeed, they will often do the whole job from start to finish. Each has an extra pair of, hopefully, expert hands. They might be market researchers or tacticians, world-class manufacturing gurus, trainers, project management consultants, company doctors or interim managers, or they may be in any one of a hundred disciplines.

The important thing about them is their willingness to become involved. Frequently, small companies have little choice other than to use

operational consultants – where human resources are limited, nothing may be done unless the consultant buckles down to do at least some of it.

Because they get involved at the coalface, operational consultants tend to enjoy somewhat longer assignments than some of their colleagues. This is to their benefit, as they need to take up less of their productive time looking for work. From the client viewpoint it also means that the daily fee rate is likely to be somewhat lower. Unfortunately for the consultant, even a relatively low fee may seem high from the perspective of the client.

(b) Advisory consultants

In advisory consultant, the team needs to research client's industry, nationally and globally, then research his company's actual and potential standing in that industry both inside and outside the company.

(c) Process consultants

Process consultants are a little like caddies at a golf tournament. We carry in our minds a comprehensive range of clubs and we have specialized knowledge of the courses and their difficulties so we can advise meaningfully on what wood or iron to use in almost any circumstance. If you want to know popularity downsize without encountering either Auschwitz or Alzheimer's, we can provide you with the tools; and when problems or unforeseen opportunities emerge, we have other techniques that will deal with the changing circumstances. We can give you game plans that will improve your leadership style or deliver problem-solving techniques precisely attuned to the difficulty you need to overcome.

2.4.5 Public Relations Consultancies

The term PR has been used deliberately in the sure knowledge that it is ambiguous. A number of outside services offer and provide a public relations service, whilst a rather larger number offer press relations and nothing much more. The first step, then, is to decide exactly which service is required. If it is simply free editorial publicity that is required, the operation is very simple. Items of news and interest are found and delivered one way or another to the press for them to cover as they think fit. This is a vital, and probably the most cost-effective, channel of communications in the industrial marketing plan. But it is not public relations. This is all about building a corporate reputation and developing efficient two-way communications between an organization and its publics. These latter will obviously include customers and prospects, but they will also take in employees, shareholders, suppliers, and, in fact, all the relevant stakeholders of a business.

PR consultancies are not, of course, consultancies at all. Some of them may set out to offer the kind of advice one might expect to receive from a consultant, but most of them are in the business of providing an executive service, just as an advertising agency or any other outside service. This raises an important issue since some client companies with particularly technical products or specialized services may find that they are far better at putting together effective press releases and building up good relationships with industrial editors. But they can hardly fail to benefit from strategic PR advice and assistance in developing and implementing a PR plan.

Nevertheless, a PR consultancy will have all the strengths and weaknesses earlier described. One can add to this a further benefit if it is needed. That is creativity. It is a fact that coverage in the press is dependent upon the newsworthiness of the stories put out. With many firms in the technical/industrial/business fields, stories from new

products alone provide more news than any one publication would be able to take in. not much creativity is needed. With many consumer products, however, very little ever changes, and thus one needs a PR consultancy with lots of bright ideas on how to create news, which will, in turn, publicize a product. There are, of course, numerous industrial products where things don't change too much – in basic raw materials, for example.

Most of the characteristics, which have already been put forward in relation to advertising agencies, are equally relevant to PR consultancies. There are about the same number of each in the United Kingdom, and they range from one-man/woman businesses to medium-sized companies employing a few hundred people. There are some which specialize in industrial/business accounts, some consumer and some generalist. There are account handlers also, but here there is a difference in that these people have fewer back-up staff to call upon to help them. For instance, they mostly write their own copy, something, which an agency contact person would never do. The other significant difference is that agencies are at least partly paid for out of media commission, whereas consultancies have no other income than the fees they charge.

(a) In-house PR or External Agency

An internal department has access to knowledge and experience of the particular company. An internal department should, in theory, feel in closer contact with the client and their needs; but intra-organizational relationships often tend, ironically, to be weaker or more problematic than relationships with people outside the organization.

(b) The External Achievement Situation

External agencies are increasingly being used in two types of situation:

- (1) Where specialist expertise is needed, and this is not available in-house;

- (2) As a buffer, where the existing in-house resources cannot cope with a temporary crisis or peak in demand and workload.

(c) The Five Available “Tools” of PR (TQPR 1997)

Public relations programs comprise the selection of various customized communication “tools” to solve a particular communications problem. The available public relations “tools” fall into five basic categories:

- (1) Research – Both to gain information as a basic for further action, and to form a “news peg.”
- (2) Media Publicity – Placement of editorial stories in mass media (Print/TV/Radio).
- (3) Controlled Communication – Corporate advertising, leaflets, brochures, newsletters, literature, direct mail, posters.
- (4) “Face-to-Face” Communication – Meetings, conferences, seminars, speeches, AV presentations.
- (5) Special Events and Promotions – Launches, ground-breakings, official openings, competitions, promotions, exhibitions.

2.5 Marketing Communications

2.5.1 Marketing Communications Strategies and Tactics

Marketing communications practitioners should have the customers determine the value of these different communication elements in order to know how to allocate expenditures across the various elements of the marketing communication mix (e.g., advertising, PR, sales promotion, and direct marketing). That is, practitioners should ask customers and prospects how they would like to receive information or materials. The idea is to let the customer or prospect tell you and to use this customer/prospect input to

select the appropriate mix of marketing communication tools. Although this selection method is highly intuitive and plausible, it ignores corporate, marketing, and marketing communications strategies and objectives. Our position is that the elements of the marketing communications mix should be assembled as a direct function of marketing communications strategy (informative, affective, habit formation, and self-satisfaction), which in turn is guided by marketing strategy (differentiation, cost leadership, and focus), which in turn is guided by corporate strategy (grow, maintain position, harvest, innovate, and divest).

2.5.2 Public Relations and Marketing Communications Strategies and Tactics

(a) Informative (Thinker) Strategy and Tactics

Public relations: Public Relations is a marketing communications tool that is used to promote the goodwill of the firm as a whole. Many marketing communications scholars recognize the effectiveness of public relations as an information tool, as a tool to educate consumers about the product benefits. However, its use is mostly limited to newsworthy events such as the introduction of a new product, the new use or application of existing products, or product improvements, many tools of public relations are shown in Table 2.1.

Table 2.1. List of Public Relations Tools and Techniques.

List of Public Relations Tools and Techniques
The press release
Press conferences
Exclusives
Interviews
Publicity
Corporate advertising
Product placements in movies and TV

Public relations tools include press releases, press conferences, exclusives, interviews, publicity, corporate advertising, event sponsorship, and product placements in movies and TV. The tools that serve the informative (thinker) strategy and objectives the best are the press release and publicity. The press release is information about the company and/or its products sent to the news media for dissemination. Of course, for the news media to disseminate information about a product or its company, the information has to be newsworthy. Publicity, on the other hand, is information about the company and/or one or more of its products that originates from sources beyond the control of the company. The information may be either positive or negative. The marketing function comes in when the company attempts to react to publicity.

(b) Affective (feeler) Strategy and Tactics

Public relations: In the section pertaining to the informative (thinker) strategy, we discussed the use of the press release and publicity. Of course, these same public relations tools should also be used to implement the affective (feeler) strategy. However, uniquely suited to the affective (feeler) strategy are other public relations tools, such as the press conference, interviews, exclusives, corporate advertising, and event sponsorship (see Table 2.1).

With respect to the press conference, the topic, of course, has to be of major interest to the news media. The marketing communications manager contacts the various local offices of the news media and alerts them about the date, time, and place of the press conference and the topic to be addressed. The news media send in their news reporters to cover the event

and elicit more responses from the spokesperson by asking pointed questions. The press conference is an effective tool in accomplishing the goals of the affective (feeler) strategy because usually the topic and the public attention devoted to the product or issue is emotionally charged to begin with. Thus, the audience is likely to experience certain emotions while viewing (or listening to or reading about) the press conference. These emotions, although uncontrolled by marketing communications managers, can be positively charged, resulting in the building or strengthening of a positive attitude toward the product or the company. The same can be said in relation to interviews and exclusives.

Corporate advertising and event sponsorship are public relations programs designed to build and strengthen a positive attitude toward the firm at large and all its products. Corporate advertising is image-based advertising in which the company is shown in a positive light. It is formally defined as “the provision of assistance either financially or in-kind to an activity by a commercial organization for the purpose of achieving commercial objectives.” The idea to build positive feelings about the company. Event sponsorships, on the other hand, are programs in which a marketing communications manager shares the cost of an event that is attended by customers or potential customers, or perhaps an event that is picked up by a communications medium such as television.

(c) Habit Formation (doer) Strategy and Tactics

Public relations: Public relations is an important tool to maintain a positive image of the firm in the minds of customers to enhance repeat patronage. The most common use of public relations tools to achieve goals

of the habit formation (doer) strategy is publicity. Publicity is important because it is most credible. Any favorable publicity about the product and/or the company has to be fully exploited. We previously talked about how this information can be presented as news items in a newsletter to customers. Favorable publicity can also be used in all forms of advertising to strengthen the positive image of the product and the company.

(d) Self-satisfaction (Reactor) Strategy and Tactics

Public relations: Public relations help enhance repeat patronage by maintaining a positive image of the firm in the minds of customers. The most common public relations tools to achieve goals of the self-satisfaction (reactor) strategy are corporate advertising, event sponsorship, and product placements in TV programs and movies. They serve to maintain and enhance the company's image in the minds of customers and other publics. The corporate advertising are all affectively based, and none of them provide much information about their respective companies. They are simply designed to reinforce positive feelings about the company.

The same can be said for event sponsorship. Many companies sponsor specific sport events. The sponsorship does not communicate a specific message about the company and its product line. The communications is affectively rather than cognitively based. Positive affect is transferred in the minds of consumers from the sporting event to the sponsoring company.

A much more subtle way of inducing positive feelings about a product is to work out a deal with a popular movie in which the product appears and is used by favored characters. Since the audience has positive feelings about the movie character, positive affect transfer is a likely result. The positive

feelings the audience may have for the movie character transfer to the product. This technique is referred to as product placements in movies and TV.

2.5.3 Measures of Marketing Communications Objectives

The discussion of the marketing communications measures based on the five objective dimensions: brand awareness, brand comprehension (or learning association), brand attitude or liking, brand trial or purchase, and brand loyalty (repeat purchase). The various constructs of marketing communications objectives and their measures are shown in Table 2.2.

(a) Brand Awareness

Brand awareness is important because without awareness the consumer cannot travel up the hierarchy. That is, the consumer is not likely to learn about the brand features, feel positive about the brand, make a preference decision, or be convinced to purchase the product. In other words, the consumer has to be aware of the brand before feeling any desire or conviction to use it.

Brand awareness is the ability to recall or recognize a certain brand as being a member of a certain product class, and thus this objective fits well with the positioning-by-product-class strategy.

(b) Brand Attitude

Brand attitude is another major marketing communications objective. Marketing communications managers not only try to educate target consumers about the brand itself, but also try to do so in such a way that the brand image will result in a positive feeling about the brand. Marketing scholars distinguish between two types of brand attitude-cognitively based

and affectively based. They also make a distinction between brand attitude and brand acceptance.

Table 2.2. Measures of Marketing Communications Objectives and Performance (Sirgy 1998).

Brand Awareness	
	The Recognition Measure of Brand Awareness
	Aided Recall Measure of Brand Awareness
Brand Attitude	
Cognitive-Brand Attitude	
	The Multiattribute Index
	The Thought-Elicitation Procedure
	The Mushiness Index
Affective-Brand Attitude	
	The Semantic Differential Measure of Brand Attitude
	Projective Techniques of Brand Attitude
Brand Acceptance	
	Unaided Self-Report Questions
Brand Preference	
	The Ranking Method
	The Paired Comparison Method
Brand Trial or Purchase	
Attitude Toward Brand Purchase	
	The Semantic Differential Measure of Attitude Toward Purchase
	The Favorability Measure of Attitude Toward Purchase
Purchase Intention	
	A Measure of Purchase Intention Given Product Need
	A Planned Purchase Measure
Brand Purchase	
	Tracking Studies
	Purchase Incentive Measures
Repeat Purchase	
Repeat Purchase	
	Repurchase Measures
	Percent of Purchase Measures
Brand Satisfaction	
Brand Loyalty	
	A Multivariate Measure of Brand Loyalty
	A Measure of Entrenched Loyalty

(1) Cognitive-brand Attitude

Cognitive brand attitude refers to the overall positive or negative opinion consumers have about the brand based on “rational” beliefs and cognitions. We define “rational” beliefs and cognitions as the kind of beliefs that are generated by conscious thought. To fully understand

the concept of cognitive brand attitude, we need to distinguish cognitive brand attitude from “affective brand attitude.” Affective brand attitude refers to the overall positive or negative opinion consumers may have about the brand based on emotional considerations. In other words, consumers may form an overall judgment of the “goodness” or “badness” of the brand based on some good reasoning, the kind of reasoning that they may be conscious of and that allows them to articulate the “reasons why” they like or dislike the brand. Thus, a brand attitude formed as a result of well-articulated cognitions is a cognitively based brand attitude. In contrast, if a consumer forms an overall opinion of the brand based on an association with an attractive celebrity and is not conscious of the underlying reason, the brand attitude is said to be affective. That is, the consumer’s attitude is not based on conscious reasoning. If one were to ask the consumer why he or she likes or dislikes the brand, he or she may not be able to respond accurately, since the information processing occurred at a basic, subconscious, emotional level.

(2) Affective-brand Attitude

The focus here is on attitude, the kind of attitude that is formed or changed as a direct function of subtle and emotional factors. The attitude is formed (or changed) not because the consumers thought about the brand, its benefits, its costs, and so on, but because of uncontrollable factors operating in the subconscious.

(3) Brand Acceptance

Marketing researchers have distinguished between brand attitude and “brand acceptance.” Brand acceptance refers to the psychological process involving information assimilation about the brand leading to the judgment the advertised brand is an acceptable alternative. Brand acceptance is considered highly important from a marketing point of view because it is a precursor to brand choice and purchase. Acceptable brands are evoked from memory for further consideration. Therefore, an ad campaign can be developed for the purpose of making a brand acceptable to target consumers.

(4) Brand Preference

Brand preference refers to the liking consumers have for one brand over competitor brands in the same product category. Brand preference is different from brand attitude in the sense that a consumer may have a positive attitude toward one brand but may feel the same way about other brands. From the vantage point of the marketing communications manager, brand liking, therefore, is not good enough. The marketing communications manager needs to ensure that the positive feelings consumers have toward the brand are such that the consumer will prefer the brand over alternative brands. Similarly, brand acceptance merely indicates to the marketing communications manager that consumers will consider the brand when they need to purchase an item in the product category. But marketing communications managers need to know whether the brand is

preferred over competitors' brands because preference is very likely to lead to brand purchase.

(c) Brand Trial or Purchase

Brand trial or purchase refers to the extent to which consumers have psychologically committed themselves to trying the product and therefore buying it. This commitment may be in the form of an intention to purchase the brand given the right circumstances, such as on the next shopping trip or when the current brand is worn out or depleted. There are a number of concepts that marketing communications managers usually refer to that are highly related to brand conviction. These are attitudes toward brand purchase, purchase intention, and brand purchase.

(1) Attitude toward Brand Purchase

Attitude toward brand purchase refers to the attitude a consumer may have, not about the brand itself and its attributes, but toward the purchase and use of the brand. Many studies in social and consumer psychology have made the distinction between attitude toward the object versus attitude toward the act since attitude toward the act is better predictor of behavior than attitude toward the object.¹⁸ For example, if we play the role of scientist trying to predict purchase of Crest toothpaste, we would do better if we know how consumers feel about the purchase of Crest (attitude toward the object). In other words, attitude toward brand purchase is the next best thing to brand purchase intention in predicting brand purchase.

Attitude toward purchase is defined as the consumer's disposition to purchase the brand given the need for the product

category. This is different from purchase intention in that purchase intention is defined as the extent to which the consumer plans to purchase the brand in the foreseeable future.

(2) Purchase Intention

Purchase intention refers to the decision to purchase the brand given the need for the product category. That is, consumers decide that when they go shopping next time to purchase the product in question, they intend to buy the designated brand.

(3) Brand Purchase

Brand purchase refers to a one-time purchase. It can refer to a brand trial, in which the consumer buys the brand in order to try it out. Two measures of brand purchase are described here, one that uses tracking studies, and another that provides sample consumers with purchase incentives.

(d) Repeat Purchase

Repeat purchase, on the other hand, refers to the situation in which the consumer purchases the same brand over and over again. Every time the need arises for the product, the consumer buys the same brand. Also, the same construct refers to brand satisfaction and brand loyalty.

(1) Repeat Purchase

(2) Brand Satisfaction

Brand satisfaction refers to the positive (or negative) feelings consumers may have about the brand after using it. In other words, after brand purchase, consumers evaluate the brand against their expectations. If they perceive that the brand did better than expected,

they may have high brand satisfaction. If the brand is perceived to do as expected, then they are likely to have moderate levels of brand satisfaction. Similarly, if consumers perceive the product to do worse than expected, they may have low levels of satisfaction. Hence, brand satisfaction refers to the psychological process leading to brand evaluation after purchase and usage. Brand satisfaction is traditionally measured through a variety of rating scales.

The effectiveness of a communications campaign in terms of increasing brand satisfaction is judged by comparing the pre-campaign satisfaction scores against the post-campaign satisfaction scores.

(3) Brand Loyalty

With respect to brand loyalty, Professor Aaker has conceptualized this construct in terms of a five-layer hierarchy varying from the non-loyal buyer (bottom layer) to the committed buyer (top layer). At the bottom layer are the non-loyal consumers who are completely indifferent to the brand. They do not buy out of loyalty for the brand. Perhaps factors such as price and convenience are important motivators. The second layer of the brand loyalty hierarchy includes the satisfied consumers. These are the habitual buyers. They buy the brand not necessarily out of a sense of loyalty and commitment but merely because of habit. They do not have a reason to change the brand. The third layer includes a different type of satisfied consumers. What distinguishes these consumers from the layer below them is the fact that these people cannot think of switching. These people are “financially stuck” with the brand; they

simply cannot afford to switch to another brand. The fourth layer involves those who like the brand. They consider the brand a friend. There is an emotional/feeling attachment to the brand. Finally, on top of the hierarchy, are the committed consumers. They are proud of being users of the brand. The brand is important to them either functionally and/or in the way the brand expresses their identity.

2.5.4 The Media to Communicate to Customer

The nature of the majority of industrial purchases, most resources will focus on personal selling. Nevertheless, novel ways of communicating with industrial customers can create competitive advantages for suppliers who creatively use other non-personal media forms.

Marketers need to understand that purchase behavior is the end result of a long process of consumer decision-making. Communications models describe the stages buyers go through as they move towards the purchase of a product. One such model is the hierarchy-of-effects model presented in Figure 2.4 below.

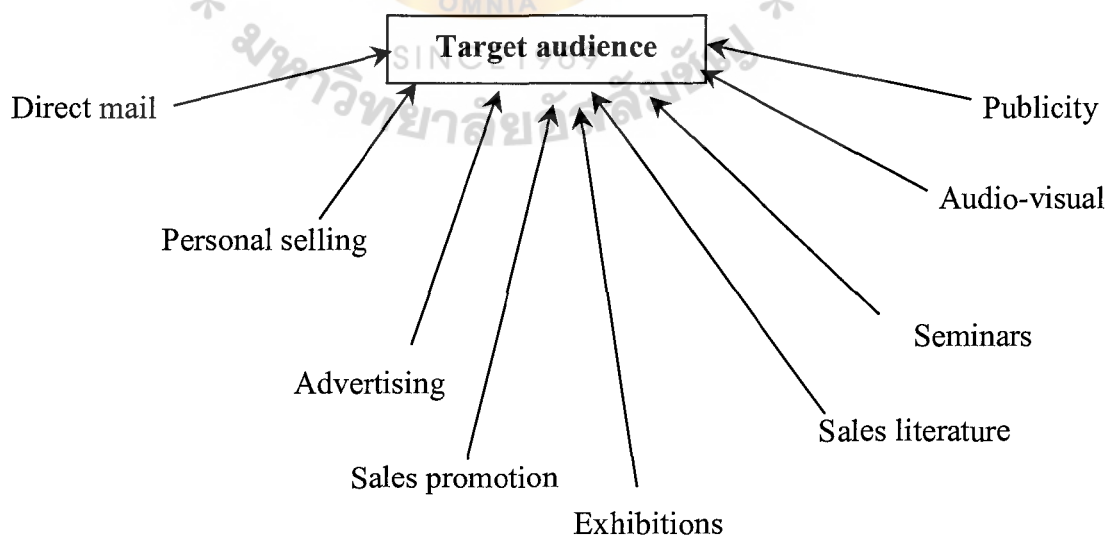


Figure 2.4. The Industrial Communications Media Mix (Hart 1994).

As a general rule, some of the non-personal communications media such as advertising, direct mail, and publicity – can be particularly useful in the earlier stages of the process by gaining awareness and giving knowledge about the product or service. Exhibitions, seminars and audio-visual methods can be useful in enhancing knowledge, creating liking and preference. However, the salesperson is usually the key to closing the sale in most industrial marketing situations. By creating a balanced communications strategy through the use of the various media to achieve clearly defined communications objectives and in a way which exploits the relative advantages of each of them, the industrial marketer can fully realize the benefits created through the product offering, distribution system and/or price.

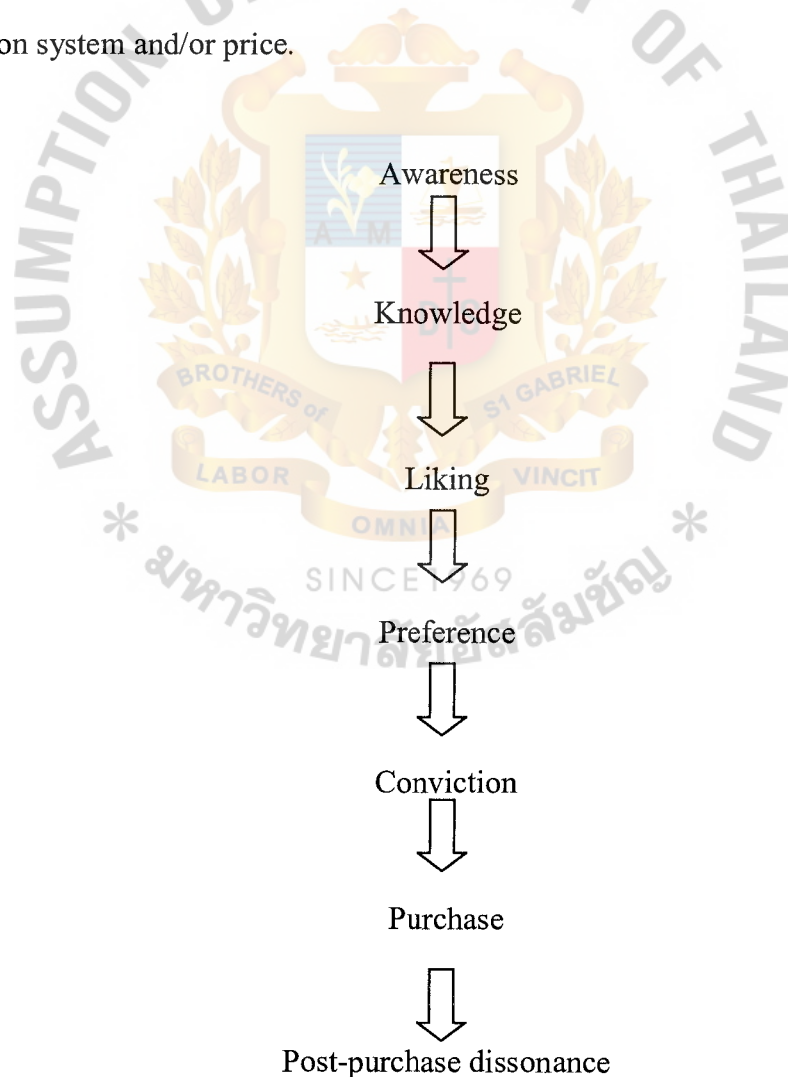


Figure 2.5. Hierarchy of Effects Model (Hart 1994).

2.5.5 Integrated Marketing Communications

(a) Definition of IMC

IMC is a concept that recognizes the added value in a program that integrates a variety of strategic disciplines-for example, general advertising, direct response, sales promotion, and public relations-and combines these disciplines to provide clarity, consistency, and maximum communication impact.

(b) Characteristics of an IMC campaign

An IMC campaign can be defined in terms of two distinct characteristics: campaign continuity and strategic orientation.

(1) Campaign continuity

All messages communicated in different media through different marketing communications tools are interrelated. Campaign continuity involves making both the physical and psychological elements of a marketing communications campaign consistent

Physical continuity refers to the consistent use of creative element in all marketing communications. Physical continuity in a marketing communications campaign can be achieved by using the same slogan, taglines, and trade characters across all ads and other forms of marketing communications.

In addition to physical continuity, psychological continuity is equally important. Psychological continuity refers to a consistent attitude toward the firm and its brand(s). It is consumers' perception of the company's "voice" and its "personal." This can be achieved by

using a consistent theme, image, or tone in all ads and other forms of marketing communications.

(2) Strategic Orientation

IMC campaigns can be effective because they are designed to achieve strategic company goals. The focus is not on developing a creative ad that simply attracts attention or gets an audience to laugh. Producing extraordinarily creative work that wins them communication awards carries many marketing communication specialists away. But these same communications do not help achieve the firm's strategic goals-goals such as sales, market share, and profit. What makes a marketing communications campaign integrated is its strategic focus. Messages are designed to achieve specific strategic goals; media are selected with strategic goals in mind.

(c) A Developmental View of IMC

IMC can occur in different forms at different levels of development.

Seven levels of development have been identified in the following table.

Table 2.3. Development Stages of IMC (Hart 1994).

1.	Awareness of the need for integration
2.	Image integration
3.	Functional integration
4.	Coordinated integration
5.	Consumer-based integration
6.	Stakeholder-based integration
7.	Relationship management integration

(1) Awareness of the Need for Integration

In its most rudimentary form, IMC can be simply marketers' awareness, or recognition of the need to integrate marketing

communications. Consider the following example. A media planner is involved in buying and placing ads for a political candidate who is running for presidency. The media planner comes to recognize that media vehicles within and across media categories should be selected to reflect a consistent image of the political candidate. This is a first step toward implementing the IMC concept.

(2) Image Integration

The second stage involves making decisions to ensure message/media consistency. Message/media consistency refers to consistency achieved between written and visual elements of an ad, and between ads placed in different media vehicles. That is, the picture has to reinforce and illustrate the written message. Although each ad has to be slightly varied as a function of the editorial or programming content of a media vehicle, it must be consistent with other ads placed in other media vehicles.

(3) Functional Integration

The third level of development involves functional integration. Functional integration refers to the process in which the various marketing communication programs are formulated as a direct function of marketing goals, such as sales and market share. That is, the strengths and weakness of each element of the marketing communication mix are analyzed, and the mix is assembled to achieve specified marketing objectives. To reiterate, marketing goals are employed to guide the selection and implementation of the marketing communication programs.

(4) Coordinated Integration

At a still higher level of development-coordinated integration-the personal selling function is directly integrated with other elements of marketing communications (advertising, public relations, sales promotion, and direct marketing). That is, measures are taken to ensure consistency between interpersonal and impersonal forms of marketing communications. What each salesperson says has to be consistent with what the ad says.

(5) Consumer-Base Integration

At the fifth level of IMC development, marketing strategy is planned by understanding the consumers' needs and wants, targeting certain consumers, and effectively positioning the product to target consumers. This stage of IMC development is referred to as consumer-based integration. In other words, marketing strategy is integrated. Messages reflecting strategic positioning reach the minds of a selected consumer segment.

(6) Stakeholder-Based Integration

The sixth level of IMC development is stakeholder-based integration. Here, marketers recognize that target consumers are not the only group that the firm should be communicating with. Other stakeholders that should be included in the overall IMC campaign include the firm's employees, suppliers, distributors, and stockholders as well as the community, certain government agencies, and others.

(7) Relationship Management Integration

Finally, relationship management integration is considered to be the highest level of IMC development. To effectively communicate with the various stakeholders, the firm needs to develop effective strategies. These strategies are not only marketing strategies; they are manufacturing strategies, engineering strategies, finance strategies, human resource strategies, and accounting strategies, among others. That is, in order to enhance relationships with organizational stakeholders, the firm has to develop management strategies within each functional unit (manufacturing, engineering and R&D), marketing, finance, accounting, human resources, etc.) That reflects coordination among the various functional units. Once this integration is achieved, the marketer attempts to communicate to the various stakeholders in a manner reflecting total integration.

2.5.6 Formulating Strategy

Strategic plans are all contain common key elements. Knowing these elements can help your strategic thinking as well.

Table 2.4 provides a guideline for writing a strategic plan for your company. The same format can be used for a business unit, a department, or even an individual. The exhibit also contains definitions of key terms. In planning, semantic confusion is rife. Objectives are mixed up with strategies, strategies with tactics, and so on. Let's now take each element of the strategic plan and discuss not only what it is, but how to develop it.

Table 2.4. A Format for Strategic Plans Plus Definitions (Bandroski 1990).

A Format for Strategic Plans Plus Definitions	
Executive Summary	
Mission	The purpose of your company: What business your company is in, and what it will become
Vision	The ultimate destination you seek: a picture (images, metaphors, words) of a competitively superior company at some point in the future
Positioning	Why an enterprise exists today and what it stands for in the minds of its customers
Objective	What you want to accomplish and by when; comprehensive statements of where an organization wants to go and what it wants to become; measurable.
Strategy	How you are going to do it: statements describing the approaches to be used to achieve your objectives
Values	What your company stands for; its philosophies and its culture

2.6 Consumer Behavior

In order to generate effective PR plan for tire business and, actually, every kind of business, we need to understand target audience or consumer behavior; therefore we can establish good corporate image in their mind properly. This part consists of motivation, attitudes, perception, communications, and awareness, which are directly influencing behavior factor.

2.6.1 Influencing Behavior (Lesly 1998)

Although there clearly exist a great many barriers to motivating an audience to accept the viewpoint of the communicator, the full weight of history and everyday experience indicates that it is often achieved.

Because most shifts in opinion originate among the 10 percent who are alert and concerned with the specific issue, changing public opinion requires changing the focus of that segment.

The pattern for shifting the viewpoint of the alert groups includes the following:

- (a) Identify the 10 percent to be targeted; keeping in mind the segmentation that exists within all groups. This calls for identifying them by various traits.
 - (1) Self-interest in the subject. Who are the ones with something clearly to gain?
 - (2) Intellectual level. Which ones grasp the seriousness and nuances of the issue can articulate it to others, and through leadership will get others to follow?
 - (3) Locale. Is the issue particularly pertinent in certain areas, such as a region dependent on certain jobs or one with a prominent health concern? Are there areas where the media are already receptive and their influence can lead to gaining media attention elsewhere?
 - (4) Group membership. Are there certain bodies, such as churches or civic organizations, in which members of the alert segment are concentrated? Are there some whose position is already the same as yours and who can be rallied into a coalition?
 - (5) Sex. Is the issue primarily of interest to one gender or the other?
 - (6) Age. Similarly, is the issue mainly important to one age group or another?
- (b) Efforts should concentrate on the prime groups, resisting the temptation to disperse resources by trying, at the start, to reach a broad base. When you

have momentum build and your position is in the spotlight, the spectrum of coverage can be broadened with little added effort.

- (c) Embody your position in the context of the audience - making it part of their thinking. This can be accomplished by:
 - (1) Tying all messages to what's in it for the audience,
 - (2) Getting them involved so it's their effort too, and
 - (3) Making the communications theirs by communicating with them, not at them.

Don't preach, lecture, admonish, threaten, frighten, or otherwise try to impose on them what's on your mind.

- (d) Fill the pipelines of communication of the issue long before it jells. Forestall opposition arguments becoming embedded before your offsetting arguments are heard. While people are comfortable accepting an assertion or slogan as revealed truth, they are uncomfortable if there is conflicting information that must be weighed and evaluated. Then they are likely to withhold judgment and be receptive to your case.
- (e) Use a variety of channels and media.
- (f) Be consistent. No walls separate what one group of people hears from what reaches others. Blue-collar workers hear what is said to executives. Men hear messages directed at women. Seeming to make contradictory or inconsistent statements gives the impression of duplicity. That destroys the credibility essential to keeping the support of any audience.

2.6.2 Motivation

A dynamic theory of human motivation (Maslow 1943)

- (1) The integrated wholeness of the organism must be one of the foundation stones of motivation theory.
- (2) The hunger drive (or any other physiological drive) was rejected as a centering point or model for a definitive theory of motivation. Any drive that is somatically based and localizable was shown to be atypical rather than typical in human motivation.
- (3) Such a theory should stress and center itself upon ultimate or basic goals rather than partial or superficial ones, upon ends rather than means to these ends. Such a stress would imply a more central place for unconscious rather than conscious motivations.
- (4) There are usually available various cultural paths to the same goal. Therefore conscious, specific, local-cultural desires are not as fundamental in motivation theory as the more basic, unconscious goals.
- (5) Any motivated behavior, either preparatory or consummatory, must be understood to be a channel through which many basic needs may be simultaneously expressed or satisfied. Typically an act has more than one motivation.
- (6) Practically all-organismic states are to be understood as motivated and as motivating.
- (7) Human needs arrange themselves in hierarchies of prepotency. That is, the appearance of one need usually rests on the prior satisfaction of another, more pre-potent need. Thus man is a perpetually wanting animal....

- (8) List of drives will get us no place for various theoretical and practical reasons. Furthermore any classification of motivations must deal with the problem of levels of specificity or generalization of the motives to be classified.
- (9) Classifications of motivations must be based upon goals rather than upon instigating drives or motivated behavior.
- (10) Motivation theory should be human-centered rather than animal-centered.
- (11) The situation or the field in which the organism reacts must be taken into account but the field alone can rarely serve as an exclusive explanation for behavior. Furthermore the field itself must be interpreted in the organism's terms. ...
- (12) Not only the integration of the organism must be taken into account, but also the possibility of isolated, specific, partial or segmented reactions.
It has since become necessary to add to another affirmation.
- (13) Motivation theory is not synonymous with behavior theory. The motivations are only one class of determinants of behavior. While behavior is almost always motivated, it is also almost always biologically, culturally and situationally determined as well.

2.6.3 Attitudes (Lambert 1979)

Attitudes are not directly observable, they must be inferred either from careful observation of peoples' behavior in social situations or from patterns of responses to questionnaires that are specially designed to reflect probable modes of thinking, feeling, and reacting in actual social settings. To be of value, measures of attitudes must meet stringent standards of reliability, validity, and comprehensiveness. But the usefulness of

the questionnaire technique is often limited because respondents, even when answering anonymously, become suspicious and misrepresent their thoughts and feelings.

Much of our social behavior is influenced by the attitudes we hold. They affect our judgments and perceptions, our efficiency in learning, our reactions to others, and even our basic philosophies of life. Ultimately, the numerous attitudes we develop come to cluster into distinctive patterns that help forming the bases of our personalities.

We view attitudes as complex habits and as such we expect their development to follow principles of learning much as other types of habit do. It seems that we learn two of the components of attitudes—our feelings and reaction tendencies—through association and need satisfaction. That is, we learn to fear and avoid people and events associated with pleasurable happenings. We typically acquire our thoughts and beliefs (the third component) from important people in our social world who transfer their thoughts and beliefs to us ready-made, so to speak. Through social communication, we not only receive components of attitudes through transfer, but we also transmit our own beliefs to others.

(a) Function of Attitudes (Katz 1960)

The major functions, which attitudes perform for the personality, can be grouped according to their motivational basis as follows:

- (1) The instrumental, adjustive, or utilitarian function upon which Jeremy Bentham and the utilitarian constructed their model of man. A modern expression of this approach can be found in behavioristic learning theory.
- (2) The ego-defensive function in which the person protects himself from acknowledging the basic truths about himself or the harsh realities in

his external world. Freudian psychology and neo-Freudian thinking have been preoccupied with this type of motivation and its outcomes.

- (3) The value-expressive function in which the individual derives satisfactions from expressing attitudes appropriate to his personal values and to his concept of himself. This function is central to doctrines of ego psychology, which stresses the importance of self-expression, self-development, and self-realization.
- (4) The knowledge function based upon the individual's need to give adequate structure to his universe. The search for meaning, the need to understand, the trend toward better organization of perceptions and beliefs to provide clarity and consistency for the individual, are other descriptions of this function. The development of principles about perceptual and cognitive structure has been the contribution of Gestalt psychology.

(b) Effectives of Consumer Attitudes on Purchases

This proposition can be tested at two levels, the aggregative and the individual.

- (1) "Aggregative tests" start with the construction of time series from the expressed attitudes of representative samples of the American population. These attitudinal time series may then be checked against time series for aggregate consumer purchases in the United States, or even purchases of specific goods.
- (2) "Re-interview test", test at the individual level, requires interviewing the same people at least twice in succession. Such tests tell us whether a group of individuals who were optimistic at time-point I were more

likely to make major expenditures following time-point I than a group who were more pessimistic.

Evidence of the influence of consumer attitudes on spending, derived from the aggregative test, has been presented in several previous publications. It has been shown that consumers attitudes and their rate of discretionary spending exhibit similar movements over time. At certain times there have also been indications that changes in consumer attitudes lead changes in consumer spending.

It should be clear at the outset that one should not expect the re-interview test to show more than a marginal effect of attitudes on purchases. First, at the individual level the decision to spend is governed by a multiplicity of factors-age, family status, home ownership, place of residence, breakdown of old durable goods, personality traits, income level and income change-to mention only a few. Some of these cancel out in the aggregate (their distribution in the entire population is almost constant over considerable periods), but they have a pronounced impact on individual decisions. Second, when attitudinal measures are used to classify people into groups of optimists and pessimists, it is assumed that these measures permit us to make interpersonal comparisons made between answers to identical questions given by large representative samples of the population at two points of time, rather than between individuals with different expressed attitudes.

2.6.4 The Nature of Perception (Bruner 1957)

Perception involves an act of categorization. Put in terms of the antecedent and subsequent conditions from which we make our inferences, we stimulate an organism with some appropriate input and he responds by referring the input to some class of things or events. "That is an orange," he states, or he presses a lever that he has been

“tuned” to press when the object that he “perceives” is an orange. On the basis of certain defining or criteria attributes in the input, what are usually called cues although they should be called clues, there is a selective placing of the input in one category of identity rather than another. The category need not be elaborate: “a sound,” “a touch,” “a pain,” is also examples of categorized inputs. The use of cues in inferring the categorical identity of a perceived object, most recently treated by Bruner, Goodnow, and Austin and by Biner is as much a feature of perception as the sensory stuff from which percepts are made. What is interesting about the nature of the inference from cue to identity in perception is that it is in no sense different from other kinds of categorical inferences based on defining attributes. “That thing is round and nubbly in texture and orange in color and of such-and-such size-therefore an orange; let me now test its other properties to be sure.” In terms of process, this course of events is no different from the more abstract task of looking at a number, determining that it is divisible only by itself and unity, and thereupon categorizing it in the class of prime numbers. So at the outset, it is evident that one of the principal characteristics of perceiving is a characteristic of cognition generally. There is no reason to assume that the laws governing inferences of this kind are discontinuous as one moves from perceptual to more conceptual activities. In no sense need the process be conscious or deliberate.

2.6.5 Communications (Klapper 1960)

The nature of persuasive mass communication:

- (1) Communications research strongly indicates that persuasive mass communication is in general more likely to reinforce the existing opinions of its audience than it is to change such opinions. Minor attitude change appears to be a more likely effect than conversion and a less likely effect

than reinforcement. This is not to say, however, that conversion does not occur nor that under certain conditions it may not be widespread.

- (2) The fact that persuasive mass communication serves more often as an agent of reinforcement than of conversion seems to be due, at least in part, to the way in which its influence is mediated by certain extra-communication factors and conditions. Among these are:

- (a) Predispositions and the derived processes of selective exposure, selective perception, and selective retention. People tend to expose themselves selectively to communications in accord with their existing views and to avoid exposure to unsympathetic communications. If exposed to unsympathetic material, they not infrequently distort (i.e., selectively perceive) its meaning so as to bring it into accord with their existing views. People also tend selectively to retain sympathetic material better than unsympathetic material. Although these phenomena are extremely common, they are rarely if ever experienced by all persons in any communication situation.
- (b) The group, and the norms of groups, to which the audience member belongs. Predispositions, which reflect norms of groups to which the audience member belongs, seem especially resistant to change. It has been proposed that resistance is particularly high if the norms are currently salient, and among people who particularly value their group membership, but research findings on these two points are inconclusive. Groups themselves may facilitate reinforcement in various other ways. They often increase selective exposure. They also provide arenas for inter-personal dissemination of the content of

sympathetic communications, for the exercise of opinion leadership, and for discussion, which may render the norms more salient or conspicuous.

- (c) Inter-personal dissemination of communication content. Such dissemination seems more likely to occur among people who share pertinent opinions on the topic in question.
- (d) Opinion leadership. People have been shown to be more crucially influenced in many matters by “opinion leaders” than they are by mass communications. Such opinion leaders are typically “super-normative” members of the same group as their followers, but are more exposed to mass communications and thus serve as transmission agents or interpreters. Although most studies of opinion leadership have to date focused on the leaders’ role in producing change, there is good reason to postulate that they frequently exercise their influence in favor of constancy and reinforcement.
- (e) The nature of commercial mass media in a free enterprise society. It has been held that in order to avoid offending any significant portion of their necessarily vast and varied audience, the media were perforce reduced to espousing only such attitudes as were already virtually universal. Content analyses of entertainment fare prevalent in the 1940’s and early 1950’s bore out these allegations. A resulting sanctification of the status quo-a social and individual reinforcing effect-was widely alleged but never scientifically demonstrated. Some current media material seems less orthodox and more daring. No research has identified the effects of such material, and, in any case, it

apparently remains the exception rather than the rule. Mass media probably still function predominantly, if less consistently, as socially reinforcing agents, and the economic character of the media and of this society may well render such a situation inevitable.

(3) Two phenomena related to the effects of persuasive communication seem at least tentatively explicable in terms of the play of the mediating forces cited above:

- (a) Minor changes in attitude frequently follow exposure to persuasive communication. Such changes may manifest the imperfections of the selective processes and the leeway accorded by group norms. Some cases of minor change seem to result from the operation of conflicting predispositions or group norms or from other cross-pressures.
- (b) “Ego-involved” attitudes are particularly resistant to change. Since such attitudes are, by definition, particularly crucial to the audience member, both as an individual and a social being, the reinforcing mediators may be stimulated to unusually vigorous activity.

2.6.5 Psychological Dimensions of Consumer Decision

Consumer variables (Woods 1960)

This discussion of consumer variables has suggested that particular people tend consistently to behave in particular ways. Although it is unlikely that a given consumer always reacts in one way rather than another, people do react predominantly in one way rather than in other ways.

The market for consumer products probably is composed of:

- (1) A habit-determined group of brand loyal customers, who tend to be satisfied with the last purchased product or brand.

- (2) A cognitive group of consumers, sensitive to rational claims and only conditionally brand loyal.
- (3) A price-cognitive group of consumers, who principally decide on the basis of price or economy comparisons.
- (4) An impulse group of consumers, who buy on the basis of physical appeal and are relatively insensitive to brand name.
- (5) A group of “emotional” reactors, who tend to be responsive to what products, symbolize and who are heavily swayed by “images.”
- (6) A group of new consumers, not yet stabilized with respect to the psychological dimensions of consumer behavior.

This discussion of consumer variables has been concerned with behavior and not with attitudes. Behavior and attitudes are not the same. A favorable attitude toward a TV message is not the same thing as in-store purchasing of the product advertised.

2.6.6 Awareness

(a) Stages in the Adoption Process

Five stages are utilized: (1) awareness, (2) interest, (3) evaluation, (4) trial, and (5) adoption. The type of behavior occurring at each stage is described, as well as the main function that each stage fulfills in the adoption process.

(b) Awareness Stage

At the awareness stage the individual is exposed to the innovation but lacks complete information about it. The individual is aware of the innovation, but is not yet motivated to seek further information. The primary function of the awareness stage is not yet motivated to seek further information. The primary function of the awareness stage is to initiate the

sequence of later stages that lead to eventual adoption or rejection of the innovation.

Most researchers have implicitly conceptualized the awareness stage as a random or non-purposive occurrence. An individual often becomes aware of an innovation, which he does not know exists. Hassinger, however, has recently criticized the assumption of non-purposiveness of the awareness stage. He argues that awareness must be initiated by the individual and is not a passive act. Hassinger points out that information about new ideas often does not create awareness, even though the individual may be exposed to this information, unless the individual has a problem or a need that the innovation promises to solve.

Perhaps one is faced with a chicken-and-egg type of question. Does a need precede awareness of an innovation or does awareness of a new idea create a need for that innovation? The available research studies do not yet provide a clear answer to this question, but tentative evidence suggests the latter is more common.

2.7 Marketing Corporate Image

2.7.1 Definition of Corporate Image

Webster's defines image as "The concept of a person, product, institution, etc., often one deliberately created or modified by publicity, advertising, etc." I couldn't agree more. However, this doesn't speak to the power of a strong Corporate Image.

Corporate image refers to the image that a company has acquired with the public. The frequently used term "corporate identity" refers to the image company strives to achieve, in order to build a good reputation with its clients. When properly executed corporate image can help dramatically to move the corporation toward meeting

corporate goals. In comparison, it is the backbone that supports the company. Establishing a company philosophy is itself the formulation of a corporate-image strategy.

The image of a corporation is the net result of all experiences, impressions, feelings, and knowledge of a company. However, it is not a static image. Instead, Corporate Image is dynamic, certain to change, and capable of being sculpted.

Corporate image begins with the public's perception of a company the preconceived ideas and prejudices that have formed in the minds of customers. This perception may not always reflect accurately a corporation's true profile, but to the public it is reality.

No matter what size the corporation, or what its particular image problems, the perceptions held by customers, employees, shareholder and other audiences play an increasingly important role in its long-term success. They bear a great deal, in fact, on a company's very ability to survive in today's competitive and complex marketplace.

The reach of Corporate Image is truly staggering and as such has an impact on nearly every group involved with a company. The groups of most interest depend upon the company, the culture, and the goals established for Corporate Image improvement. Among the groups we regularly survey regarding Corporate Image include:

- (1) Channel distributors
- (2) Customers
- (3) Employees
- (4) Financial community
- (5) The general public
- (6) Investors
- (7) Local governments

- (8) The Media
- (9) National governments
- (10) Prospective customers
- (11) Regulators
- (12) Residents of plant communities

Factor of corporate image is equal to $CI = VISION + (MI + BI = PI) + VI$
(www.tanabeconsult.co.jp).

The foundation on which a company permanent prosperity is built may be said to consist of its corporate philosophy and management philosophy (= vision [company policy, company regulations, and general principles]); its sense of mission (= mind identity [MI]); and its behavioral orientation (= behavioral identity [BI]). Its visual identity (VI) consists of the ways in which it projects a positive corporate image, based on its corporate philosophy, to the world outside the company.

2.7.2 Image ~~VS.~~ Identity

Corporate image is the way in which a company is perceived by the public, consumers, competitors, suppliers, the government, and the general public.

Corporate identity is a symbol that reflects the way in which the company wants to be perceived. It is the ideal situation, and can be created; whereas image is always earned.

Corporate image is developed through contact with the company, and by interpreting information about the firm. These impressions can be obtained through the company's products, buildings, advertising, and business dealings (even down to minute details, such as the way in which a phone is answered).

Image is constantly changing. As new information and changing business trends are introduced, the new information is added to or modifies the old impression.

A healthy corporate image will exhibit or elicit some, if not all, of the following characteristics or responses:

- (1) Strong emotional response. The strength of this response increases in direct proportion to the length of time that a particular image has been in use. Well-established images can withstand considerable pressure, and, due to the emotional responses they elicit, they are nurtured and treated lovingly by consumers.
- (2) Appearance of power. Consumers want to feel the power and strength of a corporation through association with its commodities or services. Customers want to feel that they are dealing with an organization that is stable and reliable when they are buying its services or investing in the company.
- (3) Sense of experience, confidence, and tradition. A company with an established image has a greater advantage over a company without one when it comes to takeover bids, tenders or environmental issues, as it can stand on as past achievements.
- (4) Slow process. The image-building process is a slow one; and change is not effective until it is accepted by the observer.

Corporate identity is the visual counterpart of corporate image. It consists of the symbolic mark that reflects a desired image.

Effective corporate identities, like effective corporate images, have certain common characteristics:

- (1) Symbolism Tends to Strengthen Simple Associations.

Simplicity is fundamental to a good brand-package-symbol identification combination.

(2) A Strong Visual Trigger

A substantial portion of a symbol's power lies in its ability to trigger a response to a product or company.

(3) Identity as a Promotional Tool.

Corporate symbolism is almost exclusively a promotional tool-active rather than passive, and is last more permanent and should last twenty years or more than advertising campaigns.

(4) The corporate identity must be memorable.

2.7.3 Seven Principles in Image Formation

The modern management, through costly experience, has become aware of the significance of consumer attitudes or expectancies. This awareness has created a desire for sounder evidence about consumer patterns of response or resistance to products, to help guide management decision-making.

They, realizing that it must have predictive information to adjust to the consumer's optimism or pessimism, began to turn to the behavioral sciences for further help.

After reviewing research concerning consumer attitudes and the group actions of consumers, some heads of businesses became enamored with the possibility of attitude measurement as an indicator for necessary future adjustments by business. Although the instruments used were imperfect in many respects, they provided the kinds of information, which enabled business to have greater ability to anticipate changing market situations and to make necessary adjustments.

- (1) An attitude is preparation for behavior. A composite of the attitudes, which a group of people holds toward a product, constitutes an image. Influence their images, and you influence their behavior.

St. Gabriel's Library

- (2) People have hidden urges or desires, which have been repressed or buried in the subconscious areas of the mind. Build an image around a product that satisfies these needs, and people will buy the product. Satisfy the hidden motives.

Physical attributes of a product act only as stimuli capable of developing certain associations in the minds of individuals. Such associations may be pleasant or unpleasant. The image-makers strive to translate these stimuli into images favorable to their product.

Although there are numerous complex psychological processes relevant to image formation, only a limited number of steps involved in creating an image will be dealt with here.

Following are seven principles involved in image formation:

- (1) Principle no. 1: People are not “exclusively” rational creatures. Behavior or thought of the average individual represents a combination of emotional and rational elements.
- (2) Principle no. 2: People respond to situations in ways, which appear to them to protect their self-images. Whenever an individual faces activity or events, which produce disequilibrium, the mind seeks ways and means for restoring the equilibrium.
- (3) Principle no. 3: We need to determine the various images and reference points or anchorages, which already exist in the minds of a particular group or society. To tear down a conflicting image or to build upon one that is compatible, the image-maker must first know the images that already exist in the minds of people.

- (4) Principle no.4: If an image appears stable and if reference groups surrounding the individual continue to support the image, both internal and external forces opposing the image will be resisted.
- (5) Principle no.5: If an image is marked by doubt, uncertainty, or insecurity, utilize additional means for creating further doubts present the new image in a form whereby it will dispel anxiety or doubts.
- (6) Principle no.6: Place the desired image in the most favorable setting if at all possible, clothe the new image in the already accepted values or the people.
- (7) Principle no.7: To stimulate development of a new image, one must attract the attention of large numbers of potential consumers.

2.7.4 The Many Facets of Corporate Image

To be sure, a corporation will be somewhat differently perceived by its different publics, including stockholders, employees, suppliers, distributors, customers, government officials, the press, and the communities in which it operates. Although recognizably different, these various corporate images will have a common core and will tend to influence each other. Advertising cannot do the whole job. The corporate image is affected by every aspect of a company's operation, from the quality of its products and the nature of its employee relations to the appearance of its buildings and grounds and the printing type used on its letterheads.

2.7.5 Seven Types of Marketing Images

Since there are no objective, easily dramatized product distinctions among soaps, whiskeys, cigarettes, and most packaged grocery and drug items, the advertiser must give his brand a sharply defined personality. He must treat it symbolically and give it a feeling tone specifically oriented to support the symbolism.

There seems to be great homogeneity in brand perception. Henry L. Munn found that brand perception for selected brands within four product classifications was largely independent of consumer socioeconomic classification. No significant difference was found by income, education, or by age. Frame of reference, however, does seem to make a difference. The advertising medium may be one such point of reference.³ An advertisement in a pulp magazine will be read with a different attitude from the same advertisement in a slick, prestige magazine. Thus, the “feeling tone” surrounding the advertisement is an important point of reference. Likewise, an advertisement with a sleazy format, or one that pokes fun at the product, will not suggest serious concern and responsibility on the part of the company using it.

Harris (1958), an outstanding authority on creating demand images, says that seven kinds of marketing images can be developed:

- (1) Corporate image is the most complex image to develop. Most companies have ambiguous or fuzzy corporate images. A few, such as General Motors, General Foods, Kellogg, Procter and Gamble, and Ford have developed outstanding, clear images.
- (2) Institutional image is the same as the corporate image, but without the brand factor. Of what service is the company to the community? Is it a good neighbor? Does it act in the public interest? American Telephone and Telegraph, Sears, Roebuck, and Metropolitan Life Insurance are companies that have developed good institutional images.
- (3) Product image is the attitude of consumers toward a type of product, e.g., vegetable shortening, oleomargarine. Since all products compete for the consumer’s dollar, a favorable product image is important. Over a period of years oleomargarine manufacturers changed their image from that of a

cheap, inferior substitute for butter to “as good as the real thing.” Bad advertising by one producer in an industry can hurt the whole field.

- (4) Brand image is the composite impression of an individual “make” created by a brand’s advertising, packaging, value, and product attributes. If successful, a brand seems to have a distinct personality that sets it apart from its competitors. In Gestalt terms, it has good figure in the minds of the consumers. For example, Crisco, Fluffo, and Spry have different, distinct brand images among women grocery shoppers.
- (5) Brand-line image is the composite impression made in consumers’ minds by several brands in a line owned by one company. Some are related lines (Campbell’s Soups); others are unrelated, but in a general product category (Lever Brothers soaps, detergents); still others are unrelated under a house brand (Kraft cheeses, cooking oils, candy, and other products). There is danger of diluting an image when too many items are put under it.
- (6) Diffused image is created when a brand’s advertising theme and/or the media pattern is changed too often. The image is blurry and stands for nothing definite. Scores of brands qualify under this classification; probably the majority of brands are included. Sometimes such an image is the result of poor creative advertising; other times it is because the advertiser tries to make the product be all things to all people-the theme is constantly switched to take in this market or that market. No penetrating theme is driven home by repetition, by ringing changes on the same basic idea, until it is firmly associated with the brand name. Again, the advertiser may attempt to build an image for a product, which has no importance or glamour to the consumer, sugar, lace curtains, or wenchies. Lastly, the advertiser may try to

alter an image when the surrounding circumstances, the product, and its history present insuperable barriers to the change. An example is the current attempt to give Imperial Whisky snob appeal when the price bracket and past history of the brand as a lower-priced product make such an image doubtful. Imperial may eventually have an impaired image.

- (7) Consumer demand image “is the composite impression of an individual brand’s superiority in fulfilling consummate needs and desires, known and expressed as well as unarticulated, created in the minds of consumers by advertising, packaging, value and product with sufficient force to compel initial and continuing purchase of the brand.” Readers will recognize this category as the ideal brand image, but one not often achieved in everyday marketing.

2.7.6 Image Analysis

A major part of audience analysis is to assess the audience’s current image of the company, its products, and its competitors. People’s attitudes and actions toward an object are highly conditioned by their beliefs about the object. Image is the set of beliefs, ideas, and impressions that a person holds of an object.

The first step is to measure the target audience’s knowledge of the object, using the following familiarity scale as Figure 2.6 below:

Never Heard of	Heard of Only	Know a Little Bit	Know a Fair Amount	Know very Well

Figure 2.6. Familiarity Scale (Kotler 1991).

If most responders circle only the first two categories, the company's task will be to build greater awareness.

Respondents who are familiar with the product should be asked how they feel toward it, using the following favorability scale as Figure 2.7 below:

Very	Somewhat	Indifferent	Somewhat	Very
Unfavorable	Unfavorable		Favorable	Favorable

Figure 2.7. Favorability Scale (Kotler 1991).

If most respondents check the first two categories, then the organization must overcome a negative image problem.

The two scales can be combined to develop insight into the nature of the communication challenge. The most popular tool for research of the specific content of organization's image is the semantic differential. It involves the following steps:

- (1) Developing a set of relevant dimensions: The researcher asks people to identify the dimensions they would use in thinking about the object.
- (2) Reducing the set of relevant dimensions: The number of dimensions should be kept small to avoid respondent fatigue in having to rate an object on scales. There are essentially three types of scales:
 - (a) Evaluation scales (good-bad qualities)
 - (b) Potency scales (strong-weak qualities)
 - (c) Activity scales (active-passive qualities)

Using these scales as a guide, the researcher can remove redundant scales that fail to add much information.

- (3) Administering the Instrument to a Sample of Respondents: The respondents are asked to rate one object at a time. The bipolar adjectives should be randomly arranged so as not to list all of the unfavorable adjectives on one side.
- (4) Averaging the Results: interpreted by a vertical “line of means” and the level of favorable.
- (5) Checking on the Image Variance: since each image profile is a line of means, it does not reveal how variable the image actually is. An organization might not want a very specific image. Some organizations prefer a diffused image so that different groups will see the organization in different ways.

An organization seeking to improve its image must have great patience. Images are “sticky”. They persist long after the organization has changed. Image persistence is explained by the fact that once people have a certain Image of an object, they selectively perceive further data. They perceive what is consistent with their image. It will take highly disconfirming information to raise doubts and open them to new information. Thus an image enjoys a life of its own, especially when people do not have continuous or new firsthand experiences with the changed object.

III. RESEARCH METHODOLOGY

This research is designed to explore the key points of the corporate image promotion strategies that help achieving corporate image of a tire manufacturer and indicating the significant of doing corporate image promotion in public relations plan. The author decided to conduct this research through the sequence of steps in the design and implementation of a research study, including problem formulation, determination of research design, determination of data collection method, design of data collection forms, design of the sample and collection of the data, analyses and interpretation of the data, and preparation of the research report (Churchill 1996). Since the research process can map with every kind of investigation, this project, therefore follows step-by-step the research process' sequence. In addition, the research techniques used to find information for this study are literature searches / information retrieval, model building, and survey research to facilitate the subjective of the result extracted from the corporate image promotion management toward its consumer.

Survey research applied in public relations research refers to careful, detailed examination of the perceptions, attitudes, and opinions of members of various publics. The general purpose of a survey is to obtain a better understanding of the reactions and preferences of a specific public or publics. The author divided survey data into two types: demographic and opinion. Demographic data are those characteristics of the people responding to the survey that help a practitioner classify them into one or more publics. Opinion data are responses to the questions a practitioner raises concerning the attitudes and perceptions of certain publics about critical issues.

The project is descriptive research determined by qualitative data to serve the main purpose of finding the key success factors of corporate image promotion strategies toward tire manufacturers in Thailand. Furthermore, it surveys the primary research by

collecting data from questionnaire interviewing and the secondary source obtained from the literature search as to evaluate the standard of the factors.

The study has developed a non-probability sampling as a convenience sampling by randomly asking respondents to answer the questionnaires. Data was processing through SPSS program for the most accuracy in both interpretation and evaluation of the organized data.

3.1 Formulate Problem

Consequently, the research will provide pertinent information only when the problem is precisely defined. Part of problem definition includes specifying the objectives of the specific research project (Churchill 1996).

The objectives of this project are to identify the major influences of the corporate image promotional strategy that generate efficient public relations plan and exhibit the affect of promoting corporate image program.

3.2 Determine Research Design

The author decided to conduct two sessions in this research, exploratory research and sure research. Exploratory research is used to analyze and gain idea and insights from the relevant information in order to generate the successful strategy, which is aimed to clarify the conceptual of corporate image promotional strategy.

Survey research contains unstructured and structure-undisguised question used to reaffirm the accuracy of the end results found from the previous research to responses to the objectives of the survey.

3.3 Determine Data Collection Method

Both primary and secondary data are collected to cover all aspects and to be a solution for the project. Primary data is collected from specifically the business area professional through an interview session and questionnaire. Secondary data is gathered

from the existing information, theories, and strategies provided in published literature and Internal training document of an in-field agency.

Interviews, as referred in Baskin (1997), can be a successful way to get information from a public. It can be conducted face-to-face as well as over the telephone; they are generally classified as structured or unstructured. Even interview has disadvantages by the interviewer's personality, dress, and nonverbal cues but it can minimize this problem by an expertly training for interviewers.

Questionnaires are the most common form of data collection because they are stable in presentation and inexpensive to use. Once a questionnaire is printed, each subject is asked the same questions in exactly the same way. Baskin (1997) also proposed that questionnaires were generally designed to measure one or more of the following: attitudes, opinions, and demographic characteristics of the sample.

3.4 Design Data Collection Form

Therefore, this research dealing with psychological matter, the author decided to gather relevant data from both industrial profession and agency that took care of communications program for them. The data collection instruments used in this research are questionnaire and interview session. For questionnaire, the structured-undisguised question, which the responses as well as the questions are standardized, and fixed-alternative questions, in which the responses are limited to the stated alternatives (Churchill 1996), is used to allocate the primary information. Furthermore, administering questionnaire, which was classified by the method that well used to administer them. Personal interview was used to imply a direct fact-to-face conversation between the interviewer and the respondent (Churchill 1996).

The measurement for an outcome of the research implementation is to assess the program's end results and compare them with objectives in order to determine the variance.

The measurement basics for structured-undisguised questionnaires is nominal scale, the measurement in which numbers are assigned to objects or classes of objects solely for the purpose of identification (Churchill 1996). The answer of unstructured-undisguised question is used as the alternative result for analyzing the consumer's attitude.

3.5 Design Sample and Collect Data

In the research session, model buildings, the author decided to focus on passenger car's tire manufacturers, who are the major companies in an international business market and have their plant in Thailand. Thus, there are Michelin, Bridgestone, and Goodyear.

The sample-selection process and sample size for the survey research are subjectively used research sample according to the time constraint and the enormous costs of conducting research over the total population. For the most accurate results, we infer a sample to the total population. There are four common steps to draw a sample: (a) Define the Population; (b) Sampling Frame; (c) Sample Size; (d) Sampling Procedure.

(a) Define the Population

According to the previous research data from Deemar Media Index (1996) shown in the Ownership of Durables table that the number of car possessor in Greater Bangkok is more than in other area (exhibit in Appendix D). Therefore, the inclusive population is defined as people aged

18 onwards, the legal right to have driving license, whom live in Greater Bangkok.

(b) Sampling Frame

The author acquires sampling frame by exploiting the table of specified census from the syndicated firm, A.C. Nielsen as shown in Table 3.1. The total of the population who resides in Greater Bangkok for this project is equal to 7,907,000 heads.

(c) Sample Size

It employs the method that yields the least number of samples but produces the most precise inference. The Central-Limit Theorem (Churchchill 1996) suggests that the distribution of sample means will be normal for samples of reasonable size ($n \leq 30$). Due to the large size of population studies, a reasonable sample size is required for minimal errors of the sample.

With desired precision of ± 0.05 (allow 5% of misvalue) and a 95% confidence interval, the sample size can now be calculated by

$$n = z^2 / H^2 * \pi(1-\pi)$$

Equals to
$$n = [(1.96)^2 / (0.05)^2] * \pi(1-\pi)$$

The sample size needed to be drawn to pursuit the research objectives of mine is equal to:

$$\begin{aligned} n &= [(1.96)^2 / (0.05)^2] * 0.5(1-0.5) \\ &= [3.8416/0.0025]*0.25 \\ &= 384.16 \end{aligned}$$

Thus, sample size \cong 385 respondents

(d) Sampling Procedure

Sampling procedure is related to the sampling frame because we can employ the probability sampling method once the target population is specified.

Each respondent, or sample, will be drawn randomly with no limitation since every element in the frame has non-zero probability of selection.

Table 3.1. The Kingdom of Thailand Population in Greater Bangkok (A.C. Nielsen (Thailand) Co., Ltd. 1999).

	(000's)	%		(000's)	%
Total	9859				
Males	4752	100	Females	5107	100
Aged:			Aged:		
0-3	256	5	0-3	247	5
4-9	374	8	4-9	365	7
10-14	351	7	10-14	359	7
15-19	420	9	15-19	449	9
20-24	490	10	20-24	544	11
25-29	525	11	25-29	597	12
30-34	515	11	30-34	553	11
35-39	451	9	35-39	471	9
40-44	384	8	40-44	402	8
45-49	292	6	45-49	313	6
50-54	208	4	50-54	222	4
55-59	156	3	55-59	173	3
60+	330	7	60+	412	8

3.6 Analyze and Interpret the Data

In this process, the author formulates the data into an improved corporate image promotional process model in order to find out the inherent result of the implemented strategy and uses statistical test, SPSS program, to analyze and interpret the data collected by questionnaire as to reaffirm the standardize of the success factors.

Result from SPSS data processing was analyzed by frequency method because it shows how many respondent select each choice and what is the majority of each topic. Moreover, the characteristic of the question is multiple-choice question, which matches this method.

Cross-tabulation analysis is used to find the relationship between or among variances for example: age and Tire selection, age and attendance in special event, etc.

3.7 Prepare the Research Report

The outcome, results, and conclusions of the research are summarized in form of report document.

IV. MODEL DEVELOPMENT

From the investigation of Marketing Management, Marketing Communications Management, and Public Relations Management, they show that the corporate image promotion strategy is one of the most vital strategies to help achieving their impact in many aspects, especially in public relations. Thus, they are all to do with human relations and are directly related to publics, which are the great point for them to work together in pursuit of the company's success. Public relations is inherited from everything an organization does, and it also includes marketing (Jefkins 1995). The relationship between them is that public relations is an element in every stage of the marketing mix and concerns the total organization, not merely marketing. The disciplines of public relations are clearly stated by Lesly (1991) that public relations practitioner has the role of being always in the middle pivoted between their clients/employers and their publics. They must be attuned to the thinking and needs of the organization they serve or they cannot serve well. They must be attuned to the dynamics and needs of the publics so that they can interpret the publics to the clients, as well as interpret the clients to the publics.

This role 'in the middle' does not apply to any other group that deals with the climate of attitudes. Experts in other fields, journalists, sociologists, psychologists, politicians, etc., are oriented in the direction of their specialties.

The role of the public relations professional is to apply this unique and increasingly crucial orientation, plus our special skills, to reading the trends in attitudes, assessing what the trends will mean for society and for various organizations, and recommending what to do to accommodate to these conditions and trends.

The study in corporate image promotional strategy reveals that the determination of the approach strategy for corporate image promotional process cannot absolutely be done by only one side dimension theory; therefore, there are various components involved in generating the promotion process which indicates the strategy used to engender the hidden results of the outcome. However, there are various approaches ranked from marketing aspect to consumer behavior aspect proposed to this specific model. They contribute useful disciplines grounded for the concrete model.

Consequently, there are various promotion strategies used in different kinds of business, and also depend on the different conditions and trends as well. Public relations as the medium to create understanding need to apply these relevant theories to formulate the efficiency strategy. Moreover, the outcome of the effective strategy provides vital results, which affect the target market psychologically. These results considered as key success factors used to measure and evaluate the efficiency of the plan.

Accord to the previous studies and researches, the corporate image promotional strategies model, which generate the efficiency outcome that helps discovering innately key success factors. The process arranged in Figure 4.1. shows the elements of each factor and relationship between them.

In designing corporate image promotion process for tire manufacturers, several factors have to be considered since every factor plays a significant role in diverse aspects that cannot be looked over. Thus, each factor needs to be considered on its role so as to create the effective promotion process model. These factors classified as input factors: consist of appreciation of the situation, definition of objectives, definition of publics, planning public relations program, the budget; output factors: consist of assessment of results, which assess by observation & experience, feedback & its assessment, and research; the final factor is the result of the implementation public

relations plan that was inherent from the output factor.

Input

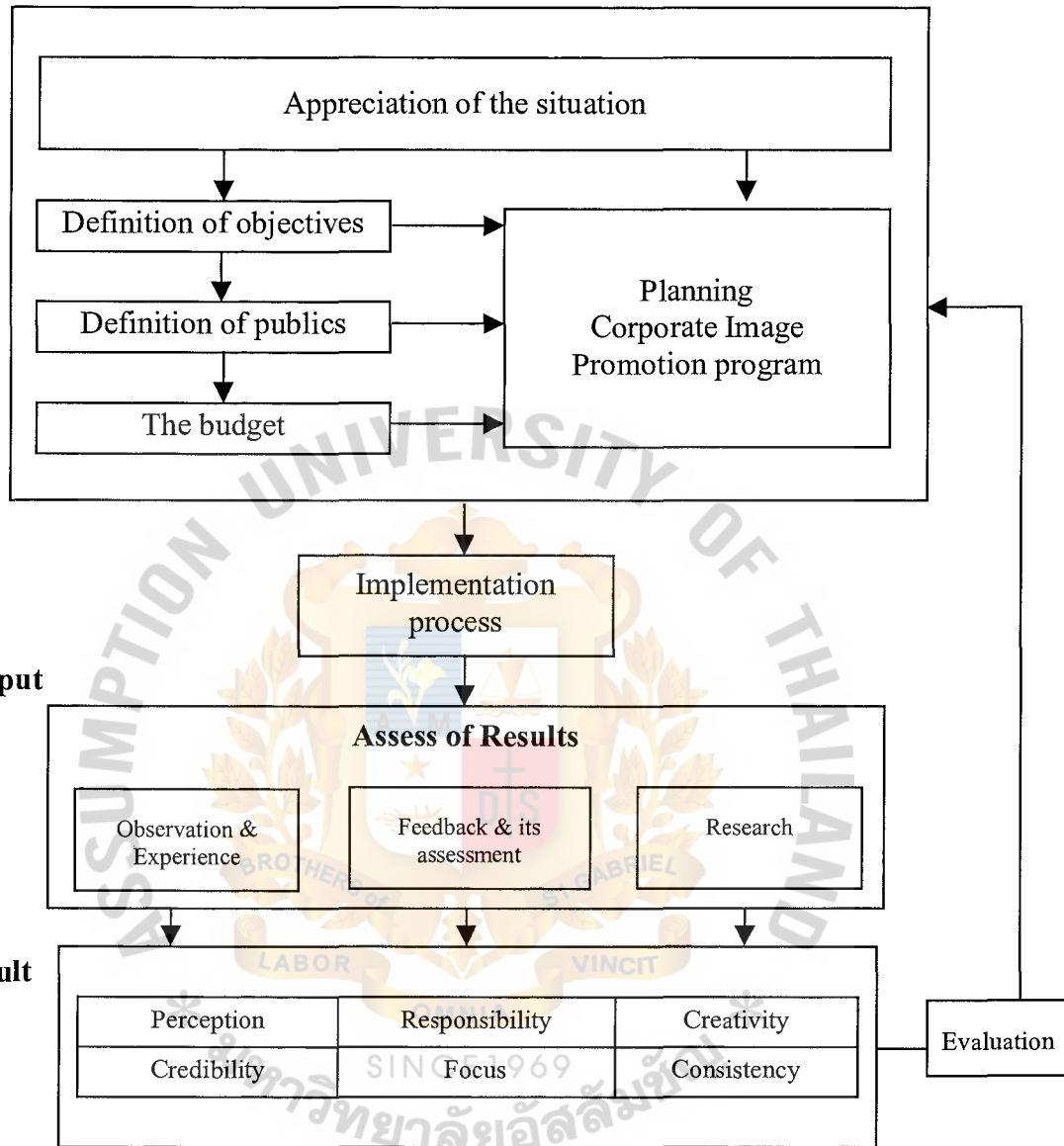


Figure 4.1. Corporate Image Promotion Model.

Corporate is recognized as the first factor because this research centered on it as the major product under the various environments and its content of mission, and objectives. It is worth a careful analysis because it does spell out the full role, nature and responsibilities of public relations. Moreover, the more we know our surrounding market, the more we can establish the efficiency promotional program with the right

strategy to the right audience.

The process model of public relations both illustrates the sequence of how several of the techniques were applied and the research needed as shown in Figure 4.2.

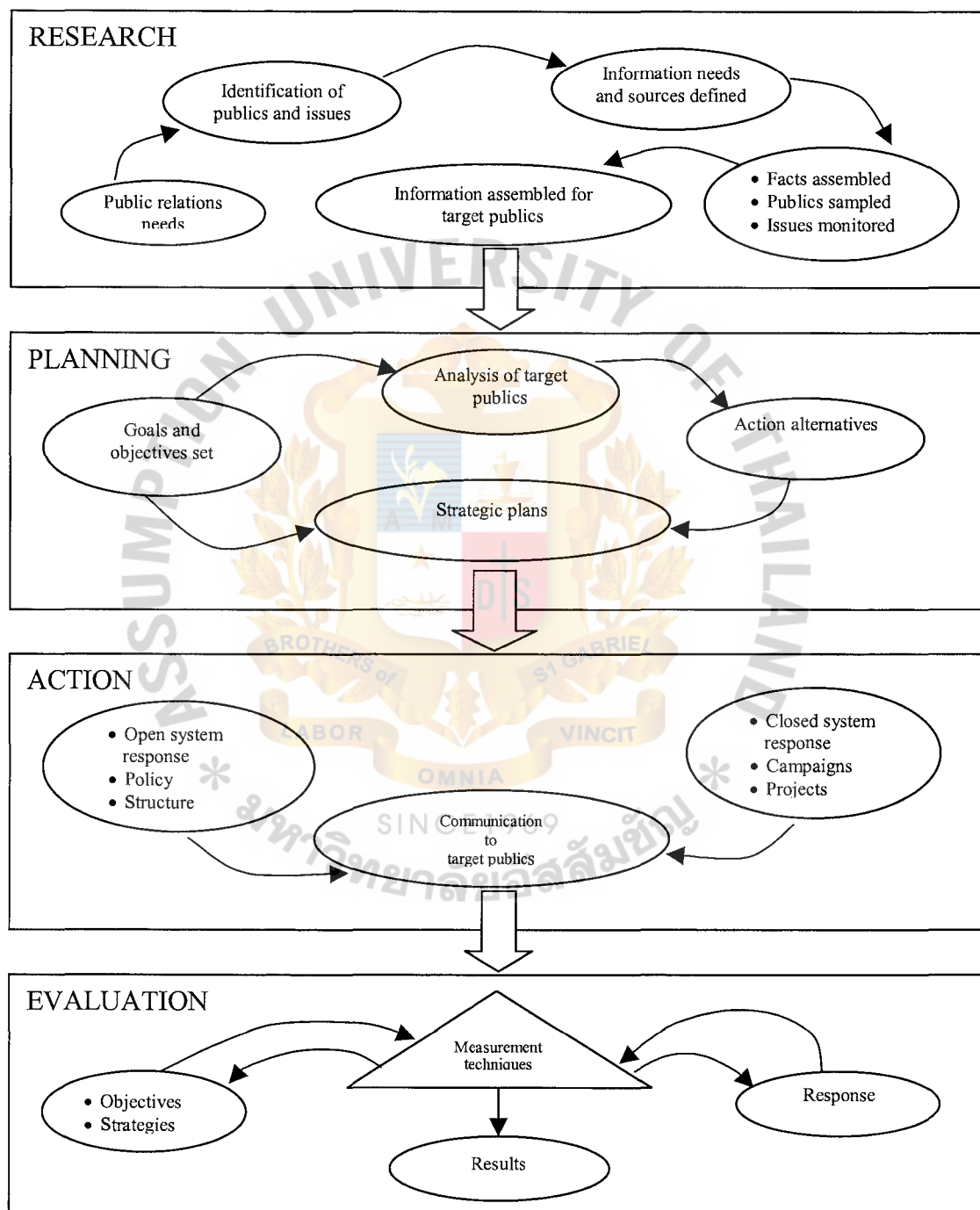


Figure 4.2. A Process Model of Public Relations (Baskin 1997).

The author mapped public relations process with the corporate image promotion strategy, which both illustrate the sequences of how several of the techniques were applied and the research needed as shown in Figures 4.1. and 4.2.

4.1 Appreciation of the Situation

The first step of setting corporate image promotional strategy is to analyze the trend, discover background data on the market, company and product, competition, media, and both internal and external target audience, and predict the consequences that force shaping the company's public relation strategy. The appreciation of the situation so called the communication audit, Jefkins (1995) suggested that this stage concerned with determining the current image, that is, the sum total of how the organization and its products or services is perceived externally. Unless we know where we are now, it is pointless planning a public relations program: usually, the public relations evolves as a means of changing the situation shown in Figure 4.3 below.

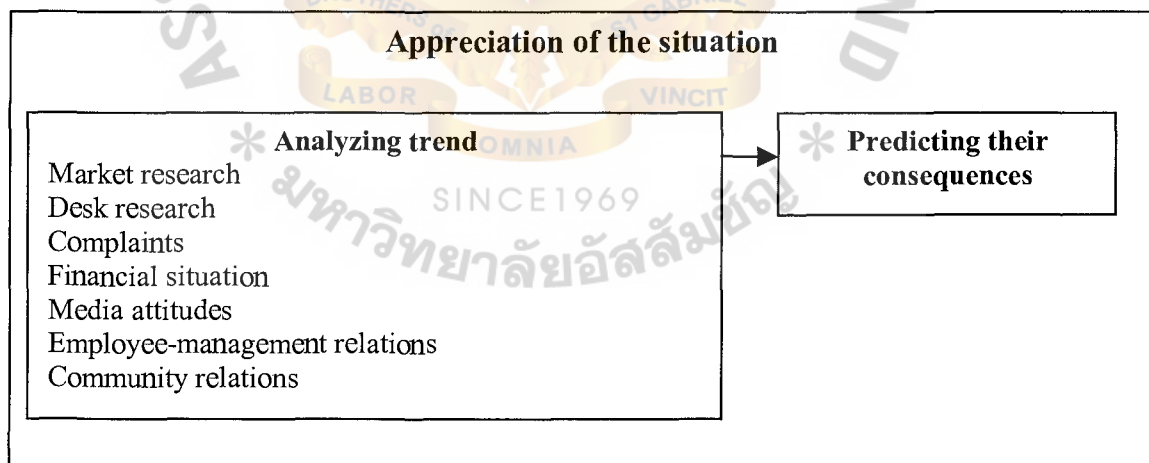


Figure 4.3. Appreciation of the Situation Model.

To explore the situation surrounding the company, we have to pay attention to various aspects: marketing, target audience, media, financial, and communities we live

with. Furthermore, the advantage of studying situation is that we can predict the consequences correctly. The benefit of going through this stage is also to make company be able to deal with creating understanding of difficult, unpleasant, and unpopular situations and issues.

Whenever we want to understand the state of awareness, opinion or attitude, we generally use marketing research to discover the marketing trend and its position in target audience's mind. The existing literature is another valuable resource as an indicator of the situation via desk research method. A basic aspect that cannot be overlooked is the relationship between employees and top management or the relationship between associates, which will highly effect the communications line internally and express to publics: customer and communities in this case. Communications breakdown creates miscommunications that reflect negative image to customer, who in turn, will receive thru the media section. Figure 4.4 Analyzing trend affect model below shows the relation of the resources affected to analyze process.

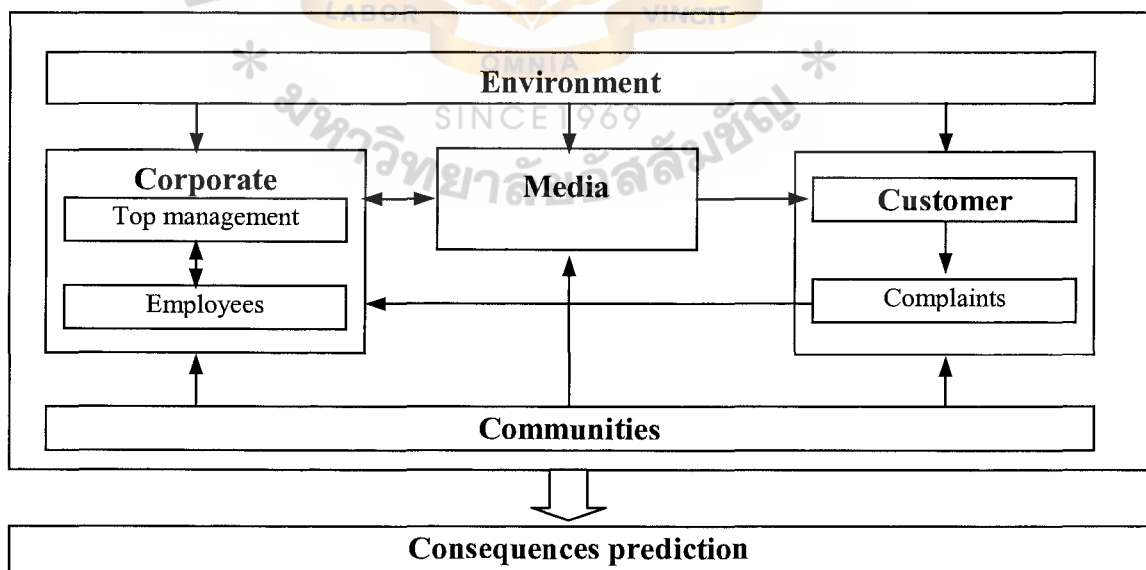


Figure 4.4. Analyzing Trend Affect Model.

The more clarification analysis result we get, the more accurate consequences prediction we can make.

Therefore, analyzing trend in the IPR definition (Gillman 1998) it is necessary to discover the present situation or the current image. No campaign can be planned until we have studied the trends, which influence the organization's future. Until we know the communication problems, we cannot plan the communication solutions. Much of public relations work is about effecting change.

Methods of analyzing trend's resources shown in Figure 4.3 used in this research are marketing research, desk research, complaints, financial situation, media attitudes, employee-management relations, community relation.

Churchill, Jr. (1996) proposed that marketing research emphasizes its information-linkage role. Marketing research is the function which links the consumer and the customer to the organization through information, information used to identify and define marketing problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve our understanding of marketing as a process. Kotler (1991) also defined that marketing research is the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing the company. And he also listed the ten most common marketing research activities that are determination of market characteristics, measurement of market potentials, market-share analysis, sales analysis, studies of business trends, short-range forecasting, competitive-product studies, long-range forecasting, pricing studies, and testing of existing products.

Another form of research, by Jefkins (1993), suggested that is the image study, which seeks to make comparisons between the sponsor and rival organizations. They will ask their opinions of the different organizations over a range of issues.

Desk research is the study of existing information, whether internal or external. This existing information may provide indicators of the situation under review and hold information of policy, prospects and the company's performance. As Stone (1991) stated that valuable statistics would be found in the various yearly handbooks published by NTC Publications on behalf of the Advertising Association, e.g. the Marketing Pocket Book.

In complaints analyze, Kotler (1991) advised in the topic of market performance analysis for rating the various elements of the service bundle and identifying what actions are required. The top service firms use a number of devices to measure performance: comparison-shopping, ghost shopping, customer surveys, suggestion and complaint forms, service-audit teams, and letters to the president. In addition, to monitor the attitudes and satisfaction of customers, dealers, and other marketing-system participants, public relations practitioners may use customer-satisfaction tracking systems, which will record, analyze and respond to written and oral complaints from customers. For financial situation, it is worth to concern in economic and financial trend as well, thus it is one of the major functions that influence the world market trend. According to Schonfeld (1982), in a comprehensive study, corporate image influences market valuation by:

- (1) Preparing markets for the company's products or services, thus increasing sales revenue and reducing market risk.
- (2) Influencing markets, thus lowering costs and operating risk.
- (3) Changing the expectations of investors regarding future returns and risks, by providing them with information, which better enables them to interpret financial performance when making their investment decisions.

Media, as communication channels who act as gatekeepers, are directly responding to carry messages to publics. Media relations mentioned by Jefkins (1995) that media relations might be critical to the success of a future press relations campaign within the proposed program. Bad situations with media might have to be resolved very quickly.

We have to be deeply concerned with the relationship between employee and management as well as relationship with community. Hence, bad industrial relations leading to strikes have resulted from 'grapevine' information and unfortunate misunderstandings rather than from genuine grievances. In those organizations where staff has contact with customers, these individuals can perform an important public relations role if they are well informed. They can be the best image-makers said Jefkins (1995). Moreover the company might be able to operate far more efficiently if it takes the trouble to find out how it can be a good neighbor that could prevent the company from hostility against them.

In addition, Jefkins (1995) also proposed that once the situation has been studied the consequences could be predicted.

4.2 Definition of Objectives

The second faction of an output factor is an establishment of specific objectives. Public relations objectives are normally considered as the goal of implement public relations plan. Jefkins (1995) proposed that objectives are the combinations of the review of the situation, the directives of management and the needs of departments.

We can conclude that public relations objectives are the mixture of aims, goals, and objectives as Stone (1991) pointed out that objective is slightly more elaborate form of the word 'object' which expresses the idea of 'point to be aimed at'. Therefore, an objective expresses the idea of both 'aim' and 'goal'. In practical terms, PR objectives

are to do with specifying what changes need to be made in your relationships with your publics, to further the solution of business problems and the exploitation of business opportunities. The establishment of objectives is shown in Figure 4.5 below.

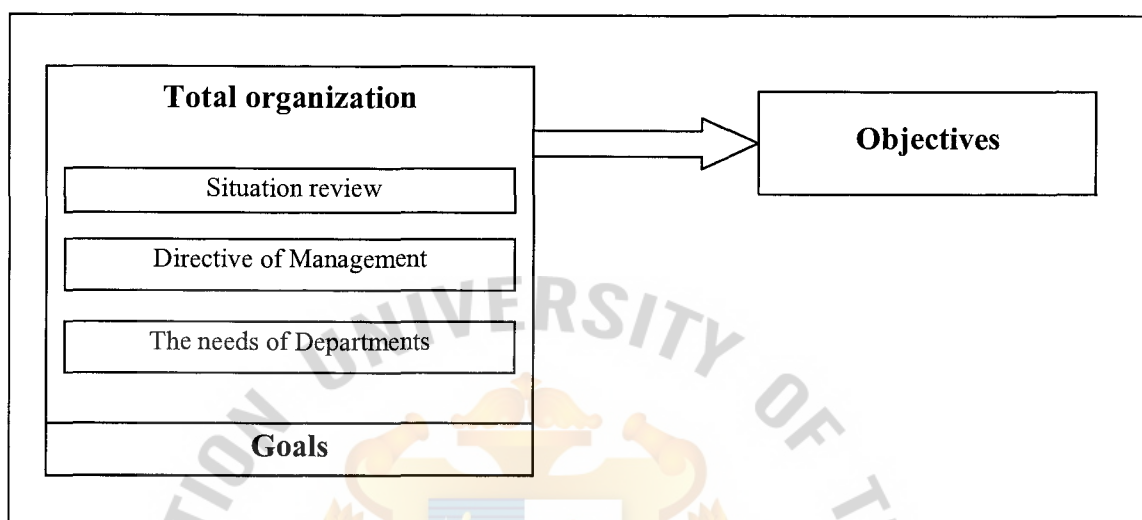


Figure 4.5. Objective Establishment Model.

Jefkins (1995) suggested that the public relations manager or consultant cannot plan without objectives and without objectives results cannot be assured.

The establishment of the objective for public relations plan is also sensitive and in order to explore the whole situation, details in setting an organization must be processed. The situation analysis in this stage is to assess the audience's current image of the organization, its products, and its competitors. Kotler (1991) proposed that people's attitudes and actions toward an object are highly conditioned by their beliefs about the object. Image is the set of beliefs, ideas, and impressions that a person holds of an object.

To measure the target audience's knowledge of the object, public relations practitioner generally use familiarity-favor ability analysis, which will illustrate their

familiarity with and attitudes toward organization. Moreover, we need to specify the content of its image by using semantic differential shown in Figure 4.6.

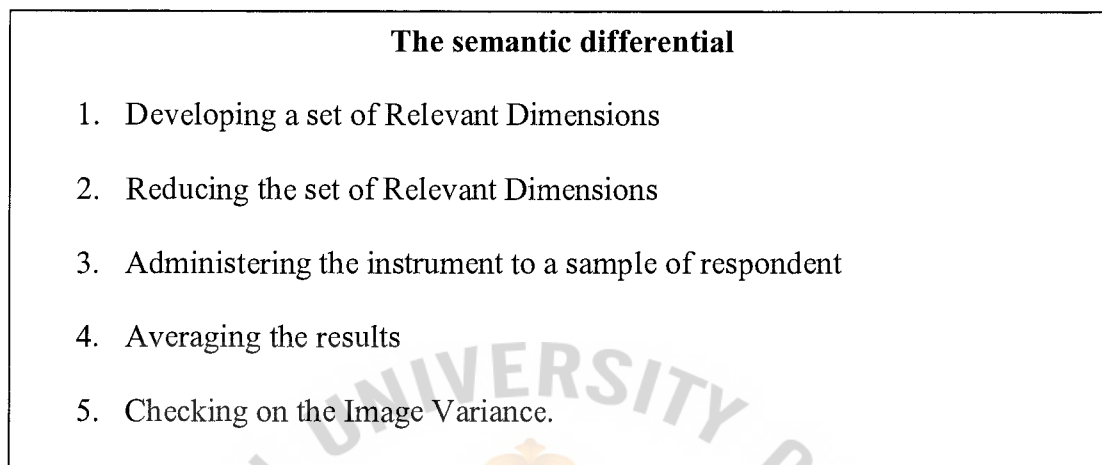


Figure 4.6. The Semantic Differential (Osgood 1957).

Then the next faction is “Direct of Management” that will be the framework to generate public relations plan. It contains key elements: vision, the ultimate destination; and mission, the purpose of the company. The supportive strategy is stated in Tanabe Management Consultant’s Webster (www.tns-tanabe.co.jp) that corporate image is formulated from corporate philosophy and management philosophy (=vision [company policy, company regulations, and general principles]); its sense of mission (=mind identity [MI]); and its behavioral orientation (behavioral identity [BI]). Its visual identity (VI) consists of the ways in which it projects a positive corporate image, based on its corporate philosophy, to the world outside the organization.

“The need of Department” is, therefore, the complete scheme of an organization program even not every issue requires regular and continues public relations.

Goals refer to the basic direction an organization is heading in. The purpose, mission, objectives, and strategies of an organization are all component parts of its

goals. These terms are frequently used interchangeably; however, they may also be used in various combinations to indicate sublevels of planning. Because there are no universally accepted definitions for these terms, most organizations adopt their own very specific applications.

4.3 Definition of Publics

At this faction we need to identify whom we communicate with. In this project, the pertinent publics are Internal target group, External target group, and Publics as shown in Figure 4.7. The main point of identification of publics is to be able to select the suitable media for the right target group in order to generate sound plan and effective communication channels.

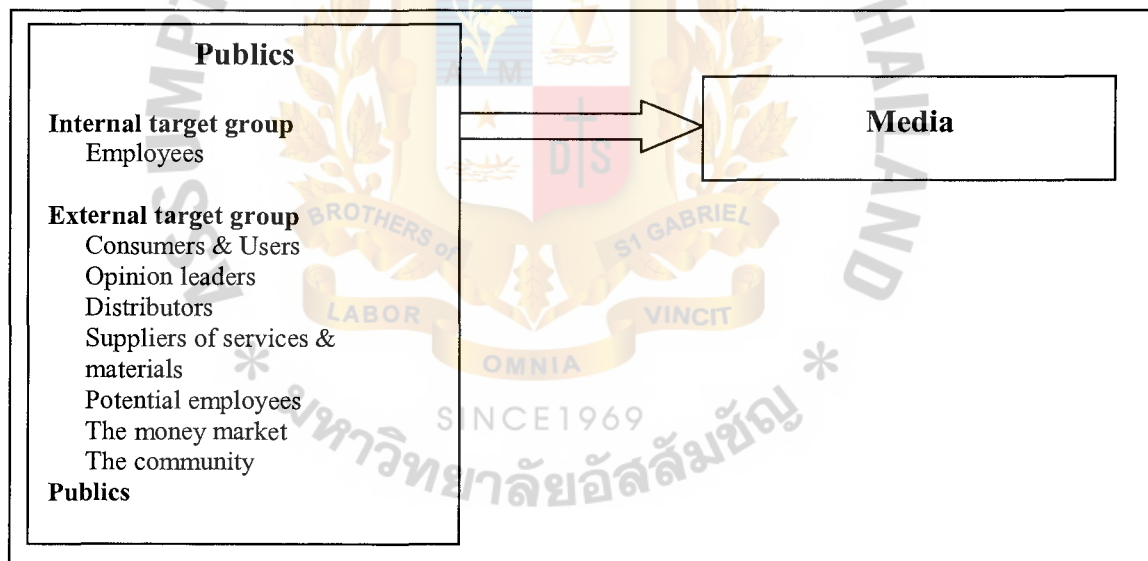


Figure 4.7. Public Identification Model.

Jefkins (1995) suggested that the identification of public relations' publics is fundamental to the planning of a program, for unless the publics are defined it is impossible to select media, which will convey our message to them.

Moreover, the necessity to list out the publics are to decide the priorities of each

issue and the specific character in information perception so we can design the most suitable media and messages for them. And to know whom we intend to influence on also bases on constraints of the issues we face with, budget, manpower, and other resources have to be applied.

(1) Internal target group

Employees in this case cover the whole workforces that can subdivided as management and executives; branch managers; section leaders and foremen; office workers; factory workers; field sales force; transport works; overseas staff; casual labor.

The integrated structure leads to develop internal communications, the contribution valuable induction material, the designation of recruitment and training program.

(2) External target group

External target are in regard of consumer opinion leaders, distributors, supplier services & materials, potential employees, money market, and the community. They are all the target audience of an organization in different issue. The feedback from them reflects various significant results of public relations plan, we have carried out and will be the vital sources for the improvement of the following plan.

(a) Consumer and users

Consumers may be described as the final customers users who make use of the product whether it be a component for a product or an ingredient used by a hotel chief, users, industrial and commercial, come under the heading of 'Business-to-Business' but it is more sensible to refer to buyers of, say, garden insecticides or fertilizers as

users rather than consumers suggested Jefkins (1995).

Some products and services are never known to the final consumers and the public relations operation is allied to the 'back-selling' operation of encouraging a manufacturer to adopt or continue to use a product. In addition, consumer can be broken down into numerous demographic subdivisions of sex, age, education, marital status, geographical location and so on.

The major objective of public relations is to create and maintain the understanding of the organization. Public relations efforts for this objective, aim at educating potential customers, or at breaking down the prejudices of people.

(b) Opinion leaders or formers

Opinion leaders were considered as reference-group who strongly influenced on both product and brand choice of other group. The observation of Hendon (1979) showed that reference-group influence changes as product goes through the product life cycle. When a product is first introduced, the decision to buy it is heavily influenced by others, but the brand chosen is less influenced by others. In the market growth stage, group influence is strong on both product and brand choice. In the product maturity stage, brand choice but not product choice is heavily influenced by others. In the decline stage, group influence is weak in both product and brand choice.

Manufacturers of products and brands where group influence is strong must determine how to reach and influence the opinion leaders in these reference groups.

Consequently, public relations practitioner has to identify the opinion leaders also identify the media, and direct messages at them. The suggestion of Price (1984) is that the more cohesive the group is, the more effective its communication process is, and the higher the person esteems it, the more influential it will be in shaping the person's product and brand choices.

Opinion leaders or formers may be grouped as primary and secondary influence group: primary group tends to be an informal group as family, friend, teacher, neighbor, etc.; secondary group tends to be a formal group as government, trade union leader, commentators, media, lecture or broadcast, advisory services and information bureaus, institution, trade association, etc.

Deliberately, we have looked at opinion leaders as all kinds of people who influence others. This is a broader approach than that of regarding opinion leaders as people whose opinions should be respected, trusted or limited. This is because public relations often have to deal with those whose opinions are ill informed, biased and even dangerous.

(c) Distributors

Distributors are considered as the organization representative and market channel to the end user. This is a very broad group and different organizations will obviously have different channels of distribution and use distributors best suited to their trade. In this research we would like to focus dealers relationship, therefore, in tire manufacture business dealer is their major distribution channel.

Jefkins (1995) also suggested that dealer relations is an aspect of public relations and marketing support which no manufacturer or supplier can afford to neglect. Dealers are unlikely to sell a new product in which they have no confidence, no matter how beguiling the trade terms or massive the launch advertising.

Dealers themselves have their own customer relations to consider. Pre-selling or market education must not be overlooked, especially with consumer durables and hi-tech goods.

(d) Suppliers and services

This group rank from raw material sources, transportation to professional services, advisory bodies, trade associations and so on. We can communicate with them through the external house journal, work visits, seminars, video, and other public media, but special efforts may be necessary in some cases.

The maintenance of good relations with suppliers and services is one that can be useful indeed in our long-term operation.

(e) Potential employees

Employee is one of the most important parts of the organization without employee no work/job can be done, no goals can be succeeded. The better man we get, the better work we done. Also to recruit quality employees, we have to attract their needs and satisfy their goals as well. To reach the potential employees, we may recruit from education institutes, which may be augmented by video, displays for careers evenings, visits to plants, and student weekends at training

centers. Or else some future employees may live in the vicinity of the workplace.

According to Jefkins (1995), vacancy advertisements alone will not always succeed: applicants of the right type will emerge more readily if they are aware of the merits of the employer seeking recruits. Public relations is about reputation. Young people may be deterred by prejudices towards certain industries, as we have seen with engineering and chemicals, and public relations is about correcting false ideas.

(f) The money market

Public companies and private companies going public and being quoted on the stock exchange, depend on the money market being well informed about their history, performance, and prospects. This will affect the take-up of new share issues and the maintenance of share prices, and the latter may be necessary to avoid a takeover.

Stated in Jefkins' (1995) book that financial and corporate public relations has become a very important part of the overall public relations program, with many specialist financial public relations consultancies. The deregulation of share dealing has imposed new demands of financial public relations such as the stock exchange ban on embargoed news releases to avoid insider-trader scandals.

(g) The community

The community consists of the organization's neighbors who may live or work close to the factory, office, store, airport, seaport,

power station, research laboratory or whatever may be the organization's premise.

After all, community may contain potential customers, employees, actual customers and employees (and their families), and many people who can be friends or enemies.

Jefkins (1995) suggested that community relations can be matters of delicacy and diplomacy but, as with so much public relations' activity, they represent thoughtfulness. Unlike the aggressiveness of advertising, public relations is about human understanding.

4.4 The Budget

Public relations budgets for public relations units are generally considered expense centers because their budgets reflect only expenditures. Although, there are two types of expense centers: engineered and discretionary, but for public relations and many other administrative functions discretionary cost budgets are used.

Therefore, the output cannot be measured with accuracy; expense center budgets are concerned only with inputs. Public relations budgets are typically concerned with two basic expenses: administrative costs (salaries, benefits, and overhead) and program costs (research, publications, special events, films, and other program-related activities). Cutlip (1978) proposed that budgets are usually justified by one or more of the following factors:

- (1) Total funds available. Public relations is allocated a percentage of available revenue;

- (2) Competitive necessity. Sometimes public relations receives a budget allocation designed to match or equal the public relations budget of a competing organization;
- (3) Task to be accomplished. Public relations shares in an overall budget allotted for accomplishing a particular objective. Advertising and marketing promotion, for example, might also share in these funds.
- (4) Profit or surplus over expense. The budget can fluctuate up or down depending on the amount of profit or surplus generated.

One of the most difficult matters is the budget allowed for the total promotion budget. There are four common methods used to set a promotion budget (Kotler 1991):

- (1) Affordable method

Many companies set the promotion budget at what they think the company can afford. This method of setting budgets completely ignores the role of promotion as an investment and the immediate impact of promotion of sales volume. It leads to an uncertain annual promotion budget, which makes long-range market planning difficult.

- (2) Percentage-of-Sales method

Many companies set their promotion expenditures at a specified percentage of sales (either current or anticipated) or of the sales price. A number of advantages are claimed for the percentage-of-sales method:

- (a) It means that promotion expenditures would vary with what the company can “afford”.
- (b) It encourages management to think in terms of the relationship between promotion cost, selling price, and profit per unit.

- (c) It encourages competitive stability to the extent that competing firms spend approximately the same percentage of their sales on promotion.

In spite of these advantages, this method uses circular reasoning in viewing sales as the cause of promotion rather than by market opportunities. It discourages experimenting with counter cyclical promotion or aggressive spending. The promotion budget's dependence on year-to-year sales fluctuations interferes with long-range planning. The method does not provide a logical basis for choosing the specific percentage, except what has been done in the past or what competitors are doing. Finally, it does not encourage building up the promotion budget by determining what each product and territory deserves.

(3) Competitive-parity method

Some companies set their promotion budget to achieve share-of-voice parity with their competitors. Two arguments are advanced for this method. One is that the competitors' expenditures represent the collective wisdom of industry. The other is that maintaining a competitive parity helps prevent promotion wars. Neither argument is valid. There are no grounds for believing that competition knows better what should be spent on promotion. Company reputations, resources, opportunities, and objectives differ so much that their promotion budgets are hardly a guide.

(4) Objective-and-Task method

The objective-and-task method calls upon marketers to develop their promotion budgets by defining their specific objectives, determining the tasks that must be preformed to achieve these objectives, and estimating the

costs of performing these tasks. The sum of these costs is the proposed promotion budget.

4.5 Planning Public Relations Program

Public relations program planning is the contributory of public relations plan; therefore, its consequence is merely the same but emphasizing more in the public relations activities program. Jefkins (1995) proposed that to be successful, and that is to justify the effort and cost, a public relations program has to be organized like a marketing strategy, an advertising campaign or a production schedule. Furthermore, the program should be planned to cover a reasonable length of time such as a financial year.

The stress in this faction is the specific objectives, communication objectives. If there are specific objectives, it now becomes possible to evaluate results. This makes public relations accountable, cost-effective and tangible, which are management responsibilities, whether the program is conducted by an in-house public relations manager or by an outsider consultancy.

Consequently, public relations program planning consists of analyzing the general climate of attitudes, determining the attitudes of any group toward the organization, and formulate policy: communication objective; strategy and tactic; timetable; budget summary shown in Figure 4.8.

In planning public relations program that has to deal with unexpected situation: public relations practitioner can estimate from experience and anticipation that a certain volume of time will have to be allocated for such eventualities; there can be a contingency fund to allow for expenditures, which cannot be forecasted; the program can be reviewed and amended at monthly contact meetings.

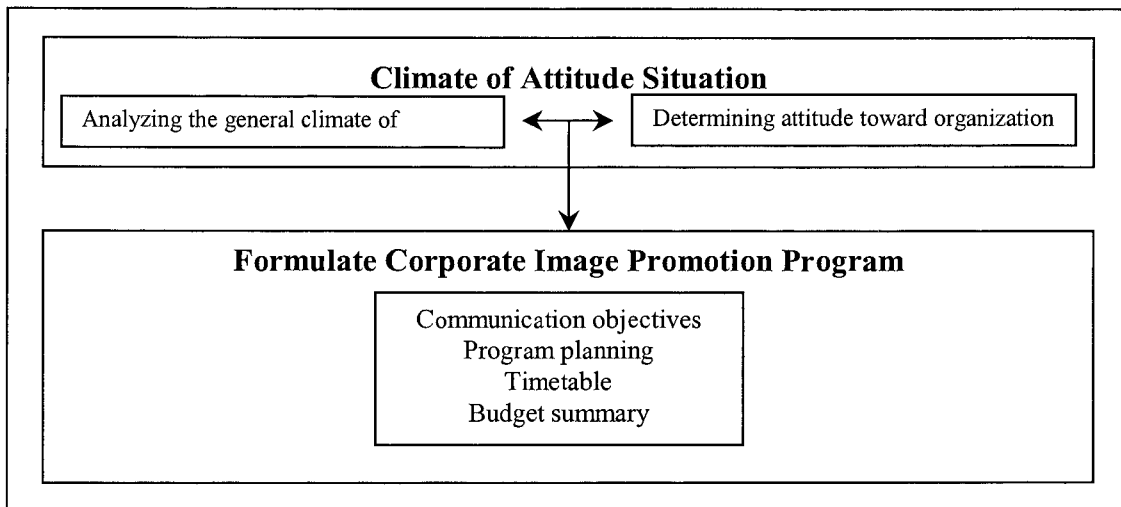


Figure 4.8. Corporate Image Promotion Program Planning.

(a) Climate of attitude situation

Like in any other planning process, the public relation program starts with analyzing and determining process in order to find out the obstacle point that needs to be improved or to achieve the precedent stage; analyzing and determining. The organization tries to find out their position in the customer's mind by using customer behavior theories, especially when they perceived risk. Therefore, image supports their decision in every aspect. The consumer develops their own strategies, risk-reduction strategies to enable them to act with increased confidence in decision-making, even though the consequences of such decisions remain somewhat uncertain. The common risk-reduction strategies according to this research are the selection by brand image and the reliable on store image (Chaudhuri 1997) that are both affected by the repetitive perceive of media and circumstance. To know and understand the general climate of attitude and attitude of publics toward the organization, we may need to specify the composition of an attitude model.

According to the tri-component attitude model in Figure 4.9, attitudes consist of three major components: a cognitive component, the knowledge and perceptions that are acquired by a combination of direct experience with the attitude object and related information from various sources; affective component, the emotions or feelings about a particular product or brand constitute; and conative component, concerned with the likelihood or tendency that an individual will undertake a specific action or behave in a particular way with regard to the attitude objective (Kassarjian 1991). The determination of public attitudes study provided us what is the key point of the organization we should highlight on.

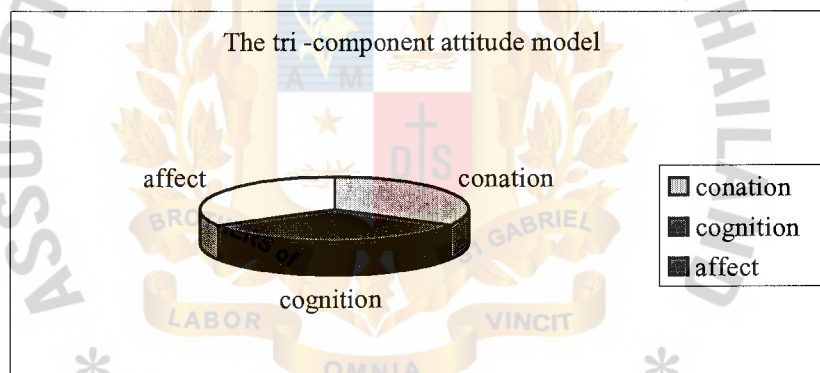


Figure 4.9. The Tri-Component Attitude Model (Lutz 1991).

(b) Formulate Corporate Image Promotion Program

The next step is to place our organization in the customer's mind. Unless we know the target audience and communication objective, the plan cannot be successfully achieved. Formulating public relations program consists of communication objectives, program planning, timetable, and budget summary shown in Figure 4.10 below.

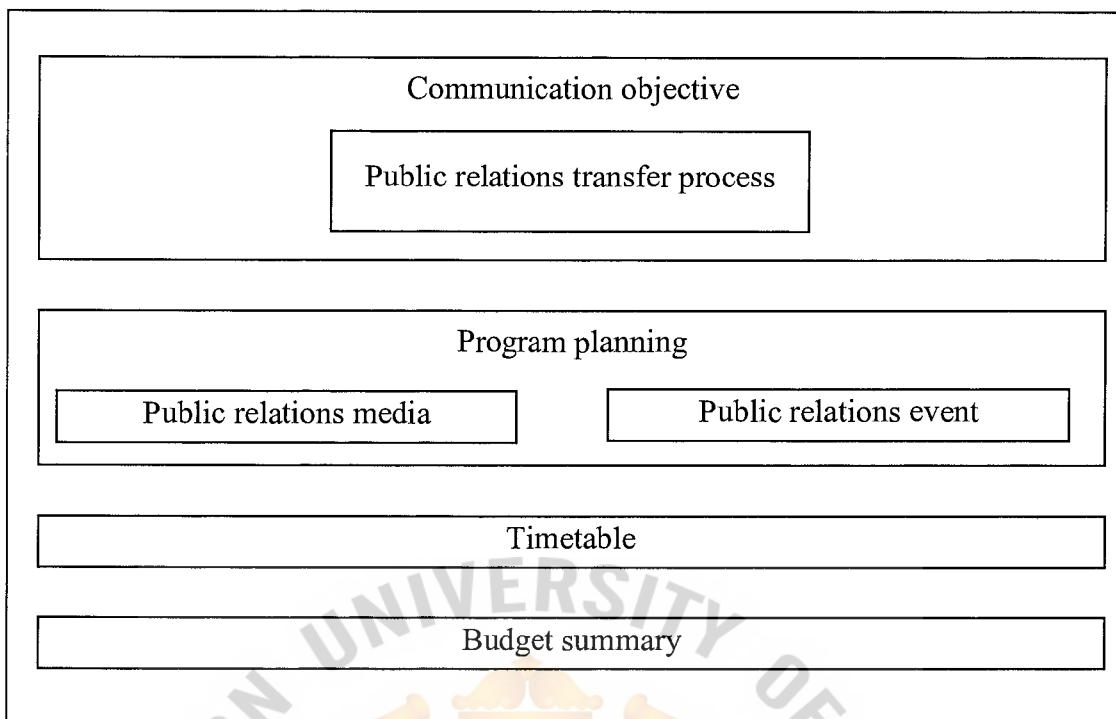


Figure 4.10. Public Relations Corporate Image Promotion Program Formulation.

Communications objective: even though we already have objectives outline for the whole organization, we still need to identify the communication objective, specifically as the direction of public relations program in creating an effective message. Hence, the primary objective of public relations or communication is frequently thought to be the achievement of a favorable image, a favorable climate of opinion, or favorably mentioned by the media.

There is public relations transfer process that supports this concept. For the better clarification, the model demonstrates when the negative situation is converted in to positive achievement – through knowledge- the result is the primary objective of public relations, understanding as shown in the Figure 4.11 below.

This model shows the need to analyze trends in order to plan an objective program. It indicates both the scope and the limitations of public relations.

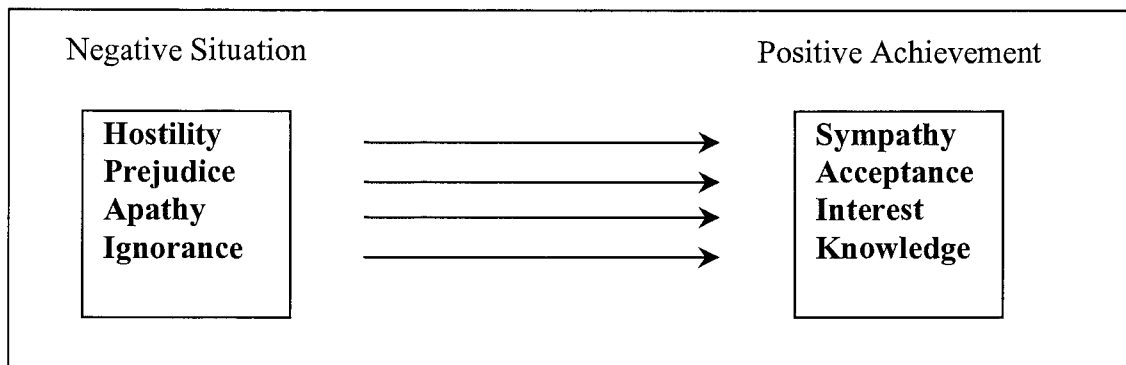


Figure 4.11. The Public Relations Transfer Process (Jefkins 1995).

This model shows the need to analyze trends in order to plan an objective program. It indicates both the scope and the limitations of public relations. Moreover, it demonstrates the true nature of the subject and shows how it differs from persuasive, promotional activities such as selling, advertising, sales promotion and marketing. It also demonstrates how it can contribute to the success of every function of a business whether it is staff relations, marketing or finance. No activity conducted by any organization can succeed if understanding is lacking, which is why public relations relates to the total communications of any organization, inside and outside. From these explanations below on the four negative states of hostility, prejudice, apathy and ignorance, it should be clear that before planning, budgeting and recommending a public relations program, it is essential to find out the extent and nature of these four weaknesses. Some explanations regard the public relations transfer process as follow (Jefkins 1995):

(1) Hostility

Hostility may be irrational, based on fear, misunderstanding or false information but it is possible to achieve at least a sympathetic attitude, one of tolerance and understanding. In recent times many ideas, which were once hated have now won sympathy if not support.

(2) Prejudice

Prejudice has usually endured longer, and is derived from upbringing, environment, education and other very powerful and usually very early influences. Moreover, prejudice can survive a lifetime as we see it in the religious and tribal disputes all over the world. There can be whole 'shut off' areas where communication is confronted by walls of prejudice. In this situation, the informative, educational efforts of public relations could be successful.

(3) Apathy

People are naturally conservative. They have a self-protective resistance to change. They are wrapped up in their own private affairs. To achieve understanding, public relations has to break down this unwillingness to "want to know". Public relations' role is to enhance interest in the subject in their client's mind by using different forms of communication depending on target group's characteristic.

(4) Ignorance

The ignorance situation, public relations' role is to educate the market so called market education or pre-selling, the aim is to prepare the market so that it is more likely to respond to advertising. Such a process may occupy 18 months' to two years' work before advertising breaks.

Program planning: no matter how good messages we created, it will not provide us most effectively unless it was carried out by the right media. Media is the means and message purveyor to the customers. Thus, we cannot overlook this faction in the program planning. The media scene is a constantly changing one

with new media such as cable and satellite television offering new opportunities, while the impact of new high technology printing and international satellite transmission is rapidly changing the press world.

Effective public relations may rely on addressing messages to small groups, or face-to-face communication with individuals, or on the use of videotapes and the small screen watched by small audiences. Thus we have micro- as well as macro-media. The media may have to be specially created, and may include news stories, feature articles, and pictures for the press. Internal and external journals; videotapes, slides, cassettes, corporate video by satellite, video news releases; taped radio interviews, studio interviews, phone-ins, news; educational literature-printed information; sponsored publications; seminars, and conferences-spoken word sometimes combined with video shows, slide presentations, and exhibits; press facility visits, works visits, open days; annual reports and accounts, company histories; participation in events, e.g. floats at carnivals, awards of prizes, sponsorship of events and causes; corporate identity: house style, livery of transportation, symbols (logos), colors, typography, uniforms, dress, badges (Jefkins 1995). The choice of media will be derived from the decision regarding publics. As media provide a fascinating study, and public relations practitioner who knows the media best will win the greatest coverage, it is important that we should be as familiar as possible with this wealth of media and know how to incorporate it in his or her media mix. In addition, in this case public relations program, mass media, is considered as one of the media list.

In addition, public relations activities so-called event is considered as one of the most effective channels to carry means and messages of the organization to publics. Kotler (1991) suggested that events are occurrences designed to

communicate particular messages to target audiences. Public relations departments arrange news conferences, grand openings, and sport sponsorships to achieve specific communication effects with a target audience.

Although mass media as discussed above, media and events, is less effective than personal communications, face-to-face, but it might be the major means to stimulate personal communication by affecting personal attitudes and behavior through a two-step flow of communication process in Figure 4.12 below. Lazarsfeld (1943) proposed that ideas often flow from radio and print to opinion leaders and from these to the less active sections of the population.



Figure 4.12. Two-Step-Flow of Communications Theory (Lazarsfeld 1943).

This two-step communication flow has several implications. First, the influence of mass media on public opinion is not as direct, powerful, and automatic as supposed. It is mediated by opinion leaders, thus they are more exposed to mass media than those they influence, they carry messages to people who are less exposed to media and act as gatekeepers who carry altered messages or none at all.

Second, the hypothesis challenges the notion that people's consumption styles are primarily influenced by "Trickle-sown" effect from higher-status classes.

Third, implication is mass communicators would be more efficient by directing their messages specifically to opinion leaders, letting the later carry the message to others.

Moreover, events are also used to draw attention to new product or other activities by arranging special events. These include news conferences, seminars, outings, exhibits, contests and competitions, anniversaries, and sport and cultural sponsorships that will reach the target publics. Sponsoring event gives companies a chance to invite and host their suppliers, distributors, and customers as well as to bring repeated attention to their name and product (Kotler 1991).

Timetable: even if public relations program is a long haul tool and is a continuity process but to carry out each campaign, public relations practitioner has to decide on the duration of it. Therefore, in each public relations program there is a specific issue in each campaign that was carried out. The duration of the campaign is similar to advertising campaign, which should be congruence to other divisions. For each program, there are three periods of time: pre-campaign, parallel-campaign, and post-campaign.

Time frame or Timetable is a schedule of activities, which should be developed in order to control the program by showing the sequence, timing, and costs of tasks needed to complete a campaign. There are several time frames for public relations' program such as PERT, program evaluation and review technique) and Gantt chart.

Budget: the last faction in this project is budget, campaign or project budgets are components of plans to accomplish specific public relations activities. They provide structure and discipline in terms of time and money costs. Budgeting for specific activities is a rather straightforward process. Baskin (1997)

suggested that public relations manager's budget uses a simple three-step model. First, required resources such as people, time, material, and equipment must be listed. Next, the extent to which these resources will be used is estimated. Finally, the costs of the resources are determined.

The budget is building blocks for annual public relations departmental budgets and the basis for bids submitted by independent public relations counselor.

A budget may be set, or one may be calculated to cover a proposed program. Either way, it will require a careful estimate of the workload (time), materials and expenses. This is where the experience of the public relations practitioner will be important.

Budgeting is not only a means of finding out costs and controlling them: it also identifies work to be done. The three principal public relations costs are time, materials and expenses. Until the volume of available time is agreed, we cannot budget the materials or expenses, which can be associated with the employment of that time.

4.6 Assessment of Results

At the onset, it will be necessary to decide how the results can or will be assessed. There may be a continuous assessment, as with the evaluation of media coverage, or it may be some kind of test at given intervals or at the end of the campaign. Some results can be recorded, observed or experienced, and are apparent. Others, like change of opinion, awareness or attitude, may require an independent marketing research survey. Research may repeat what was used in the first place to establish the current image or the extent and nature of hostility, prejudice, apathy and ignorance. Continuous research

conducted or subscribed to already for marketing purposes such as omnibus surveys, consumer panels or dealer audits may provide evidence of public relations results.

In this project, the author suggested three most favorable and accurate methods to assess the results of corporate image promotion strategy: Observation & Experience, Feedback & its assessment, and Research.

(a) Observation & Experience

Observation & Experience is the easiest way to find out the effect of every activity conducted by the organization but it is not quite reliable for a large campaign. Therefore, in the present situation, there are a lot more influential factors that affect consumer's decision making and this assessment does not prove and demonstrate the side effect of the campaign. Furthermore, the observation depends on the person who does the observation's attitude.

People whom the organization observed are naturally different in every aspect: family background, education, occupation, society, and attitude, plus the different in time, place, and situation at the time we observed. This assessment eliminated these factors in order to find only the end result of the target group.

On the other hand, using this method together with an interview session will develop an efficient and useful outcome.

(b) Feedback & its assessment

After the observation & experience session, the organization will receive feedback from the target group they communicated with. Feedback may be exhibited in the form of quantity of the news clipping, business reply, or an abstract matter that will be reflected upon when it comes to a

crisis situation. From the feedback, it shows that consumers behavior toward the organization depends on objectives of each campaign. It may assess in term of quantitative and/or qualitative result as exhibited in appendix H. News Clipping assessment and appendix I. Crosstab evaluation.

(c) Research

Research is a vital function in the process of public relations. It provides the initial information necessary to plan public relations action and to evaluate its effectiveness.

A recent study funded by the Foundation for Public Relations Research and Education considered 28 public and private organizations and concluded that “the use of public relations research by corporations is on the rise and its function and contribution are becoming better defined and recognized.” The study points out that the term public relations research no longer describes specific types of research methodology such as content analysis, public opinion polls, or readership surveys. Instead, the term as now employed refers to any type of research that yields data for use in planning and evaluating communication efforts (Baskin 1997).

Public relations research activities fall into four basic categories: environmental monitoring, public relations audits, communication audits, and social audits as shown in an Appendix G that illustrates how these categories of research provide useful information in the various areas of public relations practice.

Research in public relations should be ongoing, continually evaluating the process and its environment and providing new information to sustain it. Learning about the failures and successes of a public relations campaign provides information that can be

used in more precise planning for the next effort. Evaluation research is also valuable in assessing an existing campaign.

Jefkins (1995) suggested that assessments will be related to the set objectives, and when these are realistic and practical the vagueness of intangible public relations will be absent.

Public relations' contribution is difficult to measure, because it is used along with other promotion tools. If it is used before the other tools come into action, its contribution is easier to evaluate. Kotler (1991) proposed that there are three methods to evaluate its results:

(1) Exposures:

The easiest measure of public relations effectiveness is the number of exposures created in the media. Publicists supply the client with a clipping book showing all the media that carried news about the product and a summary statement. But the exposure measure is not very satisfying. Therefore, there is no indication of how many people actually read, heard, or recalled the message and what they thought afterward. There is no information on the net audience reached, since publications overlap in readership. It would be useful to know the number of unduplicated exposures.

(2) Awareness/Comprehension/Attitude change

A better measure is the change in product awareness/ comprehension/ attitude resulting from the public relations campaign (after allowing for the effect of other promotional tools).

(3) Sales-and-Profit contribution

Sales-and-profit impact is the most satisfactory measure, if obtainable.

4.7 Output Evaluation

Evaluation is frequently the beginning of a new effort. There are three evaluation segments that help explain how evaluation can be involved in virtually every phase of a program as shown in Figure 4.12 implementation checking, in-progress monitoring, and outcome evaluation.

(1) Implementation checking

In this start-up assessment step, the central question is; to what degree is the target audience being reached? However complete the planning may have been, it will still be necessary to determine the difference between planned and actual implementation. Variations from the original plan must be analyzed and explained so that a decision can be made to either modify the plan or correct the discrepancies.

(2) In-progress monitoring

Periodically during the program, actions undertaken should be reviewed and, if necessary, modified. Reviews at regular intervals can be planned to determine the program's effectiveness in meeting its objectives. Any unanticipated results can be assessed and factored into the evaluation. The variance between actual and anticipated progress at each point can be examined for its effect on the overall outcome. Regular monitoring helps determine why some results differ significantly from the original plan, and it prevents unwelcome surprises.

(3) Outcome evaluation

The final step is to assess the program's end results. Again, objectives and results are compared to determine the variance. At this point, all prior evaluations become important for explaining the context in which the

program was implemented and for interpreting the results. An evaluation report transmits this information, along with suggestions for planning future efforts, to an appropriate decision-maker.

To help explain how evaluation can be involved in virtually every phase of a program, Figure 4.13 shows three evaluation segments: implementation checking, in-progress monitoring, and outcome evaluation.

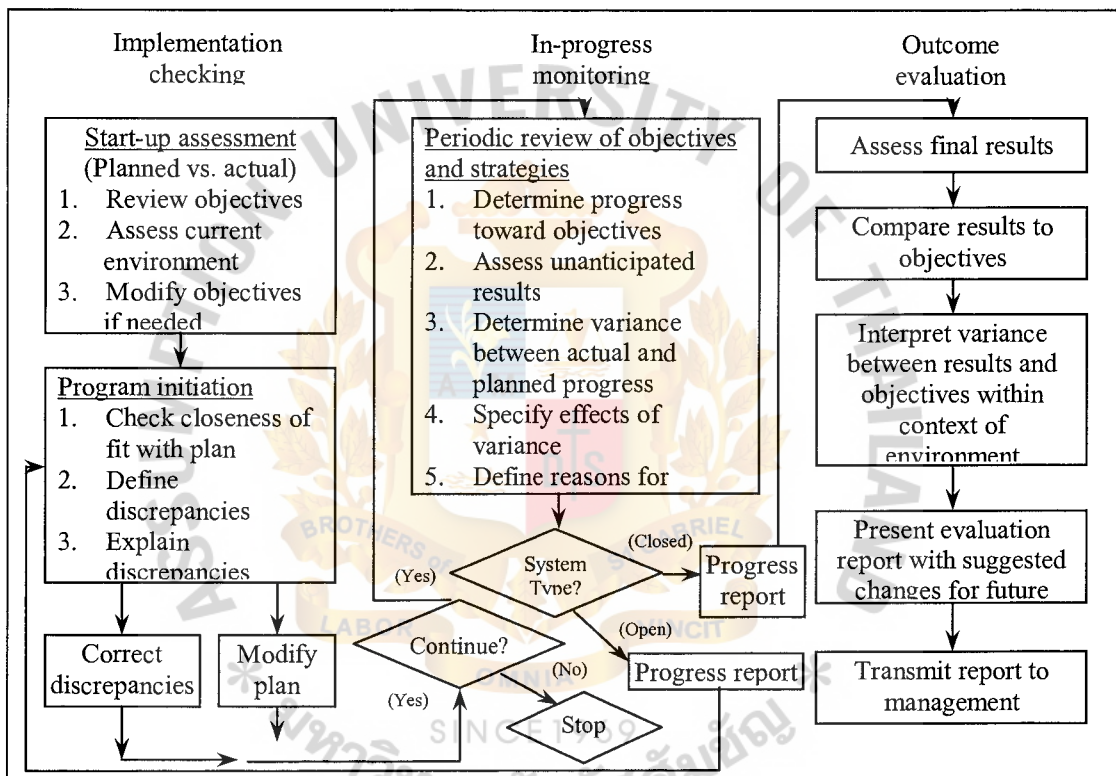


Figure 4.13. Components of an Evaluation Plan (Baskin 1997).

V. ANALYSIS AND RESULT

This project has been studied on the topic of Corporate Image Promotional Strategies for a tire manufacturer as to build a reliable model for the competence process and to find out key success factors for the efficiency strategy. The job of public relations in large corporations is ultimately to ensure that corporate power is maintained through responsible use and to help develop cooperative relationships between corporations and other societal institutions. To successfully promote attainment of these goals, public relations practitioners must understand and deal with public opinion concerning business. In addition, the author also decided to conduct survey research in order to prove the credibility and standard of the outcome of the model. In the first part, model development exhibits seven key success factors, which were described in section 5.1, Finding of Model Development, and the second part, survey research, thus, the outcomes of corporate image promotion model inherited four outstanding results. The author decided to divide them into four significant parts: personal profile, target audience's awareness, trend of the future user, and five factors of the efficiency strategy with the intention of giving supportive facts to the finding factors of the strategy.

5.1 Finding of Model Development

The effective corporate image promotion strategy is used in the good public relations plan, which is the best way to practice preventive rather than remedial plan. In this research, the related theory is "Diffusion theory-people adopt an important idea or innovation after going through five discrete steps: awareness, interest, evaluation, trial, and adoption" (Baskin 1997). The author developed corporate image promotion model in order to extract key success factors of the strategy. Seven key success factors found from the model are: direction, know thyself, focus, perception, credibility, creativity,

and consistency. The first two factors: direction and know thyself, were recognized as an internal audit of each corporation, which directly related to an input of the model.

5.1.1 Direction

An internal factor was established at the top management so as to articulate the corporate viewpoints and missions. From this direction, employees in difference divisions and departments can keep the campaign going on track, and can find the necessary budget to get the job done with reconciling conflicts. The major missions of corporate image campaign are to build public awareness and acceptance, to establish a more favorable market position, to redefine the corporation after a merger, takeover, acquisition, or name change, establish corporate position, to assist in the management of a crisis situation, and to attract and hold quality employees, while creating a cooperative environment in their communities.

5.1.2 Know Thyself

For the highest impact of corporate image campaign, not only top management but also the employees should clearly know the corporate viewpoints, business involved, missions, and direction. Therefore, they are the persons who directly communicate corporate image to publics. This is the reason to hold all corporate training programs and annual corporate trips in order to acknowledge their staff the corporate performance of the recent year, and the objective, vision, mission, and overall plan of the next year.

5.1.3 Focus

The corporate needs to know whom they are trying to reach and influence by the corporate campaign. The better they understand their audiences, the better they can influence the audience's perceptions of their company. Focus is crucial because an image campaign can have significant impact on more than one area of the company.

The primary objective should be an extension of long-term corporate strategy, directed at those aspects of the business that hinder the company from fully achieving corporate goals.

5.1.4 Perception

According to Kotler's statement (1991), to achieve certain image characteristics in an image, we must convey a singular message that establishes the product's major virtue and positioning, which express in symbols, written style for audio/visual media, events' atmosphere, and personnel representative. This message must be conveyed in a distinctive way, so it does not confuse with similar messages from competitors. Moreover, the message must deliver emotional power to it stirs the heart as well as the mind of the buyer. Corporate image begins with the public's perception of a company. The preconceived ideas and prejudices that have formed in the minds of customers as initial impressions which will mold into positive force that will enhance business prospects for the corporation.

5.1.5 Credibility

To improve public attitudes toward private enterprise, they must address the credibility of corporations, corporate concern for individuals on a human scale, public understanding of economic realities, and corporate willingness to lead society toward change. Regarding to Baskin (1997), to ensure public confidence in business, public relations should act as business's eyes and ears, as a receiver of the subtle information that signals societal demands, and as a purveyor of information that moves management toward effective response.

5.1.6 Creativity

Corporate image campaign requires creative genius to penetrate the indifference which people regard most corporations. Nevertheless, the best impact message to the

target audiences and publics should be specific appeal, be best cut through the clutter, be remembered and acted upon. Gregory (1993) proposed that creativity genius, of course, could not be planned. The people responsible for your advertising either have it or they don't, and, frankly, many advertising people don't.

5.1.7 Consistency

The execution of corporate image campaign, or the how of it, involves not only its theme and quality, but also consistency and continuity of exposure. No matter how well focused and creative, without consistency the entire investment may be wasted. Public attitudes toward the company are favorably influenced by a continuing flow of information about the company and its products. Continuity has been essential because image building is a slow and cumulative process. If the process is interrupted the cumulative gains of many years tend to evaporate very, very quickly.

Although, to develop a strong image for a company calls for creativity and hard work, the image cannot be implanted in the public's mind overnight, not seeded by one media vehicle alone. Additionally, the image must be carried out in every communication vehicle available to the company and carried out repeatedly. Moreover, Fombrun (1996) suggested that consumer and other audiences seem to prefer organizations that present themselves clearly, creatively, and consistently with the enlightened self-interest: reliability, credibility, trust, and responsibility principle.

5.2 Survey Result

The results from survey research are divided into: personal profile, target audience's awareness, trend of the future user, and five factors of the efficiency strategy.

5.2.1 Personal Profile

Questions no. 1 to no. 6 of the section 1 pertain of gender, age, marital status, education level, monthly income, and occupation. The result shows that in gender: there are 55.7 percent of male and 44.3 percent of female from the total 384 respondents; in age: they are grouped into 6 ranges as the highest percent is 49.7 in the age of 25-34 years old, and the lower is 26.6 percent in the age of 18-24 years old; in marital status: it is shown that there are highest percent of 74.5 in single/ unmarried status and 20.8 percent in married status; in education level: there are 57.0 percent of bachelor degree and 22.4 percent of master degree; in monthly income: there are 47.1 percent of the range 10,001-30,000 bahts and 26.0 percent in the range of 5,000-10,000 bahts; in occupation: the highest percentage is in an employee occupation gain 62.2 percent. Table 5.1 illustrates the frequencies of personal details.

5.2.2 Respondents Data Related to Automotive Industrial

Questions no. 7 to no. 10 demonstrate the status of respondents related to automotive interest. The detail of frequencies and percentage shown in Table 5.2 below are 89.3 percent of possess personal car, person interested in automotive industrial is 5.2 percent and 89.3 percent of not applicable (therefore the affect of question no. 7), people who get involved in the decision making of choosing replacement tire and accessories is 72.7 percent, and Michelin gains the highest percentage of 31.3 of the present used brand.

5.2.3 Target Audience's Attitude Toward Tire Manufacture Company

Section 2 is attitudinal research on the perception of consumer toward Tire Manufacture Company. The questions strive for five key success factors, which were dealing with consumer's attitude. This section pertains reach of the information published, brand awareness, attend in special event, reason of using present tire, the

future intention, affect of the specific information, dimension of information, influenced factor in buying decision making, and the distribution channel. Table 5.3 shown detail of the result.

Table 5.1. Personal Details of Respondents.

Variance	Frequency	Percent	Valid Percent	Cumulative Percent
Sex:				
Male	214	55.7	55.7	55.7
Female	170	44.3	44.3	100.0
Age:				
Below 18	7	1.8	1.8	1.8
18-24	102	26.6	26.7	28.5
25-34	191	49.7	50.0	78.5
35-44	49	12.8	12.8	91.4
45-54	21	5.5	5.5	96.9
55&Above	12	3.1	3.1	100.0
Marital Status:				
Single/unmarried	286	74.5	74.5	74.5
Married	80	20.8	20.8	95.3
Divorced/separate	12	3.1	3.1	98.4
Widow	6	1.6	1.6	100.0
Education Level:				
Below high school	13	3.4	3.4	3.4
High school/equi.	28	7.3	7.3	10.7
High commercial or equi	34	8.9	8.9	19.5
Bachelor degree	219	57.0	57.0	76.6
Master degree	86	22.4	22.4	99.0
Doctoral degree	3	.8	.8	99.7
Monthly income:				
Below 5,000	11	2.9	2.9	2.9
5,000-10,000	100	26.0	26.0	28.9
10,001-30,000	181	47.1	47.1	76.0
30,001-60,000	75	19.5	19.5	95.6
Over 60,000	16	4.2	4.2	99.7
Occupation:				
Own business	55	14.3	14.4	14.4
Employee	239	62.2	62.4	46.8
Gov officials	20	5.2	5.2	82.0
Student	45	11.7	11.7	93.7
Housewife	1	.3	.3	94.0
Unemployed	11	2.9	2.9	96.9
Other	12	3.1	3.1	100.0

Table 5.2. Respondents Data Related to Automotive Industrial.

Variance	Frequency	Percent	Valid Percent	Cumulative Percent
Possess personal car:				
Yes	343	89.3	89.3	89.3
No	41	10.7	10.7	100.0
Interest in automotive industrial:				
Not applicable	343	89.3	89.8	89.8
Yes	20	5.2	2.2	95.0
No	19	4.9	2.0	100.0
Involve in decision making:				
Yes	279	72.7	73.0	73.0
No	103	26.8	27.0	100.0
Present used brand:				
Michelin	120	31.3	32.4	32.4
Bridgestone	137	35.7	37.0	69.5
Goodyear	81	21.1	21.9	91.4
Others	32	8.3	8.6	100.0

Table 5.3. Target Audience's Attitude toward Tire Manufacture Company.

Variance	Frequency	Percent	Valid Percent	Cumulative Percent
Reach (time/week):				
2.5	286	74.5	74.7	74.7
6.10	55	14.3	14.4	89.0
11 & over	16	4.2	4.2	93.2
Never	26	6.8	6.8	100.0
Brand Awareness:				
Michelin	242	63.0	63.0	63.0
Bridgestone	87	22.7	22.7	85.7
Goodyear	45	11.7	11.7	97.4
Others	10	2.6	2.6	100.0
Attend in Special Event:				
Yes	26	6.8	6.8	6.8
No	286	74.5	74.7	81.5
Never heard about	70	18.2	18.3	99.7

Table 5.3. Target Audience's Attitude toward Tire Manufacture Company.
(Continued)

Variance	Frequency	Percent	Valid Percent	Cumulative Percent
Reason to Use Present Tire:				
Come from Manufacture				
Look & Design	116	30.2	31.2	31.2
Performance	38	9.9	10.2	41.4
Convenient in buying	150	39.1	40.3	81.7
Others	32	8.3	8.6	90.3
	36	9.4	9.7	100.0
Future Intention:				
Michelin	158	41.1	42.4	42.4
Bridgestone	113	29.4	30.3	72.7
Goodyear	50	13.0	13.4	86.1
Others	52	13.5	13.9	100.0
Focus in Hi-Technology:				
Yes	336	87.5	88.0	88.0
No	46	12.0	12.0	100.0
Focus in Social Contribution:				
Yes	329	85.7	85.9	85.9
No	54	14.1	14.1	100.0
Information Dimensions:				
Innovative	173	45.1	45.1	45.4
Special quality	183	47.7	47.7	92.7
Social contribution	5	1.3	1.3	94.0
Others	23	3.0	6.0	100.0
Influenced factor:				
Price	107	27.9	27.9	27.9
Performance+Technology	223	58.1	58.1	85.9
Convenient in Buying	31	8.1	8.1	94.0
Others	23	6.0	6.0	100.0
Distribution Channel:				
Tire Dealers	187	48.7	48.7	48.7
Service point in Gas station	22	5.7	5.7	54.4
One-Stop service shops	159	41.4	41.4	95.8
Others	15	3.9	3.9	99.7

5.3 Conclusion of the Model Result

The outcome of model development provided results of the corporate image promotion strategy. These efforts were recognized as key success factors used in

evaluating and measuring public relations effectiveness while also used as the beginning of a new effort of the future plan as their objectives. This project was emphasized on the “Outcome Evaluation”, the final step to assess end result of the program, and was measured the worth of public relations efforts by using “Impact Analysis”, the measurement of the impact or results of a public relations efforts. There are four dimensions of measurement that can be applied to assess the impact of any public relations campaign.

These are “Audience coverage”: the measurement involves not only the ratio of releases sent to releases used, we must also be able to specify what audiences, whether they are intended or unintended groups, were reached through which media by carefully checking on target media and maintain clipping files. “Audience Response” this data helps predicting whether the message will elicit a favorable or unfavorable reaction. Frequently, we can predict audience response by tracking media treatment of stories in terms of favorable, neutral, and unfavorable tendencies; “Campaign Impact”, the consideration of the impact of the campaign as a whole; “Environmental Mediation”, the environment of social processes that can have as much or more effect on the attainment of its goals as the prepared messages do.

5.4 Conclusion of Survey Results

In this survey research, the author aspired to find out the supportive information for the finding of corporate image promotion model. The author would like to present personal details and attitude toward Tire Manufacture Company in this part.

Personal Data in questionnaire section 1 demonstrated that the majority of respondents are working age, 25-34 years old, bachelors who gain the education level in bachelor degree with middle class employees, monthly income of 10,001-30,000 bahts.

The primary attitude survey shows that there are much more higher percentage of person who possessed personal car in 89.3 percent and for those who do not possess personal car but interested in an automotive industrial shows as 51.3 percent. On the other hand, possessed personal car data and do not possess one also shows that people interested in automotive at the percentage of 5.2. Further more, we would like to know that the car possessors whether employ an authority to make a decision in buying parts and/or accessories or not, the result revealed that there are 72.7 percent who decide their own purchase. In order to explore the attitude and action of respondents, the author found that mostly used brands during the survey session are Bridgestone, Michelin, and Goodyear, respectively.

The effectiveness of information published is normally recognized 2-5 times a week and the most familiarity brand is Michelin with the percentage of 63.0. But in term of special events: rally and other campaign, they do not successfully acquire an attention from consumer. The respondents are interested in tire, performance matter as the reason of using the present tires, and also factor that makes the most affect to buying decision is performance and technology. In this case, Michelin gains the most positive attitude shown in the future-buy trend of 41.1 percent. The Tire Manufacture Company who focuses in both Hi-Technology manufacture process and social contribute will be perceived as positive corporate image, moreover, consumer requires special quality information for helping them make buying decision as well. Another factor that will help public relations practitioner generate effective plan is to know the distribution channel for their product and the strategic planning, the questionnaire shows that most respondents rely on Tire Dealer rather than One-Stop service shops and Service Point in gas station.

5.5 Cross Tabulation Analysis

Investigation of the result from both model development and survey researched together with information gathered from Tire Manufacturer, show the correlation between each question's resulting in an ability to prove inference factors: perception, focus, credibility, creativity, and consistency of the corporate image promotion strategy.

For best result, the author compared respondents to target audience of the tire manufacturer and recognized that they both focus on working class bachelor very interested in automotive industrial.

5.5.1 Tire Selection Trend

The analysis of present brand used, brand awareness, and decision for the future used demonstrated that Michelin has perceived the recognition score in all area even though in present tired used, Bridgestone gained the highest score, but in brand familiarity and intention to use in the future, it is Michelin. That means even the present used is another brand name, but with the positive and great brand awareness or familiarity will affect to consumer behavior and lead to brand switching. In contrast, Bridgestone gains the highest score of the present used tires but in the familiarity factor Bridgestone was perceived lower than Michelin and then the intention to use in the future people tend to use Michelin rather than Bridgestone. Thus, to generate the familiarity and awareness, we should publish our information consistency.

5.5.2 Information Perception

Information perception is related to age factor, reach or message read by audience, and focusing of the information or the point of the message. They pointed out that target group age between 25-34 years old was reached by the published information quite often (2-5 times a week).

5.5.3 Age Factor

- (a) Age in comparison with familiarity shows that target group aged 25-34 years old is familiar to Michelin brand rather than any other brand, thus we can refer that Michelin aims to build brand awareness in working class group.
- (b) Age in comparison with special event attendance shows that there are a few audiences who have attended special events as the number of not attend is 284 out of 384 respondents.

5.5.4 Buying Decision Making

- (a) The result indicated that target audience who possessed personal car mostly makes their own decision in buying auto parts and accessory.
- (b) The reason of using present tires, going to use, and information most affected to decision, stated that Michelin is perceived as the higher performance and technology because the decision to use present tires and information most affected to decision falls into performance and technology while going to use is Michelin. Means that Michelin's market positioning is the higher performance and higher technology.

5.5.5 Information Creativity Content

- (a) Target group shows their interest in special performance and quality of an innovative tire manufacturing technology. The better information created for specific target group needs to be creatively matched target audience interest, which will attract more interest and generate the better perception.
- (b) The content of the information published draws the great affect in corporate image building especially in the topic of Hi-Technology, innovation, and social contribution. The reason is that Hi-Technology issue ensures

consumers of credibility of manufacture and production process. On the other hand, social contribution helps build corporation in term of social responsibility and pay back to the society they live in.

5.5.6 Brand Perception

From the result of decision of the present used tires related with going to use trend, reflected that consumer has positive perception of Michelin in term of high product performance therefore, they decided to continue using its product.

5.5.7 Focus Group

In comparison between distribution channel and special event, which is not effective among consumers but conversely, consumers who are not convenient to join the event rely on Tire Dealer. They need more information regarding the performance, special quality, and production process from tire manufacturers to gain more information and keep updating their business news in order to be the significant and reliable distribution dealer. Therefore, a tire manufacturer who would rather contact directly their consumer, always holds special event for this target group. Moreover, this special event lets manufacture party and their dealer get to know each other's needs, understand the characteristic of their business, and build the stronger relationship between them as well.

The study illustrates that the effective corporate image promotion plans are based on the effective research methods such as public relations audits, social audits, communication audit, and environmental monitoring.

VI. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

Business deals with and adapts to increasingly complex and dynamic environments. They manage relations with a variety of public and balance behavior in response to many, often conflicting, demands. They confront numerous complicated and pressing issues, including business ethics, equal opportunity, the quality of work life, consumerism, environmentalism, global commerce, and others.

Large corporations have substantial resources available to invest in public relations efforts. They do not invest, however, unless they believe the amounts spent will yield even greater returns. Thus, while public relations in allotted great scope and resources in business organizations, it is also held closely accountable for producing desired results.

Public relations is practiced by all managers in business, not just by those whose titles or job descriptions contain the term. Top-level executives are expected to spend substantial portions of their energies and efforts on public relations-related matters. Consequently, while the status of public relations has recently been elevated in business organizations, public relations specialists who possess only traditional skills risk being restricted to technical roles.

Corporate Image Promotion Strategies for a Tire Manufacturer apparently plays a significant role in every kind of business. The job of public relations in large corporations is ultimately to ensure that corporate power is maintained through responsible use and to help develop cooperative relationships between corporations and other societal institutions. To successfully promote attainment of these goals, public relations practitioners must understand and deal with public opinion concerning

business. Public relations department from its duty and responsibility is consequently handling this specific function, corporate image promotion. In order to establish an effective corporate image promotion strategy, public relations practitioner needs to understand every aspect of the whole organization: company philosophy, direction, mission, vision, etc. Hence, public relations practitioner has to explore necessary information as input of the research process, which consists of appreciation of the situation, definition of objectives, definition of publics, the budget, and planning process. Moreover, to be effective, corporate image promotion efforts must focus on the following factors (Baskin 1997):

- (1) The credibility of corporations and corporate management.
- (2) Demonstration of corporate concerns for individuals on a human scale.
- (3) A more thorough public understanding of the economic realities of corporate life including profits, productivity, pricing, and the distribution of the sales dollar.
- (4) A willingness on the part of business to help solve the problems in the society and lead the country toward change.

To investigate appreciation of the situation, an analyzing trend method is needed to predict the corporate consequences. Objectives, as the goal of the corporate, are the evaluation and measurement factors for every division, thus it needs to seek for the direction of management and the needs of departments by the semantic differential process. The target audience is whom the corporate would like to communicate with and their characteristics affect the communications tools selection: media, message, and timing. The budget is considered as the expenditure of the public relations department, which helps control the administrative and program cost. Establishing the program planning, public relations practitioner looks in two areas: climate of attitude situation,

formulate public relations program. From the information above, public relations practitioner will formulate the program process of each campaign. Knowledge gained through careful evaluation is an important payoff to any public relations effort. Evaluation of projects that are obvious failures can help prevent future mistakes. Careful measurement of successful efforts will help reproduce positive elements in future programs.

There are four major issues with special implications for corporate image promotion in the latter half of the 1990s and into the early 21st century, which include: globalization of business operations with resulting globalization of public relations, unprecedented technological change, increased emphasis on diversity issues, and intensified crises and disasters.

6.2 Recommendations

Corporate Image Promotion Strategy is a vital element, which will support every activity the company does. Corporate image efforts designed to improve public attitudes toward private enterprise must address the credibility of corporations corporate concern for individuals on a human scale, public understanding of economic realities, and corporate willingness to lead society toward change.

To ensure public confidence in business, public relations should act as business's eyes and ears, as a receiver of the subtle information that signals social demands, and as a purveyor of information that moves management toward effective response.

For small business, owners and managers typically serve as their own public relations experts. They can and should be involved with media, community, employee, customer, supplier, financial, and political relations. Such efforts promote and protect the small business and also improve its profitability.

Public relations is practiced more extensively and with more impact in large business organizations than anywhere else. Public relations is a means by which businesses seek to improve their ability to do business.

The process and the publics of public relations apply directly to business corporate image promotion. Business use media relations to gain support and sympathy from print and broadcast outlets, to generate positive publicity, to tell business's side of the story, and to reduce negative publicity or at least keep it in perspective.

Employee relations is important to business as it contributes to harmonious labor relations and helps attract and retain good employees. Effective employee communication can also stimulate worker creativity and input, boost attitudes and morale, improve product quality and customer service, and enhance productivity.

Community relations is a business concern because it supports sales, attracts employees, improves the quality of public services, provides support for business initiatives, and improves the quality of life for employees and executives.

Business is greatly concerned with consumer relations. Corporations want to build positive relations with customers, respond effectively to consumer complaints and problems, and support sales and marketing efforts.

Financial relations used in the corporate image promotion is that sound financial communication allows business to attract capital at the lowest possible cost. Other financial relations goals include ensuring that public firms' stock is appropriately valued, building knowledge and confidence in fund sources, and responding to investor questions or needs.

Finally, public affairs deals with business's interaction with government on various levels. Government relations have direct impact on a business's flexibility and manageability. Regulation, taxation, labor law, and international trade policies are only

a few ways in which governmental actions constrain business decision making and success.

In short, public relations is a means by which businesses seek to improve their ability to do business. Effective public relations smoothes and enhances a company's operations and eases and increases its sales. It enables a business to better anticipate and adapt to social demands and trends. It is the means by which businesses improve their operating environments.

The Diffusion Process is also recognized as the way in which new ideas are adopted in a society. There are five steps that describe how people are influenced to change:

- (1) Awareness: People are aware of the idea or practice, although their knowledge is limited.
- (2) Interest: People begin to develop an interest in the idea and seek more information about it.
- (3) Evaluation: People begin to apply the idea mentally to their individual situations. Simultaneously, they obtain more information and decide to try the new idea.
- (4) Trial: At this point, actual application begins, usually on a small scale. Potential adopters are primarily interested in the practice, techniques, and conditions necessary for application.
- (5) Adoption: Once the idea is proven worthwhile, it is adopted.

Furthermore, public relations practitioners have to concern with the five basic channels of influence:

- (1) Mass media: Electronic and print media such as radio, television, newspapers, and magazines.

- (2) Biased intermediaries: Individuals or groups (such as salespersons) that stand to benefit from another's adoption.
- (3) Unbiased third parties: Consumer groups, government agencies, and other groups or individuals that have credibility.
- (4) Significant others: Friends, relatives and others who are admired by potential adopters.
- (5) Personal experience: Actual use of the innovation.

The author also suggests "Public Relations by Objectives", therefore, public relations often fails because managers do not understand what public relations people are saying and doing. This can be prevented if talking in management's terms rather than trying to educate them in ours. Walt Seifert (1985) proposed the advantages of "Management by Objective" (MBO) in term of public relations that:

- (1) Communicates the way business people think in terms of business problems and objectives.
- (2) Raises the importance of public relations in the corporate structure.
- (3) Presents a structure for implementing effective communications programs.
- (4) Helps keep the public relations practitioner on target in solving public relations problems.
- (5) Contributes to the public relations body of knowledge.

Moreover, Seifert (1985) also proposed the process of MBO:

- (1) Gets a fix on the business problem: Analyze the business problem using all available research techniques, and then develop a clear, concise statement of what the problem is.

- (2) Translate the business problem into public relations objectives: This is the most difficult part of the process. The objectives should be stated in measurable terms.
- (3) Determine the audience(s): Identify to whom your message will be directed. There may be several audiences.
- (4) Determine program elements: Exactly what vehicles will be used to effect the program.
- (5) Determine budget: The ideal situation is to fit the budget to the need, using an objective and task approach.
- (6) Evaluate the program: Utilize appropriate measuring instruments and techniques.

In evaluation session, public relations practitioners have to pay attention to the common mistakes in the measurement of public relations effectiveness as follow:

- (1) Volume is not equal to results. Results in terms of the effect of those clippings on the publics for which they were intended cannot be measured by volume.
- (2) Estimate is not measurement. Rely on experience and intuition to gauge the effectiveness of public relations efforts is no longer acceptable as objective measurement.
- (3) Samples must be representative. Samples must be selected scientifically and systematically to avoid such errors.
- (4) Effort is not knowledge. The study of human learning suggests that after a certain level of knowledge is reached, the rate of learning slows in most people.

- (5) Knowledge is not favorable attitude. A high degree of name recall or awareness is not necessarily an indication that the public relations effort has been effective. Familiarity does not necessarily lead to positive opinion.
- (6) Attitude is not behavior. While positive public opinion may be a legitimate goal of public relations, it is incorrect to assume that favorable attitudes will result in desired behaviors.





APPENDIX A

BRIDGESTONE PROFILE

BRIDGESTONE

Goals

The goal of Bridgestone is to serve society by providing people with quality products in order to increase customer satisfaction.

Policy

Reconciling environmental concerns with customer wants and social needs are a top priority in corporate policy at Bridgestone. That priority is especially evident in Bridgestone's activity in developing means of recycling tires.

Green in Lots of Ways

Fuel economy is another environmental emphasis at Bridgestone. Efforts by tire manufacturers to help raise fuel economy focus on lowering the rolling resistance of their tires. But reconciling low rolling resistance with good traction requires new approaches to tire design, construction, and materials. Bridgestone continues to find ways to reduce rolling resistance further without compromising traction and handling. Bridgestone's R&D in rolling resistance has included developing the Ecopia line of tires especially for electric vehicles. The commercial viability of those vehicles will depend on lengthening the distance that the vehicles can travel on a single battery charge. And reductions in rolling resistance are a key to extending that distance. Environmental benefits also distinguish Bridgestone's Blizzak line of studless snow tires. Those tires maintain safe handling on snow and ice without causing the problems of dust and road damage associated with spiked tires.

Working to Satisfy Customers...

And to Keep Them Satisfied

A multi-brand strategy is the cornerstone of Bridgestone marketing. The company develops and promotes comprehensive line of products - from value-oriented, medium-priced tires to high-performance cars - centering with automakers in developing and supplying original equipment tires for different needs

Selling Economy, Marketing Reliability

Cost performance is a big part of the appeal of Bridgestone replacement tires for fleet operators, like trucking companies. A major reason for that cost performance is the superior retreadability of Bridgestone tires.

Cost performance and reliability also underline the strength of Bridgestone industrial products. On account of those qualities, Bridgestone is a leader in global markets for conveyor belts, marine hoses, and inflatable rubber dams, among other non-tire items.

3 Decades of Excellence in Technology

As a consequence of the promotion and development of Thai Bridgestone Co., Ltd., during the last 30 years, the tire industry has progressed steadily and Thai Bridgestone has grown by leaps and bounds. This achievement has come from the Company's decision to employ state-of-the-art machinery and the latest production technology from the most advanced manufacturing plants that serve both local and foreign markets, as well as, efficient personnel and management, and the indispensable

support from the Thai government and Bridgestone's worldwide network. These are the factors that have resulted in products from Thai Bridgestone winning customers satisfaction and taking Thai Bridgestone to the forefront of the industry.

Working Philosophy: The Basis for Success

It is the thirty years of continual growth, which has brought constant success to Thai Bridgestone Co., Ltd., which has stimulated the expansion of the tire industry in Thailand. Total devotion, dedication and creativity are put into the research and development of every step of production starting from the selection of high quality raw materials to the utilization of modern technology and machinery; the improvement of working processes, staff education, the scrupulous quality control throughout the production line, and the strict adherence to the environment conservation policy. These practices, evolving from Bridgestone's worldwide philosophy: 'Serving society with products of superior quality', has earned Bridgestone the confidence and trust from customers as the leader of the tire manufacturers for 3 decades. Furthermore, this philosophy has become the universally accepted standard for the tire industry.

Putting Tires to Work Again and Again

Reconciling environmental concerns with customer wants and social needs is a top priority in corporate policy at Bridgestone. That priority is especially evident in Bridgestone's activity in developing means of recycling tires.

The company has developed technology, for example, to process scrap tires into supplemental fuel for cement kilns. It works with a large cement company in Japan to collect scrap tires and dispose of them usefully in that manner. And it has made its patents on that technology available free of charge to interested companies in North America. The company also has built an electric-generation facility at one of its own plants in Japan that burns scrap tires alone as fuel.

Bridgestone recycles tires in other ways too. It mixes recycled rubber with paying materials, for example, to make outdoor walkways. The walkways are durable and are easier on feet than conventional asphalt or concrete.

At Work Away from Work...

Training center at a Bridgestone plant in Indonesia, hundreds of young Indonesian engineers have graduated from a training center that Bridgestone has operated since 1982 at its plant in their country. The center is open to all would be engineers, and graduates are under no obligation to work for Bridgestone.

In the United States, Bridgestone set up the Firehawks Honors Club in 1991 to encourage volunteer activities by young people on behalf of the environment. Musically, a company-sponsored symphonic wind ensemble in Bridgestone's hometown of Kurume has placed first more than 20 times in a national competition for wind ensembles. Bridgestone shares its resources with the community. Its plants share sporting facilities and other space with friends and neighbors. Bridgestone's pools and gymnasiums become community resources as the company makes them available for everyone to use.

Working in a Lot of Ways...

On the Road and Off

Safety has increased immensely as Bridgestone and other tire manufacturers have developed better materials and designs. Tires also last much longer than they used to, and they offer a more comfortable ride. Cars are quieter, thanks to advances at Bridgestone in reducing tire noise. Reductions in rolling resistance, meanwhile, are hard to see by just looking at a tire, but they show up clearly in lower gasoline bills.

More Than Cars and Trucks

Bridgestone is among the world's leading suppliers of tires for things like aircraft; construction, mining, and civil engineering equipment; farm tractors; motorcycles; forklifts; and just about everything else that moves on wheels. Even subway and monorail trains run on Bridgestone tires. Take the subway in Mexico City, Montreal, or Sapporo, and chances are you'll be riding on tires from Bridgestone.





APPENDIX B

GOODYEAR PROFILE

GOODYEAR

Corporate Information

Goodyear manufactures and markets tires, several lines of belts, hose and other rubber products for the transportation industry as well as various industrial and consumer markets around the world.

Goodyear operates plants in 27 countries.

Mission Into the 21st Century

(1) Mission:

Undisputed leadership in our markets and in our industry is Goodyear's goal.

(2) The Vision:

Goodyear ranked by all measures as the best tire and Rubber Company in the world, and returning to our position as the industry's undisputed world leader by the end of the year 2000.

(3) Goodyear's values

For the better part of a century, Goodyear's corporate values have been centered on the phrase. "Protect Our Good Name"

Today, this is brought to life through a developing culture in which a committed and competitive team of associates can excel.

(4) Goals

Fast and profitable growth in all core businesses
Hold a No. 1 or No. 2 market position
Strategic acquisitions and expansions
Be the lowest cost producer of the "Big Three" global companies

Business Fundamentals for Success in the 21st Century

(1) Growth

Total customer satisfaction through top quality products and superior service.

Sell Goodyear tires where customers want to buy them.

Promote products aggressively through advertising and communication.

(2) Goodyear's leadership

Goodyear is the world's largest tire company.
Goodyear is the No. 1 tire maker in North America and South America.
Goodyear is Europe's largest tire maker.

(3) Goodyear's associates

Goodyear, with the addition of its Dunlop tire joint ventures, has more than 100,000 associates around the world.

(4) Goodyear's shareholders

More than 28,000 investors own Goodyear common stock, which is traded on the New York Stock Exchange, Chicago Stock Exchange and Pacific Stock Exchange. (symbol GT)

(5) Goodyear's financials

In 1999, Goodyear posted net sales of \$ 12.29 billion.
Goodyear's net income was \$241.1 million.

(6) Cost

Continuous productivity improvements in the complete value chain.
Control SAG expense.
Effective working capital management to fuel growth through strong operating cash flow.

(7) Criteria for Strategic Acquisitions

Must enhance shareholder value
Must be in areas where we have core competencies
Must create synergies for Goodyear

(8) Funding Goodyear's Growth

Funding to come from cash flow and divestiture of under-performing, non-strategic assets
Financial health and a strong balance sheet are prerequisites: 25% to 30% debt-to-debt-plus-equity.
Debt structure to support strategic plan.

(9) Goodyear Competitive Edge: Human Resources

Goodyear diversity is a competitive advantage.
Increased focus on career development and succession planning.

(10) Goodyear's blimps

Aerial ambassadors of our company since 1925, Goodyear operates three blimps in North America.

In the United States, they are based in Akron, Ohio; Carson, California, and Pompano Beach, Florida.

Goodyear also operates airships in Europe, Spirit of Europe I and Spirit of Europe II; South America, The Spirit of the America, and Australia, The Spirit of the South Pacific.

(11) Goodyear Beginnings

The Goodyear Tire & Rubber Company was founded in 1898 by 38 year-old Frank Seiberling.

He purchased Goodyear's first plant with a \$3,500 down payment using money he borrowed from a brother-in-law.

The timing couldn't have been better. The bicycle craze of the 1890s was booming/ the horseless carriage was a wide-open challenge.

So on Aug. 29, 1898, Goodyear was incorporated with a capital stock of \$100,000.

(12) Goodyear's logo

Goodyear's winged-foot trademark was inspired by a newel-post statuette of the Roman god Mercury in the home of Goodyear founder Frank Seiberling.

Seiberling felt Mercury embodied many of the characteristics for which Goodyear products were known.



APPENDIX C
MICHELIN PROFILE

MICHELIN

Profile

The Michelin Group

The Michelin was established in France in May 1889. Until now Michelin has more than 120,000 employees throughout the world. The business presence in more than 170 countries, the companies in the Michelin Group are driven by quality of service. There are more than 80 factories in 19 countries all over the world. The everyday production is more than 830,000 tires over a broad product range, with the smallest under grams (0.5 pounds) and the biggest over 5 tons, besides they also produce more than 76,000 inner tubes, more than 4 million kilometers of wires, 88,000 wheels – and 70,000 tourist maps and guides.

The Michelin's only activity is focused on tires and travel publications as the whole group make tires for all types of vehicles: from bicycles to space shuttle, including cars, trucks, motorcycles, earthmover equipment, buses, subway trains, and aircraft. Moreover, Michelin also provides maps or guides, atlases or computerized products for their customer.

The global technology centers are made up of research and testing facilities in Europe, the USA and Japan planned for the future. At test centers, scientists put the finishing touches to new products and new manufacturing processes, constantly responding to the needs of the customers, whether they are car manufacturers or members of the public. Michelin's plantations aim to improve the quality of the natural rubber, to boost rubber production and the lifespan of the trees, and of promoting reafforestation.

They got consolidated sales figures of 81.9 billion of FRF (98) or in other words, an 18% share of the world market.

The strategy announced by the Michelin Group in September 2000 is that they all project to better adapt its workforce as to improve competitiveness.

Michelin Siam Group

Michelin formally entered Thai market in 1998 by forming a joint venture – Michelin Siam Co., Ltd. (MSC) – with Siam Tyre Public Co., Ltd. (STC), a member of Thailand's leading business conglomerate – the Siam Cement Group.

Given the success of the Michelin Siam Co., Ltd. (MSC), Michelin soon embarked upon two new joint ventures with Siam Tyre: Siam Tyre Industry Co., Ltd. (STI) in 1992 and Michelin Siam Marketing and Sales Co., Ltd. (MSG) in 1995. Later, Michelin also acquired shares in Siam Tyre Phre Pradaeng Co., Ltd. (STP), an affiliate of Siam Tyre.

This group of companies is now entirely owned by Michelin Siam Group Co., Ltd. (MSG), a new joint venture between Michelin and Siam Tyre Co., Ltd.

All these companies operate together as a homogeneous group – the Michelin Siam Group – a group whose reach is worldwide. With a total workforce of more than 3,000 employees the Group produces almost 5 million tires annually and in 1996, generated consolidated sales totaling 7.5 billion bath.

Deeply committed to its joint ventures here in Thailand, Michelin brings to its Thai affiliates of experience more than a century.

Given the mutual co-operation that exists among Michelin, Siam Cement, and Siam Tyre Plc., the Michelin Siam Group (MSG) will do its utmost, to maintain and to build upon – its position as the market leader.

MSG currently produces tires for everything from motorcycles to passenger cars, light trucks, trucks, tractors, off-the-road vehicles and retreaded aircraft tires; sold under the brand names “Michelin”, “BFGoodrich” and “Siamtyre”, they have gained widespread recognition, not only in Thailand, but in the countries of Asia and Pacific, Middle East, Europe, Africa, North and South America.

As the worldwide strategy has announced, Michelin in Thailand also adopted and stated, “We strive continuously to set the standard in terms of quality of service, to anticipate and satisfy our customers expectations.”

“Despite perfecting the radial tire and making inroads into the aircraft and motorcycle markets, Michelin continues to conduct research, to seek newer, more innovative technologies in order to serve its customers better and demonstrate that the company is still deserving their trust.”

Production Lines

As a leading manufacturer of quality tires, products manufactured by companies under the auspices of the Michelin Siam Group have enjoyed the trust and confidence of motorists, both at home and abroad. A whole range of tires from the MSG affiliates is available to meet the needs and demands of all segments of the market. The following are our main products:

Michelin: Motorcycles tires, Passenger car tires, Light truck radial tires, trucks & Buses tires, Retreaded aircraft tires.

BFGoodrich tires: Passenger car tires, Light truck radial tires.

Siamtyre: Passenger care tires, Light truck radial tires, Truck & Buses tires, Trucktots tires.

Quality Products for the Automobile Industry

Tires manufactured by affiliated companies of the Michelin Siam Group have proven worthy of being designated Original Equipment (OE) by leading automobile and motorcycle assemblers domestically and internationally.

Network

Michelin Siam Marketing and Sales Co., Ltd. (MSMS) is fully committed to meeting the ever-increasing demand for quality tires manufactured in the Michelin Siam Group, by establishing an extensive network of dealers, while trying its utmost to work

closely with distributors, offering them the proper support to strengthen our business relations for the mutual success of both parties.

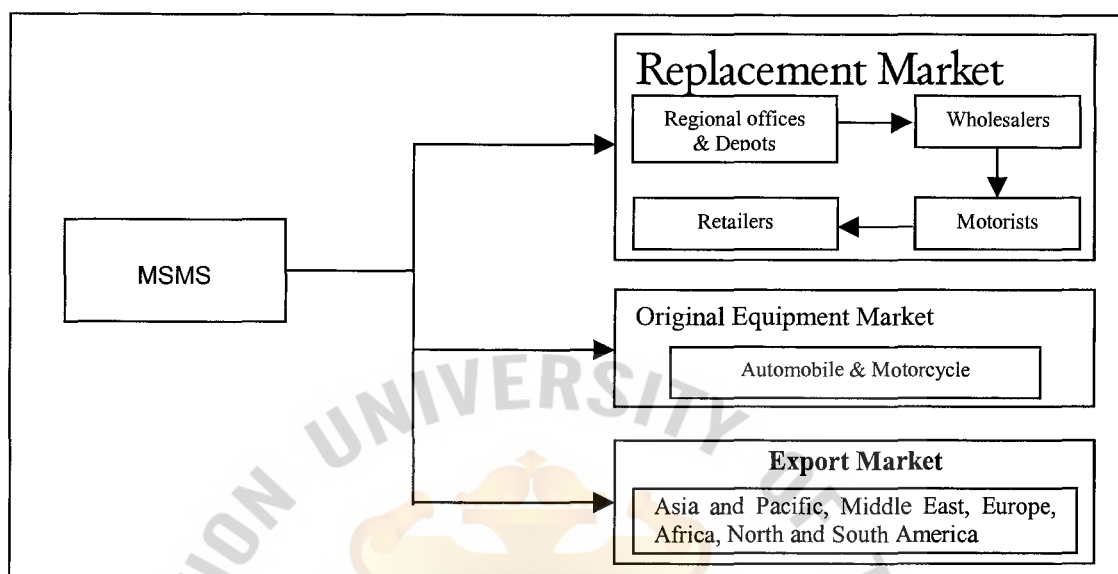


Figure C.1. MSMS' Markets (Michelin 1997).

Social Contribution

The Michelin Siam Group has always made it a policy in expressing its wider commitment to society by making contributions where appropriate.

In addition, MSG has been active in launching a series of public campaigns for the benefit of motorists, as well as for the public at large, e.g., **“Safe Driving with Michelin”** a successful on-going campaign includes a Free Tire Inspection Service; distributing free literature, including manuals; organizing special exhibits on **“Tire and Safety”**; sponsoring a series of demonstrations on **“Safety Riding for Motorcyclists”**; organizing a campaign on **“Safety on the Roads”** promoting discipline and courtesy among motorists, etc.

The Michelin Green Guide

The first Michelin Green Guide came out in 1926, it earned a reputation as the most comprehensive, up-to date and accurate guide available for travelers and tourists.

Michelin Green Guides provide detailed information of local culture, the economy, history, and geography architecture and tourist sites. What distinguishes Michelin Guides is the reliability of the information.

In cooperation with the Siam Cement Group, Michelin has launched its first book ever produced for any Asian Country **“The Michelin Green Guide to Thailand”**. The

venture has taken three years to plan and research and represents a 24 million bahts investment.

The results of the Michelin Green Guide Thailand is to help attracting both new and previous visitors to see the splendors of the Kingdom and thereby, contribute to the prosperity of the tourism market, as well as the well-being of the Thai people.

People

In the MSG Group, people are encouraged to develop to their fullest potential. We make use of the training and development opportunities available throughout the Michelin Group both here in Thailand and abroad.

The Group has its own training centers.

- (1) Technical Training Center at Michelin Siam Co., Ltd. (MSC) Plant at Laem Chabang;
- (2) Technical Training Center at Siam Tyre Industry Co., Ltd. (STI) Plant in Saraburi
- (3) Commercial Training Center at laem Chabang site, organized by Michelin Siam Marketing and Sales Co., Ltd. (MSMS)

Fully aware that training and development is the key to personal and corporate success, we have always made it a cornerstone of our policy to invest in the people in our Group – an investment we will continue to make well into the future.

Michelin Philosophy

- (1) A commitment to customer service
- (2) A dedication to innovation and research
- (3) A commitment to the environment
- (4) A desire to continually improve safety and performances
- (5) A refusal to conform to generally accepted ideas

Vision of Michelin 100 years in Thailand

Performance, innovation & progress

In Passenger Car Industrial

Michelin has emphasized in two dimensions: Market product, and Corporate Image as a whole.

- (1) Product:
 - Brand positioning is placed in an up-market
 - Vision = Quality tires for European cars with higher price
 - Product specification = Tire especially for 2000 cc., upper market Europeans brand.
 - Target group = High salary, professional career, high-class life style. (Therefore the strategic is that in higher price, we can catch people both higher lifestyle and lower who easily move up than down.)
- (a) In addition, another brand positioning = Driving comfort
 - = Smooth and no annoying noise while driving
 - = Response to the steering control: control-driving direction.
- (b) Media: TVC, MagAd, Print Ad, POP, Billboard, Radio Spot
- (c) Goal: Brand Awareness and Brand positioning

(2) Corporate image:

Michelin generates corporate image together with social contribution. Therefore, Michelin emphasizes on: Hi-technology, Environment, and social contribution. Target at publics, dealers, and customer.

(a) Product: BFGoodrich, Michelin, Siam tyre, and other brand for export.

(b) Project arranged:

Sponsoring Motor sports (which always wins in every match) and Formular1 racing,

Social contribution in Thailand; Tire recycled playground in up country,

Used tires as fuel by joining hands with Siam Cement,

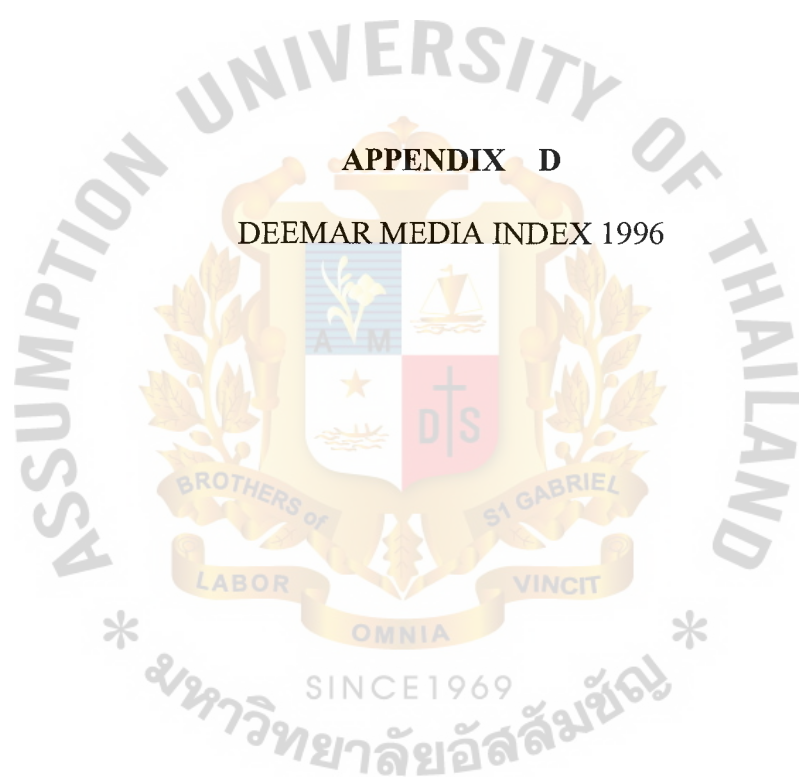
Arranged drawing contest and exhibition for children, and

Safety Driving campaign.

(c) Media: gives away product as brochure, sticker, and other miscellaneous product (which Michelin normally sells and gives to dealer only)

Evaluation Result

Therefore, public relations program regarding corporate image is dealing with consumer insight, which is an intangible result, Michelin's public relations division measures only by news clipping unlike marketing division who measures by sale volume and the quantitative measurement.



TableD.1. Ownership of Durables (Deemar Media Index 1996).

% of Adult Aged 15+ All SES.	Greater Bangkok 6,532	Upcountry		Nationwide 46,302
		Urban 3,425	Rural 36,345	
Living in Household With				
Television Set	96	96	93	94
Radio Set	87	76	62	66
Satellite Dish	1	2	*	*
Cable TV.	7	3	*	1
Video Set	58	51	11	21
Video Camera	5	4	*	1
Stereo Set	58	41	23	29
Laser Disc	5	2	*	1
Compact Disc	12	7	1	3
Kara o-Ke Set	11	11	1	3
Camera	51	41	11	19
Car	29	24	6	11
Pick-up Truck	22	19	10	13
Motocycle	37	80	71	67
Bicycle	34	39	57	53
Air Conditioner	29	21	1	7
Refrigerator	87	89	60	66
Stove & Oven	12	13	1	4
Water Heater	21	26	7	10
Vacuum Cleaner	22	18	1	5
Washing Machine	43	48	9	17
Microwave Oven	16	8	1	3
Telephone	58	40	3	14
Mobile Telephone	19	9	1	4
Computer	10	5	*	2

* = Percentage less than 0.5%



FORMAL RESEARCH TECHNIQUES

Walter K. Linderman has founded from his study of 253 practitioners, that there are 17 research techniques preferred among professionals in Public Relations field. Summary of his findings is listed in Table E. below:

Table E.1. Research Techniques Respondents Claimed They Used Most Frequently (Baskin 1997).

Literature searches/information retrieval
Publicity tracking
Telephone/mail surveys with simple cross-tabs
Focus groups
PR/communications audits
Secondary analysis studies
Consumer inquiry analysis
Depth interviews with opinion leaders
Readership/readability studies
Pre- and posttests (before and after polls)
Sophisticated techniques (conjoint/factor analysis)
Psychographic analysis
Mall intercept/shopping center studies
Content analysis studies
Experimental designs
Unobtrusive measures (role-playing, observation participation)



QUESTIONNAIRE

AIM: All responses solely serve the purpose of research objective, which is to gather consumer's perception towards **Tire Manufacture Company** through the corporate image promotional strategy campaign.

Instruction:

This questionnaire is part of a project research for the degree of Master of Science in Computer and Engineering Management, Assumption University. Your participation is highly appreciated. All responses will be kept confidential and anonymous.

This questionnaire is divided into 2 sections:

- Section 1 The Respondent's Detail
- Section 2 Consumer's Attitude toward Tire manufacturer.

The responses are just for consumer's attitude research, they are all correct. For the most beneficial research, please kindly fill up all questions.

☺ THANK YOU FOR YOUR COOPERATION ☺

Section 1: The Respondent's Detail

Instruction: Please mark ✓ for your choices.

1. Sex
☐ Male ☐ Female
2. Age
☐ Below 18 ☐ 18-24
☐ 25-34 ☐ 35-44
☐ 45-54 ☐ 55 and above
3. Marital Status
☐ Single/Unmarried ☐ Married
☐ Divorced/Separated ☐ Widowed
4. Education Level
☐ Below High School
☐ High School or Equivalent
☐ High Commercial School or Equivalent
☐ Bachelor Degree
☐ Master Degree
☐ Doctoral Degree
☐ Others, Please Specify _____
5. Monthly Income (Baht)
☐ Below 5,000 ☐ 5,000-10,000
☐ 10,001-30,000 ☐ 30,001-60,000
☐ Over 60,000
6. Occupation
☐ Own Business/Entrepreneur
☐ Employee of Private Company
☐ Government or State Enterprise Officials
☐ Student
☐ Housewife
☐ Unemployed
☐ Others, Please Specify _____
7. Do you or your family possess a personal car?
☐ Yes (go to No.9) ☐ No
8. Are you interested in automotive industrial?
☐ Yes ☐ No
In Topic of _____
9. Are you a decision-maker (or part of decision-making process) in selecting auto-part or accessories?
☐ Yes ☐ No
10. What is your present tire brand you use?
☐ Michelin ☐ Bridgestone
☐ Goodyear ☐ Others, Please Specify _____

Section 2: Consumer's Attitude toward Tire Manufacturer.

Instruction: Please mark ✓ for your choices.

1. Have you ever heard of/seen Public relations/Advertisement campaigns of Tire manufacture companies? How often?
☐ Yes 2-5 times/week ☐ Yes 6-10 times/week
☐ Yes 11 times and over ☐ No, Never.
2. Which one is the most familiar Tire Manufacture Company that you have heard about?
☐ Michelin ☐ Bridgestone
☐ Goodyear ☐ Other. Please Specify _____
3. Have you ever attended any activity or campaign arranged by Tire Manufacture Company?
☐ Yes ☐ No
☐ Never heard about.
Reason _____
4. Why did you decide to use your present tire?
☐ Come with the car ☐ Look and Design of the tire
☐ Tire performance ☐ Convenience in buying
☐ Other. Please specify _____
5. In the future, which brand are you going to use?
☐ Michelin ☐ Bridgestone
☐ Goodyear ☐ Other. Please Specify _____
Reason _____
6. Do you agree that focusing on high technology and innovative issue will achieve the corporate image campaign?
☐ Yes ☐ No
Reason _____
7. Do you agree that focusing on social contribution issue will achieve the corporate image campaign?
☐ Yes ☐ No
Reason _____
8. Which dimension of the news that you would like to know the most, regarding Tire manufacture company?
☐ Innovative and Hi-Technology ☐ Special quality of the Tire
☐ Social Contribution campaign ☐ Other. Please Specify _____
9. Which factor most affects your decision-making in Tire purchase?
☐ Price ☐ Performance & Technology
☐ Convenience in buying ☐ Other. Please Specify _____
10. Where do you decide to use service regarding tire matter: tire change, tire repair?
☐ General Tire Dealers ☐ Service Point in Gas Station
☐ One-Stop Service shops ☐ Other. Please Specify _____
Reason _____

แบบสอบถาม

วัตถุประสงค์ คำตอบจากแบบสอบถามนี้ จะถูกนำไปใช้ในการวิจัยเพื่อตอบคำถามเกี่ยวกับความรู้
สัณนิทัศน์ของผู้บริโภคที่มีต่อองค์กร โดยผ่าน “กลยุทธ์การส่งเสริมภาพลักษณ์ของ
บริษัทผู้ผลิตรายรถยนต์ในประเทศไทย”

คำชี้แจงเกี่ยวกับแบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของการทำวิจัยศึกษาระดับปริญญาโท ภาควิชาการจัดการวิศวกรรม
คอมพิวเตอร์ มหาวิทยาลัยอัสสัมชัญ ขอขอบคุณทุกท่านที่ให้ความร่วมมือในการตอบคำถาม และขอ
มูลที่ท่านให้จะไม่ถูกนำไปเปิดเผยโดยไม่ได้รับอนุญาต

แบบสอบถามฉบับนี้แบ่งเป็น 2 ส่วน ดังนี้

- ส่วนที่ 1 เกี่ยวกับรายละเอียดของผู้ตอบแบบสอบถาม
ส่วนที่ 2 เกี่ยวกับความรู้สัณนิทัศน์ของผู้บริโภคต่อองค์กร

คำตอบแต่ละข้อใช้เพียงเพื่อวิจัยเกี่ยวกับความรู้สัณนิทัศน์ของผู้บริโภค จึงไม่มีข้อใดถูกหรือผิด เพื่อ
ประโยชน์ในการทำวิจัย ขอความกรุณาท่านได้โปรดตอบคำถามทุกข้อ

😊 ขอขอบคุณที่ให้ความร่วมมือ 😊

ส่วนที่ 1 รายละเอียดของผู้ตอบแบบสอบถาม

วิธีตอบ: กรุณาทำเครื่องหมาย ✓ หน้าคำตอบที่ตรง หรือใกล้เคียงกับท่านมากที่สุด

1. เพศ

<input type="radio"/> ชาย	<input type="radio"/> หญิง
---------------------------	----------------------------
2. อายุ

<input type="radio"/> ต่ำกว่า 18 ปี	<input type="radio"/> 18-24 ปี
<input type="radio"/> 25-34 ปี	<input type="radio"/> 35-44 ปี
<input type="radio"/> 45-54 ปี	<input type="radio"/> 55 ปี ขึ้นไป
3. สถานภาพสมรส

<input type="radio"/> โสด	<input type="radio"/> สมรส
<input type="radio"/> หย่า หรือแยกกันอยู่	<input type="radio"/> หม้าย
4. ระดับการศึกษา

<input type="radio"/> ต่ำกว่าระดับมัธยมศึกษา	<input type="radio"/> ระดับมัธยมศึกษา หรือเทียบเท่า (ป.ว.ช.)
<input type="radio"/> ระดับอนุปริญญา หรือเทียบเท่า(ป.ว.ส.)	<input type="radio"/> ระดับปริญญาตรี
<input type="radio"/> ระดับปริญญาโท	<input type="radio"/> ระดับปริญญาเอก
<input type="radio"/> อื่นๆ โปรดระบุ _____	
5. รายได้ต่อเดือน

<input type="radio"/> ต่ำกว่า 5,000 บาท	<input type="radio"/> 5,000-10,000 บาท
<input type="radio"/> 10,001-30,000 บาท	<input type="radio"/> 30,001-60,000 บาท
<input type="radio"/> สูงกว่า 60,000 บาท ขึ้นไป	
6. สถานภาพการทำงาน

<input type="radio"/> ประกอบกิจการส่วนตัว	<input type="radio"/> พนักงานธุรกิจเอกชน
<input type="radio"/> ข้าราชการ หรือพนักงานรัฐวิสาหกิจ	<input type="radio"/> นักเรียน หรือนักศึกษา
<input type="radio"/> แม่บ้าน	<input type="radio"/> ไม่ได้ทำงาน
<input type="radio"/> อื่นๆ โปรดระบุ _____	
7. คุณหรือครอบครัวมีรถยนต์ส่วนบุคคลอยู่ในครอบครองหรือไม่

<input type="radio"/> มี (ข้ามไปข้อ 9)	<input type="radio"/> ไม่มี
--	-----------------------------
8. จากข้อ 7 คุณมีความสนใจด้านรถยนต์/ยานยนต์หรือไม่ อย่างไร

<input type="radio"/> มี	<input type="radio"/> ไม่มี
--------------------------	-----------------------------

 ในด้าน _____
9. คุณมีส่วนร่วม หรือเป็นผู้ตัดสินใจในการเปลี่ยนอะไหล่ หรืออุปกรณ์เสริมรถยนต์หรือไม่อย่างไร

<input type="radio"/> มี	<input type="radio"/> ไม่มี
--------------------------	-----------------------------
10. รถยนต์ที่ท่านใช้อยู่ในขณะนี้ใช้อย่างยี่ห้ออะไร

<input type="radio"/> มิตซูบิชิ	<input type="radio"/> บริดจสโตน
<input type="radio"/> กู้ดเยียร์	<input type="radio"/> อื่นๆ โปรดระบุ _____

ส่วนที่ 2 ความรู้สึกนึกคิดของผู้บริโภคต่อองค์กร

วิธีตอบ: กรุณาทำเครื่องหมาย ✓ หน้าคำตอบที่ตรง หรือใกล้เคียงกับท่านมากที่สุด

1. คุณเคยได้ยิน/ได้ชมโฆษณา ประชาสัมพันธ์ของบริษัทผู้ผลิตรายรถยนต์บ้างหรือไม่ อย่างไร ทางสื่อใด

<input type="radio"/> เคย 2-5 ครั้ง/สัปดาห์	<input type="radio"/> เคย 6-10 ครั้ง / สัปดาห์
<input type="radio"/> เคย 11 ครั้งขึ้นไป / สัปดาห์	<input type="radio"/> ไม่เคย
2. คุณรับทราบข่าวสาร การโฆษณา การประชาสัมพันธ์ ของบริษัทผู้ผลิตรายรถยนต์รายใดมากที่สุด

<input type="radio"/> มิชลิน	<input type="radio"/> บริดจสโตน
<input type="radio"/> กู๊ดเยียร์	<input type="radio"/> อื่นๆ โปรดระบุ _____
3. คุณเคยเข้าร่วมโครงการ หรือกิจกรรมของบริษัทผู้ผลิตรายรถยนต์บ้างหรือไม่ อย่างไร

<input type="radio"/> เคย	<input type="radio"/> ไม่เคย
<input type="radio"/> ไม่เคยทราบข่าวสาร	

 เหตุผล _____
4. ทำไมท่านจึงตัดสินใจเลือกให้ยารยนต์ที่ใช้อยู่ในปัจจุบัน

<input type="radio"/> ติดมากับรถยนต์ เมื่อซื้อ	<input type="radio"/> คำนึงถึงรูปลักษณ์และการออกแบบ
<input type="radio"/> สมรรถภาพของยาง	<input type="radio"/> ความสะดวกในการซื้อหา
<input type="radio"/> อื่นๆ โปรดระบุ _____	
5. ในอนาคต คุณจะตัดสินใจเลือกให้ยารยนต์ยี่ห้อใด

<input type="radio"/> มิชลิน	<input type="radio"/> บริดจสโตน
<input type="radio"/> กู๊ดเยียร์	<input type="radio"/> อื่นๆ โปรดระบุ _____

 เหตุผล _____
6. การที่ผู้ผลิตรายรถยนต์มุ่งเผยแพร่ข่าวสารด้านเทคโนโลยีทางการผลิต และการคิดค้นใหม่ๆ ของยารยนต์ มีส่วนช่วยเสริมสร้างภาพลักษณ์ขององค์กรได้หรือไม่

<input type="radio"/> มี	<input type="radio"/> ไม่มี
--------------------------	-----------------------------

 เหตุผล _____
7. การที่ผู้ผลิตรายรถยนต์มุ่งเผยแพร่ข่าวสารด้านการแสดงความรับผิดชอบต่อสังคม การอนุรักษ์สิ่งแวดล้อม มีส่วนช่วยเสริมสร้างภาพลักษณ์ขององค์กรได้หรือไม่

<input type="radio"/> มี	<input type="radio"/> ไม่มี
--------------------------	-----------------------------

 เหตุผล _____
8. เนื้อหา ข่าวสารในด้านใดของบริษัทผู้ผลิตรายรถยนต์ ที่คุณต้องการทราบมากที่สุด

<input type="radio"/> เทคโนโลยี ความก้าวหน้าต่างๆ	<input type="radio"/> คุณลักษณะพิเศษของยาง อาทิ ความนุ่มนวล
<input type="radio"/> การจัด และการเข้าร่วมกิจกรรมเพื่อสังคม	<input type="radio"/> อื่นๆ โปรดระบุ _____
9. ปัจจัยใดมีผลต่อการตัดสินใจเลือกซื้อยางของท่านมากที่สุด

<input type="radio"/> ราคา	<input type="radio"/> สมรรถภาพ และเทคโนโลยี
<input type="radio"/> ความสะดวกสบายในการซื้อ	<input type="radio"/> อื่นๆ โปรดระบุ _____
10. คุณจะเลือกใช้บริการเปลี่ยน หรือซ่อมยางที่ใด

<input type="radio"/> ร้านตัวแทนจำหน่ายทั่วไป	<input type="radio"/> ศูนย์บริการในปั้มน้ำมัน
<input type="radio"/> ศูนย์บริการครบวงจร	<input type="radio"/> อื่นๆ โปรดระบุ _____

 เหตุผล _____

APPENDIX G

CATEGORIES OF PUBLIC RELATIONS RESEARCH ACTIVITIES



CATEGORIES OF PUBLIC RELATIONS RESEARCH ACTIVITIES

Table G.1. Categories of Public Relations Research Activities (Lerbinger 1977).

External Environment	Organization	Publics	Message	Media	Effects
I. Environmental monitoring	II. Public relations audit A. Audience identification B. Corporate images III. Communications audit	1. Readership survey		2. Content analysis 3. Readability survey	
IV. Social audits					

Source: Otto Lerbinger, "corporate Use of Public Relations Research," Public Relations Review 3 (Winter 1977): 13.



สรุปข่าวประชาสัมพันธ์
บริษัท ฟาร์อีสท์ รีบเบอรั เทรดดิ้ง จำกัด
ประจำเดือน มกราคม 2543

Date	Publication	Headline	Full Color	Black/White	Column Inch	Cost (Baht) @ Column Inch	Total (Baht)
Jan. 3-5	Prachart Business	ไอซีไอ ขึ้นแบงก์ 3 ตลาดยาง	✓		75	1,096	82,200
Jan. 26	Pim Thai	ยางน้องใหม่ "ไอซีไอ" รับ ISO 9002		✓	7	700	4,900
Dec'99	Commercial World	พล พิธิษฐเกษม สร้างแบรนด์ยางรถยนต์ไทย เทียบชั้นบริษัทข้ามชาติ	✓		1 Page	40,000	40,000
Dec'99	Commercial world	ได้ใบรับรองการ	✓		1 Page	40,000	40,000
Dec'99	Commercial World	คนการค้า	✓		39	409	15,951
Dec'99	Commercial World	พล พิธิษฐเกษม สร้างแบรนด์ยางรถยนต์ไทย เทียบชั้นบริษัทข้ามชาติ	✓		8 Page	40,000	320,000
Jan'00	Direct News	"ไอซีไอ" รวมพลดีดเดอร์ทั่วประเทศ	✓		8.75	900	7,875
Jan'00	Travel & Marketing	เปิดตัว		✓	12.25	435	5,328.75
Jan'00	Tody's Motorcar	ยางใหญ่	✓		6.25	286	1,787.5
Jan'00	Off Road	"ไอซีไอ" ได้ฤกษ์เปิดตัว	✓		10.5	307	3,223.5
Total	10 News				158.75 10 Pages		521,265.75

Figure H.1. News Clipping Evaluation (Far East Rubber Trading 2000).



Table I.1.1.1. The Selection Trend.

		Case Processing Summary					
		Valid			Missing		
		N	Percent		N	Percent	Total
most familiarity	* going to use * present tired brand	309	94.50%		18	5.50%	327
							100



Table I.1.2. Crosstabulation of Tire Selection Trend.

most familiarity * going to use * present tired brand Crosstabulation

Count		going to use				Total
present tired brand		micelin	bridgestone	goodyear	others	
micelin	most familiarity	micelin 49	15	4	5	73
	bridgestone	7	7	1	2	17
	goodyear	4		1		5
	others				1	1
	Total	60	22	6	8	96
bridgestone	most familiarity	micelin 30	31	3	4	68
	bridgestone	3	28	1	4	36
	goodyear	1	6	3		10
	others				1	1
	Total	34	65	7	9	115
goodyear	most familiarity	micelin 16	2	8	6	32
	bridgestone	3	5	6	1	15
	goodyear	3	1	17		21
	others				1	1
	Total	22	8	31	8	69
others	most familiarity	micelin 5	3		9	17
	bridgestone	1	3		1	5
	goodyear	2				2
	others		6		5	5
	Total	8	6		15	29

Table I.2.1. Information Perception.

		Case Processing Summary				
		Valid		Missing		Total
		N	Percent	N	Percent	Percent
focus in high technology * focus in social contribution *age * ever heard		322	98.47%	5	1.53%	100.00%

Table I.2.2. Crosstabulation of Information Perception.

focus in high technology * focus in social contribution * age * ever heard Crosstabulation

Count	ever heard	age		focus in social contribution		Total
				yes	no	
2-5	below 18	focus in high technology	no		1	1
		Total			1	1
	18-24	focus in high technology	yes	60	5	65
			no	10	2	12
25-34	Total		70	7	77	
		focus in high technology	yes	94	10	104
		no	9	5	14	
	Total		103	15	118	
35-44	focus in high technology	yes	18	6	24	
		no	1	1	2	
	Total		19	7	26	
		focus in high technology	yes	9		9
45-54		no	1	1	2	
		Total	10	1	11	

Table I.2.2. Crosstabulation of Information Perception. (Continued)

ever heard	age		focus in social contribution		Total
			yes	no	
2-5	55 & over	focus in high technology	5	1	6
		Total	5	1	6
6-10	below 18	focus in high technology	1		1
		Total	1		1
	18-24	focus in high technology	12	2	14
		Total	12	2	14
	25-34	focus in high technology	19	3	22
		yes		2	2
		no		5	24
		Total	19		
	35-44	focus in high technology	3	2	5
		Total	3	2	5
	45-54	focus in high technology	2		2
		Total	2		2
11 & over	55 & over	focus in high technology	1		1
		Total	1		1
	below 18	focus in high technology	1		1
		Total	1		1
	18-24	focus in high technology	3		3
		Total	3		3
	25-34	focus in high technology	4	1	5
		yes	1		1
		no		1	6
		Total	5		
	35-44	focus in high technology	1	1	2
		Total	1	1	2
	45-54	focus in high technology	1		1
		Total	1		1

Table I.2.2. Crosstabulation of Information Perception. (Continued)

ever heard	age		focus in social contribution		Total
			yes	no	
never	below 18	focus in high technology	yes		
			no		
		Total			
18-24	focus in high technology		1		1
			1	1	2
		Total	2	1	3
18-24	focus in high technology		1		1
				2	2
		Total	1	2	3
25-34	focus in high technology		7		7
				2	2
		Total	7	2	9
35-44	focus in high technology			1	1
				1	1
		Total		1	1
45-54	focus in high technology		1		1
			1	1	2
		Total	1	1	2
55 & over	focus in high technology		3		3
			1	1	2
		Total	4	1	5

Table I.3.1. Age Factor and Familiariaty.

Case Processing Summary

	Cases				
	Valid		Missing		Total
	N	Percent	N	Percent	Percent
age * most familiarity	325	99.39%	2	0.61%	100.00%

Table I.3.2. Crosstabulation of Age Factor and Familiariaty.

age * most familiarity Crosstabulation

Count	age	most familiarity				Total
		michelin	bridgestone	goodyear	others	
	below 18	2	2		2	6
	18-24	69	17	12	1	99
	25-34	95	41	17	5	158
	35-44	16	9	9		34
	45-54	12	4			16
	55 & over	6	5	1		12
	Total	200	78	39	8	325

Table I.4.1. Age Factor and Activity Attendent.

Case Processing Summary

	Cases				
	Valid		Missing		Total
	N	Percent	N	Percent	Percent
age * ever attend activity	325	99.44%	2	0.61%	100.00%

Table I.4.2. Crosstabulation of Age Factor and Activity Attendent.

age * ever attend activity Crosstabulation

Count		ever attend activity				Total
		yes		no		
		yes	no	never heard about	missing	
age	below 18	1	4	1		6
	18-24	8	78	13		99
	25-34	10	118	30		158
	35-44	2	22	9	1	34
	45-54	2	12	2		16
	55 & over		8	4		12
Total		23	242	59	1	325

Table I.5.1. Buying Decision Making1.

Case Processing Summary					
	Valid		Missing		
	N	Percent	N	Percent	Total
	325	99.39%	2	0.61%	327
possess personal car * decision maker					100.00%

Table I.5.2. Crosstabulation of Buying Decision Making1.

possess personal car * decision maker Crosstabulation

Count	decision maker			
	yes		no	
	yes	no	yes	no
possess personal car	221	14	66	24
Total	235	235	90	325

Table I.6.1. Buying Decision Making2.

Case Processing Summary					
	Valid		Missing		
	N	Percent	N	Percent	Total
	311	95.11%	16	4.89%	327
decide to use present tire * most affected to decision * going to use					100.00%

Table I.6.2. Crosstabulation of Buying Decision Making2.

decide to use present tire * most affected to decision * going to use Crosstabulation

Count

going to use		most affected to decision				Total
		price	performance & technology	convenient in buying	others	
michelin	decide to use present tire	22	23	4	1	50
	look & design	5	9			14
	performance	8	31	1	2	42
	convenient in buying	4	4	2		10
	others	2	6		1	9
	Total	41	73	7	4	125
bridgestone	decide to use present tire	4	14	1		19
	look & design	4	7			11
	performance	6	32	5	6	49
	convenient in buying	4	2	5		11
	others	3	3		3	9
	Total	21	58	11	9	99
goodyear	decide to use present tire	5	9	2		16
	look & design	3	6	1		10
	performance	2	9	2		13
	convenient in buying		2	2		4
	others				1	1
	Total	10	26	7	1	44
others	decide to use present tire	3	6	2	2	13
	look & design		2			2
	performance	4	9		1	14
	convenient in buying	5	1	1	3	1
	others	12	22	3	6	13
	Total					43

Table I.7.1. Information Creativity Content1.

Case Processing Summary					
		Cases			
Valid		Missing		Total	
N		N		N	
Percent		Percent		Percent	
dimensions of news * most affected to decision		0		327	
		0.00%		100.00%	

Table I.7.2. Crosstabulation of Information Creativity Content1.

dimensions of news * most affected to decision Crosstabulation

Count		most affected to decision				Total
		price	performance & technology	convenient in buying	others	
dimensions of news	0		1			1
	innovative	48	85	8	1	142
	special quality	38	93	19	8	158
	social contribution	1	2	1	4	4
	others	2	8	1	11	22
Total		89	189	29	20	327

Table I.8.1. Information Decision Making 2

Case Processing Summary					
	Valid		Missing		
	N	Percent	N	Percent	Total
	324	99.08%	3	0.92%	327
focus in high technology * focus in social contribution * dimensions of news					100.00%

Table I.8.2. Crosstabulation of Information Decision Making2.

focus in high technology * focus in social contribution * dimensions of news Crosstabulation

Count	dimensions of news		focus in social contribution				Total	
			focus in social contribution		Total			
			yes	no				
0	focus in high technology	yes	1			1		
	Total		1			1		
innovative	focus in high technology	yes	103	10		113		
		no	17	10		27		
	Total		120	20		140		
special quality	focus in high technology	yes	131	11		142		
		no	7	8		15		
	Total		138	19		157		
social contribution	focus in high technology	yes	4			4		
	Total		4			4		
	focus in high technology	yes		10		19		
others		no	1	2		3		
	Total		10	12		22		

Table I.9.1. Brand Perception.

Case Processing Summary						
	Valid			Missing		
	N	Percent		N	Percent	Total
decide to use present tire * going to use	311	95.11%		16	4.89%	327
						100.00%

Table I.9.2. Crosstabulation of Brand Perception.

decide to use present tire * going to use Crosstabulation

Count		going to use				Total
		micelin	bridgestone	goodyear	others	
decide to use present tire	attached to car	50	19	16	13	98
	look & design	14	11	10	2	37
	performance	42	49	13	14	118
	convenient in buying	10	11	4	1	26
	others	9	9	1	13	32
Total		125	99	44	43	311

Table I.10.1. Focus Group.

Case Processing Summary					
	Valid			Missing	
	N	Percent		N	Percent
where to use service * ever attend activity	327	100.00%		0	0.00%
				327	100.00%

Table I.10.2. Crosstabulation of Focus Group.

where to use service * ever attend activity Crosstabulation

Count		ever attend activity				Total
		yes	no	never heard about	missing	
where to use service	general tire dealers	9	124	32	1	166
	service point in gas station	14	14	5		19
	one stop service shops		97	19		130
	others		8	3		11
	no response		1			1
Total		23	244	59	1	327

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