



**UNIVERSITY OF  
STIRLING**

What role does Public Relations play in  
German communication agencies?  
- How do they understand and apply  
Public Relations concepts? -

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# A b s t r a c t

This research examines the role of Public Relations as a service field which is offered by communication agencies in Germany. The thesis studies which role PR plays for the service sector PR as an own industry and how the actors within that industry understand and apply PR concepts. In this regard this research tackles issues around a professional development of a young occupation, the market specifics and structures of PR communication services for communication agencies in Germany and how agencies act within this market. In this context the thesis is dealing with specific structures of agencies' market and it is dealing as well with specific issues such as ethics, the actors' challenges to prove their efficiency and the trends which are taking influence on the business in the future.

This research relies on analyses of Anglophone as well as German literature and is based on a broad sample of high class experts – mainly PR practitioners – of more than forty semi-structured in-depth interviews. As an add-on there is a small sample group of PR approved field experts, containing scholars, former PR practitioners or clients, framing the core sample of primary data in order to contextualise literature and core sample feedback. This has been done to provide interesting viewpoints of outside the agencies' perspective; like a client's point of view.

The thesis finds out that the service industry for PR in Germany is in regard to the emergence of specialised communication agencies a young one. As the research has been carried out in detail there is a wider range of reasons why the field itself struggles since end of World War II to establish a well prepared as well as defended

own occupation. The research demonstrates that external agency factors like globalisation and technological evolution rapidly take influence on the service business likewise marked structural factors or the general challenge to differentiate services from competitors. The PR industry in Germany has still a positive future to face even if the market growth might not be comparable to the performance of the last twenty years which can be read in more detail within the research's main part and the conclusion.

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## Author's declaration

This thesis represents the original work of Martin Duch unless explicitly stated otherwise in the text. The research upon which it is based was carried out at the University of Stirling, Scotland (UK). This research has been supervised by Dr. Jacque L'Etang and Dr. Matthew Hibberd, for the duration of November 2006 to July 2012.

This research has been internationally presented within the European Media and Communication Doctoral Summer School 2008. A book based on that Summer School which was supported by a university's consortium, Erasmus Programme and ECREA (European Communication Research and Education Association) includes an abstract which can be found under:

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This research has been conducted under the universities rules for ethical research.

No animals were harmed in any way for this research. Even if the researcher has not calculated yet, there has been a reasonable carbon footprint produced in order to conduct this research. Not only for intercontinental travelling but also several thousand miles by car were needed in order to be able to generate the necessary primary data. As compensation it is planed by the researcher to plant a tree in the future!

# Table of Contents:

<b>Abstract</b>	<b>I</b>
<b>Acknowledgements</b>	<b>III</b>
<b>Author's declaration</b>	<b>IV</b>
<b>List of abbreviations</b>	<b>IX</b>
<b>List of Graphs and Tabs</b>	<b>XII</b>

<b>Introduction</b>	<b>1</b>
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## **Chapter - one: Literature Review**

1.1 Introduction	6
1.2 Review Structure	11
1.3 Overview of touched fields and concepts	13
1.3.1 General history/ models of Public Relations with specific focus on Germany and its relevance to media-communication-services	13
1.3.2 The question of professionalism related to reputation building, persuasion rhetoric and propaganda	22
1.3.3 Ethics – CSR – Management Function	27
1.3.4 Public Affairs - Issue Management – Lobby	33
1.3.5 Multicultural Public Relations - Importance for the Producing Business	36
1.3.6 Corporate Communication - Public Relations and Marketing	39
1.3.7 Public Relations and Crisis Management – useful future investments	43
1.4 Conclusion	46

## **Chapter – two: Methodology**

2.1 Introduction	47
2.2 Research Objectives	48
2.3 Research Paradigm/ Design	51
2.4 Sampling	56
2.5 Data Collection Procedures	61
2.6 Reduction of the Data, Analysis and Theorisation	65
2.7 Impressions, Observance and further Explanations of Coding Process	68
2.8 Limitations of the Research	73

## **Chapter – three: Professional PR issues in Germany**

3.1 Introduction	75
3.2 PR's place within the communicational field	77
3.2.1 Conceptual understanding	77
3.2.2 Labelling of daily practise	86
3.2.3 Fluent borders to other parts of the communicational field	89
3.2.4 Localisation of PR within an organisation	97
3.3 Increasing importance of PR within the field of communication	103
3.3.1 PR-Communication as a strategic function	115
3.3.2 Functions and roles of PR practitioners and their relation to journalists	120
a. Journalist's situation	121
b. PR-practitioner's situation	124
c. They (have to) work together	125

3.4 PR on the way to professionalism	134
3.4.1 Educational requirements for PR-staff	143
3.4.2 Occupational bodies arranging standards for PR education	149

## **C h a p t e r – f o u r : C o m m u n i c a t i o n A g e n c i e s**

4.1 Introduction	152
4.2 Facts & figures according to communication agencies in Germany	153
4.3 Tools or Services offered by Agencies	157
4.4 Applied communication models in agencies	172
4.5 Trends in the German market for communicational services	174
4.5.1 Integrated communication for Clients – the walk between PR & Marketing	175
4.5.2 Influence of technical revolutions on the agencies' daily business	176
4.5.3 Competitive advantages generated through PR services	177
4.5.4 PR-Services and their ROI / ROR	178

## **C o n c l u s i o n s a n d I m p l i c a t i o n s**

5.1 When can PR be understood as Public Relations in a theoretical-systematic sense?	180
5.2 The PR-Expert	181
5.3 The future of PR agencies in Germany	181
5.4 Will the profession Public Relations find their way?	183

## **Bibliography**

185

## **Appendix**

### **Questionnaires**

Approval of unaffected research by third parties

German interview guide (original as applied) and English transl.

Version agency practitioners / Version OOS Experts / Version Client

Excel chart of consulted interview partners and further details

### **Appendix of selected interviews**

Interview: Prof. Dr. Haller

Interview: Prof. Dr. Klewes

Interview: Prof. Dr. McQuail

Interview: Mr. Meurer

### **Appendix of interesting materials**

Sample basis: German PR market ranking complete 2007 (pr-journal)

German PR market ranking complete 2010 (pr-journal)

Sample basis: Ranking of GPRA Agencies 2007 (pr-journal)

Ranking of GPRA Agencies 2010 (pr-journal)

Short Comment pr-journal (transl.) of TheHolmesReport 2010

Global Ranking Top 250 PR Agencies 2010 (TheHolmesReport)

Special Ranking sheet Global PR Market 2010 (TheHolmesReport)

Global Ranking Top 250 PR Agencies 2011 (TheHolmesReport)

Chart of internal structure department Corporate Communication VW (Meurer)

Word count of Thesis: 42,369

## List of Abbreviations

AD = anno domini (After Christus birth)

Anon = anonymous

approx. = approximately

BASF = Badische Anilin- und Sodafabrik

BC = Before Christus birth

BdP = Bundesverband deutscher Pressesprecher (Federal association of German press spokesman)

BDZV = Bundesverband Deutscher Zeitungsverleger e.V. (German association of newspaper publishers)

BRD = Bundesrepublik Deutschland

B-to-B = Business to Business

B-to-C = Business to Consumer

B-to-G = Business to Government

Ca. = round about

CSR = Corporate Social Responsibility

dapr = Deutsche Akademie für Public Relations (German Academy for Public Relations)

DAX = German leading share index of top 30 companies

dept. = department

DIHT = Deutscher Industrie- und Handelstag (German Association of Chambers of Commerce and Industry)

DDR = Deutsche Demokratische Republik (formerly eastern Germany)

DPA = Deutsche Presse Agentur (German Press Agency)

DPRG = Deutsche Public Relations Gesellschaft (German Public Relations Society)

e.g. = For example

ECREA = (European Communication Research and Education Association)

ff = following pages [abbr.: ff.]

Fidei = The rule of faith (Latin: regula fidei)

FMCG = Fast Moving Consumer Goods

GPRA = Gesellschaft Public Relations Agenturen e.V. (Society Public Relations Agencies – registered association)

HR = Human Resources

ibid = ibidem *Latin* [abbr.: ibid.]

i.e. = id est

IMC = Integrated Marketing Communication

IPR = International Public Relations

IVW = Informationsgemeinschaft zur Feststellung der Verbreitung von Werbeträgern e. V.  
(Association for identification of reach within advertising mediums)

JPK = Journalisten Presse Konferenzen (Journalist Press Conference)

Ltd. = Limited liability company (German GmbH)

M&A = Mergers and Aquisitions

MPR = Marketing Public Relations

NDR = Northern German TV Station

NGO = Non Governmental Organisation

NSDAP = National Socialist German Workers' Party

OEM = Original Equipment Manufacturer

OOS = Out Of Sample

P's = P linked to the theory model of the four/ seven P's of Marketing  
communication

PLC = public limited company

POI = Point Of Interest

POS = Point Of Sale

PZOK = Prüfungs- und Zertifizierungsorganisation der deutschen

Kommunikationswirtschaft (Examination- and Certification organisation of the  
German Communication Economy)

Rel. = Relation

ROI = Return On Investment

ROR = Return On Relationship

SD = SS-Sicherheitsdienst

SEES = South East European Society

SEM = Search Engine Marketing

SEO = Search Engine Optimisation

SS = Sicherheitsstaffel / Shield Squadron of the NSDAP

transl. = translated

TVC = Tele-Vision-Clip

USP = Unique Selling Proposition

VDA = Verband der Automobilindustrie = (German Association of the Automotive  
Industry)

VKF = Verkaufsförderung (Sales Promotion)

VW = VOLKSWAGEN

WAZ = "Westdeutsche Allgemeine Zeitung" (West German general newspaper -  
WAZ)

Zapp = Name of a German TV station's programme

## List of Graphics and Tables:

1.	Graphic: Stakeholder Atomium of Public Relations	85
2.	Graphic: The Communicational Field	96
3.	Process of an organisation's internal development for PR communication	101
4.	Stakeholder Atomium of Public Relations within the Media Sphere	105
5.	Public Relations' Universe of Stakeholder Management	109
6.	E.ON's stock price trend after the Fukushima crisis	112
7.	Allocation of a Public Relations unit within an organisation	117
8.	Three party dilemma of sender and recipient within a new media environment	132
9.	Graphic: Two-dimensional model of Professionalisation	141
10.	Porter's five forces transferred to the case of PR agencies	155
11.	Chart of sectors where PR agencies provide services for	157
12.	Chart of Agency Service Tools	159
13.	Chart of Agencies Areas of Expertise	167
14.	The challenge of creating a competitive advantage for agencies	169
15.	Dates of agency foundation based on sample	171

# Introduction

This thesis is about the Public Relations agency industry in Germany. It studies which role PR plays in German communication agencies<sup>1</sup>. This research further examined how practitioners of such agencies understand and apply PR concepts within daily business.

The thesis is dealing with a wide number of linked issues (PR's localisation within field and society, definition, PR's functions and roles, professionalism, tools, market structure, trends, ethics and evaluation beside others) in order to present the complexity of this research in a best suitable way.

In this context the thesis is providing the reader a "portrayal" of Public Relations current situation as a service business in Germany. By providing this it examines the German market for Public Relations as specialised offered services by communication agencies.

This research has been carried out to take focus on German agency service business for Public Relations by bringing into context a wide range of issues which PR has to face generally as an emerging occupation on the way to professionalisation. As the review chapter as well as the bibliography have shown, researches regarding diverse contexts and aspects have been carried out before, but not specifically in this

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<sup>1</sup> The term communication agency had been chosen by the researcher in order to guarantee a solid frame to focus on actors of the German PR-service market. This has been outlined more in detail within the methodology chapter.

research context with a focus onto the German market for PR communication services.

The focus on Germany regarding the research topic mainly has two reasons. One is, that the research topic is in itself quite broadly designed and seeks therefore for some natural limitation in order to be manageable for the researcher. By considering that fact the research focus is limited to only one nation, Germany in this case. The other reason is that the researcher has himself a media-economic background and a German nationality. This precondition has been an advantage by researching a vast number of German written literature and as well by getting in contact with diverse German PR experts when generating the primary data for this thesis.

What makes this research unique? Unique and special is that this research took personnel feedback of high and highest management members of German communication agencies into account. These experts represent, regarding the turnover of their companies, the strongest participants of the German market for PR communication.

Beside an enormous effort, which had been necessary to invest in order to conduct personnel interviews with this sampling group, it resulted in a very detailed feedback regarding diverse aspects around the research question, from which the researcher has taken abundantly advantage.

A qualitative research approach has been applied for this research which relies on a constructivist-interpretivist paradigm according to Schwandt 1998, Creswell 2007 or Daymon and Holloway 2002.

As chapter two outlines the methodology more in detail, this research relies on a literature analysis of Anglophone as well as German literature in combination with a strong sample of semi-structured in-depth interviews. The interviewees have been highly competent and experienced actors of the German PR industry.

If you look at Public Relations seen from a theoretic point of view today, it is a very broad area within the field of communication. Beside that it is an area of practise which still seeks to reach professional status as an independent profession and has till now not been able to claim their place of acceptance within German society.

This is within this research question an exception compared to researches which answer questions within already established professions.

Keeping such framing conditions in mind the researcher decided to provide the reader with broad and sometimes specific background knowledge. A profound overview of selected background information has been written down in chapter one to allow the reader to bring the research results in context to a German case. This chapter assists the reader to understand, thanks to better context consciousness, specific answers of interviewed experts. The review chapter is as well designed to assist the reader by going through finding chapters three and four.

In chapter three and four the reader gets insides regarding diverse finding aspects of professional PR issues which take influence onto practise as well as the German specifics of the agency business itself.

Until today everyone is allowed to offer PR as a business service without having the need to prove standardised competences and obey to specific regulations or ethical codes. Taking into account that Public Relations is not secured by standards of

practise, chapter three is dealing with this aspect and contextualises that issue by means of research results.

The issues dealt with in chapter four focuses on the German PR services business as a market. It presents findings regarding specific market relevant issues, understandings of PR concepts by experts, trends and business behaviour within this market.

That chapter is picking up the question what the German PR industries understanding of a communication model is and describing what can be seen as a kind of common understanding regarding that issue.

That section provides results regarding the range of labels for specialised PR services within the German market. It provides the reader with an analysis of offered PR-terms and already existing PR services. By doing this it gives the reader an idea about the complexity to create successful USP's within that business.

This chapter highlights as well findings regarding the agencies' business understanding of communicational concepts, tendencies of changing market shares among agencies' being within the research sample and a forecast for German PR services in the future.

Trends within the German market for PR communication are explained here in detail. This chapter highlights as well the issues of integrated communication which is followed by the question to what extent technical revolutions have taken influence onto the agencies daily business.

The end of this finding chapter is closing up with the issue if a competitive advantage could be generated through the appliance of professional PR services and if there is

something to generate like a ROI (Return On Investment) when PR-services getting applied professionally.

The research is finalised with a concluding section called “Conclusions and Implications” in which the researcher resumes and states implications based on the research outcomes.

# Literature Review

## 1.1 Introduction

By tackling the question what role Public Relations plays for German communication agencies and how they understand and apply Public Relations concepts, it is necessary to consider different aspects and viewpoints regarding that question.

The definition of Public Relations as an own profession is broadly based and discussed in the available German literature which demonstrates the problems of its self-understanding (Röttger 2000: 350ff), (Köhler and Schaffranietz 2005: 38ff), (Bentele and Seidenglanz 2004: 9ff, 53ff), (Fischer and Wahl 1993: 47ff), (Bentele 2006: 25ff), (Haedrich et al. 1982: 148ff), (Rühl 1972: 24ff), (Röttger 2006: 14ff), (Ronneberger and Rühl 1992: 163ff, 183ff), (Bentele, Fröhlich and Szyska 2005: 17f), (Schulze-Fürstenow 1998: 4ff), (Avenarius 1995: 14ff), (Bentele and Szyska 1995: 320ff), (Kocks 2001: 20ff, 66ff), (Oeckl 1976: 52ff), (Oeckl 1964: 25ff). The above-mentioned sources are only a sample of the debate. They refer all to the question if Public Relation has to be seen as a profession or not. Additionally the publishing dates are indicating that this discussion is still running for several decades in Germany. To find an answer concerning the development of PR in Germany and if there already exists a profession of Public Relations, aspects like occupational image, (Müller and Kreis-Muzzulini 2005: 23ff), (Kunczik 1993: 7ff, 23ff), (Kocks 2001: 78f, 110), (Avenarius 1995: 12ff), (Flieger and Sohl 1995: 36ff, 132ff), (Brosius and Donsbach 1997: 21ff), kinds of jobs in the field, educational standards, (Oeckl 1981: 16ff), (Bentele and Szyska 1995: 11ff, 41ff, 185ff, 317ff), (Köhler and Schaffranietz

2005: 49ff), (Bentele 2005 et al.: 377ff, 429ff, 498ff), (Headrich et al. 1982: 425ff), occupational unions (Röttger 2000: 120ff, 324ff), (Ludwig 1997: 97ff), and boundaries inside the field of communication have to be considered (Bentele et al. 2005: 101ff), (Haedrich et al. 1982: 108f), (Avenarius and Armbrecht 1992: 263ff), (Kunczik et al. 1995: 9ff), (Oeckl 1976: 52ff), (Liebert 2003: 21ff), (Fischer and Wahl 1993: 143ff), (Bentele et al. 2005: 101ff).

On the other hand there is an enormous topicality and importance which this business area in Germany gets today (GPRA, Zerfaß and Bechele 2008: Case study). Global markets and therefore much harder competition in the economy are forcing organisations to apply Public Relations in order to take influence on their communication behaviour. That's why the demand for PR services world-wide and in Germany is still rising (Pfeffer, Gerhard 2010: Global Agency Ranking [online], Holmes Report 2010: Global Rankings [online] / see appendix). This research focuses on the way in which Public Relations is practised by broad based Communication Agencies in Germany. Depending on offered communication services within the portfolio of sampled agencies, communication fields like marketing, advertising or corporate communications will be touched because of their sometimes close relevance and overlaps to each other.

Communication Agencies are a bigger player within the German PR/Communication market with an accumulated annual gross income of €485.38 million which equals approx. £421.76 (exchange rate €-£ autumn 2011/ data: Pfeffers PR Ranking 2010 "complete marked Germany" / see appendix). The German communication market is currently (2010) structured by 142 market participants who act as agencies (Pfeffer 2010: Ranking complete Germany – see appendix). In this year 34 of them are represented by the organisational body GPRA (Society of Public Relations'

Agencies). This aspect will be explained more in detail within the methodology chapter regarding a sample criterion and picked up again in chapter “Professional PR issues in Germany” as an indicator for professionalism of this industry.

Of course not all agencies are German as some are just subsidiaries and part of international networks. Nevertheless German agencies are well represented (TheHolmesReport 2011: Top 250 Global Rankings 250 / see appendix) regarding international comparison of market strength (PR-journal 2010: Globales PR-Agenturen-Ranking: Deutsche Agenturen sind respektabel vertreten [*Global ranking of PR agencies: German agencies are respectably represented*], [online] see transl. in appendix.) The clear focus just on communication agencies can be justified based on the fact that they are ruling the market for communication services by serving major players of the economy. More market details are highlighted in chapter communication agencies.

To get a better understanding of the current development of Public Relations in Germany, the thesis touches partly historical aspects within section “professionalism” in chapter three. Historical aspects of PR, which are due to limitations of this research not in focus, are more intensively tackled by the following authors. Beside others (Müller 2005: 13ff), (Oeckl 1964: 79ff), (Oeckl 1976: 92ff), (Ronneberger and Rühl 1982: 5ff), (Kunczik 1997 et. al), (Sriramesh and Vercic 2003: 199ff), (Röttger 2004: 196ff, 205ff).

In Germany PR is today known as a multifunctional tool but it is often seen as a subordinated tool under the field of marketing communication or in best case as a “little brother”. Today, it is possible to get PR services from PR-Agencies (see rankings and table of sampled German agencies within this research in appendix). It

is often a separate service. Depending on agencies' size and the kind of clients they serve, integrated communication is applied although it's currently no standard. That means an agency is not necessarily staying in direct exchange with what another communication agency is doing, for the same customer, at the same time. This aspect is tackled more in detail within section "Integrated communication [...]" in chapter "Communication Agencies".

The agencies' field of customer service is to advice in the way of finding and communicating with the right target groups by making use of a wide range of communicational tools. This includes designing the campaign in order to communicate the preferred new image for a product or service. They reach this aim by placing produced campaign messages in mostly "above the line" media (TV, Radio, Print, Online, Cinema or Outdoor-Advertising) and observing how successful the campaign has touched its focused goals.

The appliance of Public Relations which is often counted in marketing literature as just an organisation part of promotional mix (Meffert 2000), (Bruhn 2002) is not seen as an own profession like marketing within the field of communication. Moreover it is in Germany not broadly recognised as the key to professional relationship management like it could be the case within an integrated communicational appliance. This research therefore collects direct feedback from practitioners in the field to show how Public Relations is applied today and points out trends and potentials for the nearest future. Due to the fact that Public Relations is not only a tool but can be considered as an own profession, PR is not optimised in that way as it could be (Röttger 2000: 83ff, 204ff, 257ff, 266ff), (Hundhausen 1967: 40ff), (Flieger and Sohl 1995: 26ff), (Röttger 2004: 98), (Bentele et al. 2005: 39ff, 136f), (Schulze-Fürstenow 1998: 16). PR practitioners often try to push products into

the market for their customers, primarily concentrating on journalistic work by placing good organised articles/messages in well known newspapers or special interest magazines which are able to address an eminent and effective target group. The triumph in the end is to see how many “informative articles” disguised as journalistic content were able to be placed. Chapter “Professional PR issues in Germany” will highlight in detail specific market mechanisms regarding this aspect of daily practise.

But this doesn't need to be the limit of Public Relations. According to PR academic literature, Public Relations should be seen as a profession of communication and that's why a Communication Agency should be interested in a professional and integrated use. Because of this it will be interesting to explore how German Communication Agencies are practising integrated media communication relations, corporate communication and how they understand the discipline of Public Relations.

## **1.2 Review Structure**

The emphasis in this review will be placed on touching all important fields concerning Public Relations which will be necessary to discuss for exploring the importance of Public Relations in German communication agencies today. At first the topics of Public Relations' history in general and with specific focus on Germany will be discussed. This starting point was chosen to be able to retrace the specific influence of German history. This background will assist to draw a clear picture of how the literature explains patterns, the process of development as well as structures of professional communication practise in Germany.

By thinking about the coherences the review will also evaluate the concepts of reputation building, psychology of persuasion, rhetoric and propaganda in a critical way. The problem of "crossing ethical borders" will be considered afterwards, when professional use of CSR (Corporate Social Responsibility) is discussed in relation to Public Relations management role.

The next section will introduce perspectives of Public Relations and unpack the terms Public Affairs, Issue Management and Lobbying. This is followed and covered then by concepts of Multicultural PR and their importance for agencies' clients (e.g. producing businesses). This is an interesting viewpoint because of the impacts on very fast global-economic forces and the need to communicate with these markets in "one communication language". Besides of multicultural backgrounds, it picks up the necessity to specify the economical pattern in Germany. The next section explains the topic of corporate communication in relation to Public Relations and

Marketing. This aspect is partly touched later more in detail within finding chapters. Finally the review explores the concept of PR and crisis management, or risk prevention, as a useful investment for a company's future. These listed fields are linked in and of immense importance to contextualise research in German communication agencies.

## **1.3 Overview of touched fields and concepts**

### **1.3.1 General history/ models of Public Relations with specific focus on Germany and its relevance to media-communication-services**

An overview of the milestones in history of Public Relations is often discussed in the available literature. Especially early PR literature which refers to the very first days when Public Relations can be considered as recognised, a clear dominance of US historical background comes up. In the begin of the 20<sup>th</sup> century the US practitioners of Public Relations, Ivy Ledbetter Lee and Edward L. Bernays are noticed as the first pioneers in the field (Bernays 1929), (Bernays 1952: 11ff), (Bernays and Ronneberger 1976: 5ff), (Müller and Kreis-Muzzulini 2005: 13ff). It is to note that the interpretation of the history is interwoven with the question of the general picture of Public Relations and how it can be seen and defined today. Therefore this research considers Anglophone literature which includes books as well as journals. Additionally German literature is considered to guide to a clear understanding of the historical background. Furthermore Public Relations work is a global practise and as the structures of international interwoven agencies show, a reasonable part of them has Anglophone/US owners (see Rankings in appendix).

Today Public Relations has up to now to fight for its own acceptance and reputation in the German public, although it is one of the essential tasks of Public Relations itself. A convincing reason is probably that they, as experts, are concerned with the image which they would build up when they start to establish good reputation for PR itself.

Just to get a feeling of Public Relations' evolution the following section should provide a short orientation of the key facts to enable the reader to understand why on the basis of history PR has another status of reputation in Germany as in other parts of the world today.

There are lots of definitions about Public Relations in the literature available and each of them has a more or less good reason why it was formulated in that specific way. Each definition is often influenced through factors like time, location and the own profession of each author who constructed the explanation. As mentioned before, most scientists in this field are Americans. This might be because America was not disturbed by two world wars in contrast to the rest of the world, especially compared to Germany. The USA has also got some advantage by developing Public Relations because they had, beside Pearl Harbour (7<sup>th</sup> December 1941) which was compared to Europe quite locally, enough time to contrive and benefit because their economy wasn't debited with high credits like Europe or of course Germany. The environmental conditions for PR in view of political and economical perspectives where on the other hand especially in Germany framed by devastation in terms of economical, political and infrastructural conditions. The whole background conditions for the evolution of Public Relations had been much better in the USA because they entered the 2<sup>nd</sup> World War late in 1943 and did not suffer long terms of privations in any way. This might be a major factor why demand for Public Relations and on the same way evolution and development were arising in the USA much earlier as it was the case in Germany. As a consequence of relatively normal life conditions in the USA, first evolutionary steps of Public Relations and from our

perspective today, initial PR history and historical models are mainly influenced from America.

Several scholars from the USA have written about the US Public Relations history from various angles. In order to understand the evolution and occupation of Public Relations, they have tackled the actions of politicians, governments and activist groups who have used PR communication to influence social change. Thus this background is imposing our contemporary understanding of Public Relations to reinterpret historical events.

Scott Munson Cutlip, who was an important academic in Public Relations education, wrote in 1952 the book “Effective Public Relations” together with Allen H. Center. He counts for example the first widely use of PR in the field of politics, practised by the American Revolutionaries during the War of Independence (1775-1782), (Rickard 2003: online). They used symbols, slogans, events and agenda setting in a way of promoting certain topics and thus influence media coverage as well as long-term campaign development like commonly used techniques today (Cutlip et al. 2000), (Tench and Yeomans 2006: 8ff). Earlier Cutlip (1994) highlights the role of important companies and figures like Ivy Lee, Barnum or Bernays who played essential roles by defining PR and used techniques.

Ivy Lee, a historical figure, whose work characterised the “public information model”, once said: “[...] explaining complicated and misunderstood facts to a popular audience” helps business to explain and defend itself (Hiebert, 1966: 39; Grunig and Hunt 1984). Ivy Lee is counted among academics in Public Relations, to be the first and widely recognised PR practitioner because he had said that businesses in general have to build bridges to a sceptical public if they intend to establish understanding. He turned this into practise by working for the Pennsylvania Railroad

company and sending the first regular press releases to keep journalists up to date (Ewen 1996; Cutlip et al. 2000).

Later important models were the concepts of synchronic and diachronic communication to describe the approaches of Public Relations. Thayer (1968 cited in Grunig et al. 1992: 287) explained the purpose of this model that it enables to “synchronise” the behaviour of a public with that of the organisation so that the business in our case can continue to behave how it wants without interferences. On that basis Grunig later constructed the idea of the one-way and the two-way model (Grunig 1976) and enhanced it later to the communication model of symmetry and asymmetry which describes the purpose of PR as striving for balance rather than unbalanced communication and effects (Grunig 1984).

Grunig and Hunt (1984) identified four models. These models are deemed to be the most important ones in the modern historical development of Public Relations because these four models covering basically all imaginable scenarios of information flow between a “sender” and a “receiver” of a message. Grunig and Hunt were convinced that all of them would be practised. They said that the two-way symmetrical model makes use of research as well as other ways of communication. However the two-way asymmetry model uses research just to support communication rather than to identify messages just to motivate or persuade relevant publics. To sum up: one-way communication is to see as the dissemination of information in a monologue style. The two-way communication intends to exchange information in a dialogue style. This means that an asymmetrical communication leaves the publics in an imbalanced situation by trying to change their opinion and to measure that change. Asymmetrical communication needs to be at the same time clearly distinguished from the model of publicity.

The publicity model or also called press agency model, was the first noticed model of Public Relations in the US history. It was applied in the early years of US history (18<sup>th</sup> century) and should take influence by the dissemination of information with political background to the public. Cutlip et al. (2000: 10) defined it as:” [...] information from an outside source that is used by the media because the information has new value. It is an uncontrolled method of placing messages in the media because the source does not pay the media for placement”. Symmetrical communication on the contrary is balanced and tries to regulate relationships between an organisation and their relevant publics (Grunig 1984; Grunig 1992).

Grunig characterised press agency and two-way asymmetrical models as “craft” and “scientific” versions of asymmetrical Public Relations and the public information model as the “de facto asymmetrical Public Relations” (Grunig 1989: 30). Hence he assumed that only the two-way symmetrical model is able to represent a break from the dominant worldview that the profession of Public Relations is to simply a way of manipulate publics for the benefit of an organisation (Grunig 1992: 290).

Another Public Relations scholar who needs to be considered here is Pearson (1989 and 1992). Pearson was the first who linked Grunig’s concepts of Public Relations with those of Habermas’ theory of communication action. Habermas’ theory of communication action anticipated that linguistic communication takes place under the assumption that certain norms exist which are technical aspects of language like grammar for example. Further he argued that different types of intention lie behind different types of statement and that reality comprises external objects with cultural norms and internal (private) intentions (L’Etang 2006: 370). Pearson said that the theory of Habermas of an ideal speech communication act, poses a number of key rules which would promote the ideal speech communication situation which is

“couched in the language of symmetrical communication” (Pearson 1989a: 72, cited in L’Etang 2006: 370).

In practise it will be –in most cases- difficult to apply an ideal concept of communication to Public Relations practise because if we think here about an organisation or a communication agency for example, the “communicative power” will be clearly unbalanced compared to the groups who are addressed.

Pearson (1989a) offered two ways. One communication which is symmetry (dialogue) based or communication which is asymmetry (monologue/persuasion) based.

Because of a negative impact on the image of Public Relations as an accepted profession by getting in touch with heavily used terms like manipulation, psychology of persuasion or propaganda for example, this research tries to expose why it is up to now difficult to implement PR officially in daily communication businesses in Germany. It is to notice here that Public Relations communication models and initial thoughts of early practitioners like Bernays have been applied by Hitler’s regime before and during the Second World War (Tye, 1999 [online]).

*During Bernays' lifetime and since, propaganda has usually had dirty connotations, loaded and identified with the evils of Nazi PR genius Joseph Goebbels, or the oafish efforts of the Soviet Communists. In his memoirs, Bernays wrote that he was "shocked" to discover that Goebbels kept copies of Bernays' writings in his own personal library, and that his theories were therefore helping to "engineer" the rise of the Third Reich (Ibid).*

Joseph Goebbels’ job for example was to “inform” the “Public” about the most important news which the government (Hitler) considered to be important as messages. At this point the question may occur how much blame can be applied to communicators compared to the policy makers. However, if we look at Goebbels, we

see that he was as a minister of Hitler's government and a deeply integrated, active politician as well a professional communicator. Both functions were united in one person. The so called "Reichs Ministry for Public Enlightenment and Propaganda" had been founded for Goebbels at March 13<sup>th</sup> 1933 (Schmitz-Berning, 1998: 479 [online]). The name of Goebbels' job position was "Reichs Minister for Public Enlightenment and Propaganda". In some way this was a correct definition because it was a one-way communication with the aim to keep peoples' mind in "position" on their track. The difference was just that the term "propaganda" did not had a bad image at this time (Ibid.). It became negatively linked during the time when Hitler's regime was on power and till the end of the Second World War, as we know from history. In 1933 it was already not allowed anymore to use the term "propaganda" for advertisement purposes. It was forbidden by law which was enacted by the Reichs Ministry for Public Enlightenment and Propaganda plus a prohibition of the board of German advertisement in 1937 (Ibid). Up to these days, propaganda was a term which was also used to label normal consumer products like e.g. Propaganda-Kaffee or Propaganda-Mischung (propaganda coffee or propaganda mix) (Schmitz-Berning, 1998: 479f [online]). Also "Meyers Lexikon" which is an established encyclopaedia until today, says in 1940 as a definition for propaganda: "The in the past often used term propaganda for private economical purposes, is today replaced by the term advertisement" (Meyers Lexikon, Bd. 8, 1940, p. 1508 cited in Schmitz-Berning, 1998: 479 [online]).

The development of German Public Relations has at any time been influenced by general conditions like political, economical or social ones. Key factors had been among others of course the changing types of state in the German history (Puchan 2006: 116ff cited in L'Etang and Pieczka 2006), (Sriramesh and Vercic 2003: 199ff),

(Van Ruler and Vercic 2004: 156ff), (Bentele 2003: 67), (Kunczik 1997: 66ff, 96ff, 137ff), (Oeckl 1964: 93ff), (Müller and Kreis-Muzzolini 2005: 17ff). In order to get an approximate feeling the following list contains important turning points in German history reflected with the aim to structure the history of German Public Relations.

At first there was the German Alliance (1815-1866), an alliance of different states of German princes as well as free cities which were succeeded by the “German Reich” (1871-1918). The German Reich was then replaced by the Weimarer Republic (1918-1933) which was dissolved by the national-socialist dictatorship of Adolf Hitler, and called the “Third Reich” (Bentele and Junghänel 2004: 156ff cited in Van Ruler and Vercic 2004). As repercussions of the Second World War, the establishment of two German States “Eastern Germany – DDR= Deutsche Demokratische Republik” and “Western Germany – BRD= Bundesrepublik Deutschland”. The reunion in 1990 can be considered as an historical milestone for German Public Relations history, too. Literature reveals that it is indispensable to explore these important parts of German PR evolution by considering essential parts of the history (Van Ruler 2004), (Avenarius 2000), (Bentele 1997), (Binder 1983), (Döring 1997), (Wolbring 2000), (Zipfel 1997), (Kunczik and Szyska 1997) and (Puchan 2006).

However the question remains if Public Relations has the right to be called and seen as an own profession or not? As the next section in this review will pick up, there is a lively discussion about this topic among the publishing experts and academics who are doing research in the field of German PR, (Fischer and Wahl 1993: 47ff), (Bentele and Szyska 1995: 320ff), (Avenarius 1995: 14ff), (Schulze-Fürstenow 1998:

4ff), (Röttger 2000: 350ff), (Kocks 2001: 20ff, 66ff), (Bentele and Seidenglanz 2004: 9ff, 53ff), (Köhler and Schaffranietz 2005: 38ff), (Bentele, Fröhlich and Szyska 2005: 17f), (Bentele 2006: 25ff), (Röttger 2006: 14ff). It is especially discussed which criteria PR would therefore have to meet. Literature on professionalism is of prime importance by contextualising this study in order to draw a picture of professional Public Relations in as well as the situation in German communication agencies. To answer the research question it is necessary to get primary data from practitioners about the German PR communication market and how they see the development of Public Relations in Germany. Feedback out of semi structured in depth interviews is supporting a clear argumentation basis and is of essential assistance to answer this issue.

### **1.3.2 The question of professionalism related to reputation building, persuasion, propaganda and rhetoric**

Because of the situation that Public Relations has still to promote and defend itself (Wettingfeld 2007 [online]) to be accepted as a profession, this part of the review presents a brief overview of the discussion and closely related aspects as it is an essential pivot to understand and explore the overall research question.

For some time there has been a controversial discussion about the key factors and elements which play essential roles to establish a profession which is accepted in the society. To be able to understand this completely, scholars also have an eye on the roots of PR.

It is to notice that by the professional use of PR, techniques like rhetoric or dialectic are used. As a consequence of the application of these techniques it becomes easier to cross ethical and moral borders which can be exemplified by the profession PR today. This is discussed by several authors in the literature such as (L'Etang 1996: 110f), (Grunig and Hunt 1984), (Irwin 1982) and others. The problem that these terms are all linked makes it so difficult to find a clear definition of Public Relations which can be easily accepted by professionals as well as the rest of the society. To distinguish clearly propaganda from Public Relations is until today a hard approach because propaganda can occur as a communicational tool which is then applied by PR (Bentele et al. 2005: 105). Among authors in the field there are quite different opinions concerning the defined distance or relation of Public Relations to the term propaganda. Bentele (Ibid.) says that the situational caused appliance of propagandistic communication tools within strategies of PR conceptions, leading to the phenomenon to equate Public Relations with propaganda. Further he says that

there are often normative and idealistic models used by trying to draw a precise border between Public Relations and propaganda. An often given argument is to say that Public Relations being eligible for validity and truth of the transported information. Public Relations is on the one hand focused on the information transport and exchange with their relevant stakeholder groups including the aim to convince them on a rational way. Propaganda on the other hand ideologically emphasises the aim to convince the audience on an emotional and manipulative basis of communication (Bentele et al. 2005: 106). In this way of distinguishing the term propaganda from PR he still sees a problem because the PR practise is often not equivalent to theoretic ideal conditions and will in parts of course and absolutely legal making use of propagandistic communication tools to reach communicational aims (Ibid). From the academic perspective the difference is still not solved but Bentele sees a real problem only and specifically from the German perspective where the term propaganda is due to history loaded up with negative values. The negative linking of the understanding of propaganda causes all the more Public Relations academics and practitioners to establish a border between both terms (Bentele et al. 2005: 106f).

Kunczik (1993: 15) says that Public Relations can be in principal distinguished from propaganda because PR focuses on an objective way to inform the public and considers the interests of recipients as well. But also Kunczik sees it as difficult to draw a really clear border between Public Relations and the term propaganda (Ibid.). Further German authors who are dealing with that problematic are (Avenarius 1995: 78ff), (Hundhausen 1951: 49ff, 157ff), (Bearn 1995: 25ff, 178ff), (Liebert 2003: 16ff, 61ff, 106ff, 114ff), (Liebert 1999: 89ff). It seems that morals and ethics are one of the most complex and demanding parameters for professionals in respect of doing

good and responsible PR work and has because of that also importance by analysing the use of Public Relations in German communication agencies.

Rhetoric as the term itself is taken to mean persuasive strategies and argumentative discourse. It is in this context central if there is a focus on rhetorical aspects of PR and to see it as a persuasive element. L'Etang (1996: 106f) describes that already the ancient Greeks thought about the linking and mutual impacts of terms like persuasion, dialectic and rhetoric responsibly used under an ethical point of view. They thought about the social effects although they did not have intellectual cognition about Public Relations as we think about it today. L'Etang points out that Aristotle's view of rhetoric focused on social scientific aspects by combining a type of behaviouristic psychology and logic in order to persuade. She further assumes that this thought could be seen as a precursor of Grunig and Hunt's (1984) developed "asymmetric" Public Relations model (Pearson 1989). It seems that in times of the ancient Greeks this point of view was neutral and logical to describe facts without a touch of bad reputation for the techniques itself. In order to close the cycle of argumentation and to show in how far this concerns PR as a professional service field for the communication industry, it is interesting to have a look at the discussion between Socrates and Gorgias.

Socrates principally distinguished between "conviction" which results in knowledge and "believe". He tried to show that the use of rhetoric raises problematic ethical issues. Because of this he was convinced that it is always important to consult experts rather than orators. Among other arguments Gorgias said in this debate that a powerful orator does not need to be an expert in the field of what he is talking about (L'Etang 1996: 111f). It is obvious that he was convinced that it is the expert's job to

do the required “work”; the job of the orator is to foster understanding for what the expert wants to do.

Before we go on to the question of professionalism it is essential to understand the clear difference of persuasion compared to propaganda, because persuasion is to some degree a daily, indirectly used method to perform Public Relations in practise. PR practitioners have a wide range of roles today but regardless their role; they represent and advocate the positions of their organisation or client. This fact causes practitioners that they find themselves in the position of persuading others to their point of view (Parsons 2005: 105). L’Etang says that rhetoric and persuasion are examples of definitions which are more instrumental. She said: “The concept of free will is important in separating persuasion from negative connotations of manipulation, coercion, ‘brainwashing’ and propaganda” (L’Etang 1996: 113). That’s why it is even important to see the differences before the question of practical PR appliance in Germany can be evaluated. Further German authors who are dealing with the instrument of persuasion are (Liebert 1999: 7ff, 90ff), (Bentele et al. 2005: 297ff) and (Brosius and Donsbach 1997: 33f) among others. According to the introduction in this review, the question of professionalism is for the field of Public Relations, practitioners as well as academic researchers, a hot discussed one. The discussion about professionalism is of course an international one but considering the historical background it is especially for German academics and practitioners a delicate debate. The way, how in the process of professional organised reputation building and maintenance, Public Relations is applied by practitioners, reflects directly back to the occupational reputation in the society.

The question of professionalism is also discussed in more detail in (Heath 2001 in Pieczka and L'Etang: 223f) or (Cutlip, Center, Broom 2000: 59f). There are five main points listed to which the most involved academics can agree: 1. the emergence of a full time occupation, 2. the establishment of a training school, 3. the founding of a professional association, 4. political agitation directed towards the protection of the association by law and 5. the adoption of a formal code (Johnson 1972: 28 cited in Heath 2001: 224). The research will show in how far these stated factors are still established related to the practical business of Public Relations in Germany. Further related sources which discuss the PR-related terms of PR-profession and the distance to propaganda and persuasion are: (Parsons 2005: 10f; 105f), (White and Mazur 1996: 268f), (L'Etang 2006: 23f; 33f; 367f) and (Puchan 2006). However the discussion about this general defining of Public Relations itself is a wide one. Because of the limitation of this review it is impossible to be tackled in-depth in this thesis. Additional sources concerning this general discussion are: (Grunig 1976), (Grunig and Hunt 1984), (Dozier and Grunig 1992), (Todd and Grunig 1993), (Cutlip, Center and Broom 1994), (Grunig & Grunig and Dozier 2002), (L'Etang and Pieczka 2006) et al.

Thus, as explained before, professionalism is also interwoven with aspects of ethical behaviour and social responsibility to ensure that the small borders between persuasive on the one hand and propaganda influenced communication techniques on the other hand aren't crossed easily. The following section will therefore introduce aspects of ethics, corporate social responsibility and the management function of Public Relations.

### **1.3.3 Ethics – CSR – Management Function**

The self-perception of Public Relations as an independent occupation and the professional PR appliance is, as explained before, directly related to responsible, ethical behaviour. That responsibility simultaneously serves the interests of an organisation as well as the interests of related publics. If it is possible to act fair and equal for both sides is still an interesting question. For a communication agency or a company which is operating in a communication division, this point of responsibility raises ethical questions as well as general ones subsequent to CSR (Corporate Social Responsibility) and this provided the overall question if PR is so important that it has to be an integrated management function or not.

However there is no dissent about whether Public Relations is a public communication function. Therefore PR has to guarantee acceptable professional work. This requirement is directly linked to ethical standards of work which can be seen on the statements of all professional bodies which provide Codes of Ethics and Codes of Conducts.<sup>1</sup>

Besides PR's problem of its own reputation in the public, it seems like the attempt to establish trust in the profession itself. The IPR Code of Conduct says: "Members of the Institute of Public Relations agree to [...] deal honestly and fairly in business with employers, employees, clients, fellow professionals, other professions and the public [...]".

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<sup>1</sup> For further details see the web pages of the Public Relations Society of America (PRSA) [www.prsa.org](http://www.prsa.org), International Public Relations Association (IPRA) [www.ipra.org](http://www.ipra.org), Public Relations Verband Austria (PRVA) [www.prva.at](http://www.prva.at), Chartered Institute of Public Relations (CIPR) [www.ipr.org.uk](http://www.ipr.org.uk), Deutsche Public Relations Gesellschaft e.V. (dprg) [www.dprg.de](http://www.dprg.de), Institute for Public Relations (IPR) [www.instituteforpr.org](http://www.instituteforpr.org) or Deutscher Rat für Public Relations (DRPR) [www.drpr-online.de](http://www.drpr-online.de), Gesellschaft Public Relations Agenturen e.V. (Society Public Relations Agencies – registered association GPRA) [www.gpra.de](http://www.gpra.de)

Professionalism as already mentioned before in detail, is a concept which is obviously very closely connected to ethics or even to say professional ethical behaviour. Therefore the researcher will also raise questions concerning ethics and in how far they influence practical applied Public Relations in Germany.

Parsons (2005: 10) says: "It is clear that the concept of professionalism is closely tied to ethics – professional ethics to be more precise." Of course, in case that ethical behaviour gets defined as such a high value to guaranty good Public Relations practise, the question arises which values in detail could define ethical behaviour. Parsons (2005: 21) defines them as follows: "Veracity (to tell the truth), Non-maleficence (to do no harm), Beneficence (to do good), Confidentially (to respect privacy) and Fairness (to be fair and socially responsible)". They are all framing a common understanding of moral and subsequently under that aspect ethical behaviour.

A PR practitioner is working under tension by trying to respect equally his own duties, duties of a client or of an organisation, duties of the society or of the profession in general. In how far is a PR professional responsible for ethical working or an ethical behaviour towards his clients, journalists or an organisation for which he is working, is broadly discussed in literature. The following literature which is highlighted doesn't represent the complete debate concerning this issue of ethics for Public Relations but provides some different points of view. Parsons is saying that media relations breeding ground in general for ethical problems. She focuses beside other aspects on honesty in daily media relations and the need of mutual acceptance of journalists and PR practitioners for which ethical practise is an essential key (Parsons 2005: 10, 15f, 97-105f). Seib and Fitzpatrick (1995: 1ff) say that every profession has a moral purpose and the purpose of Public Relations is to serve for

social harmony. Beside the difficulty to reach this, they argue that management positions are supporting the effectiveness of PR. For PR practitioners the issue of ethics has two important aspects: “[...] in terms of the ethics of the profession itself, and in terms of how maintaining ethical practises reflects on the reputations of the organizations for which public relations professionals work” (Winkelman cited in Seib and Fitzpatrick 1995: 4). L’Etang (2003: 8 (1): 22-25) says in Journal of Communication Management that ethics and social responsibility have long been an intrinsic part of Public Relations’ self-identity and therefore she identifies problems for Public Relations’ occupation that arise from historical legacy and considers the implications for professionalism. Cutlip, Center and Broom (2000: 58f) are exploring the ethical and professional foundations of Public Relations practise. They are taking a clear focus on the appliance of professionally implemented ethics and the values for the profession. They also explain that PR as a profession has to take social responsibility on a moral stage. Conrad and Poole (1998: 405f, 407-416) refer also to ethics and ethical corporate behaviour as a factor of major importance and being linked to an authentic corporate social responsibility. Grunig et al. (1992: 308f) have discussed diverse models of communication for Public Relations in their publication “Excellence in Public Relations and Communication Management”. Beside a critical look on all models, they said:

*”The two-way symmetrical model avoids the problem of ethical relativism because it defines ethics as a process of Public Relations rather than an outcome. Symmetrical Public Relations provides a forum for dialogue, discussions, and discourse on issues for which people with different values generally come to different conclusions. As long as the dialogue is structured according to ethical rules, the outcome should be ethical – although not usually one that fits the value system of any competing party perfectly” (Ibid.).*

Bowen cited in Toth (2007: 275ff) argues that Public Relations serves for the information flow inside as well as outside of organisations, contributing to the understanding of a range of publics. “This expansive function, when performed ethically, upholds the moral responsibility of facilitating dialogue (Habermas, 1984; Pearson, 1989a) as an ethical imperative.” White and Mazur (1996: 239f) said by taking a look onto environmental issues in a detailed way that: “Behaving ethically makes increasingly good business sense.” L’Etang (2006: 413-417) says that:

*“Corporate social responsibility programmes include a wide range of activities, often far removed from the corporation’s economic function. [...] The dominant view of corporate social responsibility is that it is a practise which benefits both society and business.”*

Further L’Etang says that CSR is often managed by PR practitioners that’s why it is seen as part of the Public Relations portfolio and as an effective technique to establish good relations and to enhance reputation with relevant stakeholders. CSR positively affects the organisation’s image and can be seen as an investment for the future if crises occur and can then be limited with goodwill which was gained in advance (Ibid).

At first view it is not easy and definite to identify in how far corporate social responsibility (CSR) has something to do with social responsibility. But as the reflection from diverse authors has shown, ethics and a general ethical behaviour of a corporation is in fact a transported value into the public with great importance for both sides. Besides that, there are controversies whether ethical behaviour is influenced by external factors, corporate impacts or by voluntary and altruistic motivations. Therefore CSR will be considered as well in the fieldwork of this research. Companies have recognised that they can indirectly raise their reputation

by taking those actions. Because of the very closely related aspect of Public Relations and ethics, general corporate behaviour is dealt with at a central point. When ethical communication is seen as a part of PR, it will be necessary to develop the importance and influence of professional, ethical PR, on CSR-concepts to corporations. CSR is connected to the field of Public Relations because of the representational function in addition to the responsibility for managing relationships. It also affects the corporation's image, goodwill and reputation. Sources are among others: (Grunig 1992: 240), (White and Mazur 1995: 225), (L'Etang 1996: 82f), (Cutlip, Center, Broom: 1994), (Grunig and Hunt 1984), (Seib and Fitzpatrick 1995: 7), (Conrad and Poole 1998: 417), (L'Etang and Pieczka 2006: 413ff). The field touches the interests of the communication business by delivering target audiences to those who manage the corporate image and is consequently listed in this review. Parts of the literature see CSR in connection to crises management. That's why it will also be treated in the following sections.

Because of all that single important tasks and impacts which Public Relations obviously has, there also raises the question of PR positioning inside an organisational structure. Today, in an increasingly complex, fast and globalised business world with rising pressure, companies have to operate more responsibly, which results in the integration of Public Relations as a management function in order to establish good relationships with their publics.

Seib and Fitzpatrick (1995:2) said:

*“Today’s practitioners ideally serve as senior advisors to top management in positions that allow them to participate in the decision making process.” [...] “As Public Relations professionals claim more seats at board tables, both their ability to influence socially responsible behaviour and their credibility with their organizations and the public will be improved” (Ibid: 1995:7)*

At this point Sheth and Parvartiyar (1999:1ff, 69ff) should also be mentioned, where they work out the theoretical foundations in marketing ethics. They should be considered because of the communicational overlap concerning some stakeholder groups who are served as well by PR. It should be noticed that competitive leadership will not exclusively depend on terms like product differentiation and product or service quality-management but also on the perception of the companies audiences like employees, customers, government, media, suppliers or the general public for example. White and Mazur (1996: 4f) said,

*”[...] is it coming to be recognised that sustained competitive performance will only come from inclusion of, and communication with, important stakeholder groups. [...] Nevertheless, there is evidence that practising public relations in this way is associated with superior business performance”. (White 1991: 1-22)*

Another important part of the field of Public Relations is the communication with groups who are politically engaged with an organisation. This kind of PR service is often called Public Affairs and covers like a “radar” also the theoretical concept of Issue Management which will be both explained more in detail in the following section.

### **1.3.4 Public Affairs - Issue Management – Lobby**

From time to time organisations who are applying Public Relations use the term Public Affairs instead of Public Relations. Of course, the term “Public Affairs” also exists in literature and is not to see as a synonym to label the profession as Grunig and Hunt (1984: 285) says:” We prefer to reserve the term ‘‘public affairs’’, therefore, for a specialized public policy and government relations program that is managed by the organization’s public relations subsystem.” Public Affairs are defined among scholars as: “[...] a specialized part of Public Relations that builds and maintains governmental and local community relations in order to influence public policy” (Cutlip, Center, Broom 2000: 17), (White 1991: 55-59). Avenarius (1995: 296) defined Public Affairs quite well when he said that it is the political part of PR. He further said that every organisation which has to deals with their political environment, is dealing with Public Affairs to these groups. Every political organisation on the other hand is applying Public Relation when they try to enforce themselves in the public. Under the term Public Affairs is as well located the term “Issue Management” which is defined as: “[...] the proactive process of anticipating, identifying, evaluating, and responding to public policy issues that affect organisations’ relationships with their publics” (Cutlip, Center, Broom 2000: 17), (White 1991: 59-61), (Heath 1997: 6). The before mentioned literature discusses if Issue Management can be rather seen as a sub-located function of PR or if it is a subordinated term which is part of strategic planning or strategic Public Relations. Heath (1997) listed the four main functions of Issue Management: anticipate and analyse issues, develop organisational positions on issues, identify key publics whose support is vital to the public policy issue and identify the desired behaviours of key

publics. Public affairs as a PR function also influences public policy making via lobbying or through the media. Therefore “Lobbying” is also defined here because of its general communication importance by running PR as a service.

Lobbying as it is defined in the literature attempts to influence legislative as well as regulatory decisions in governments. In other words it can be seen as a specialised part of PR that builds and maintains relations to governments with the primary focus to take influence on the processes of legislation and regulation to the advantage of the “client”. See (Cutlip, Center, Broom 2000: 18f), (White 1991: 61-65), (Moloney 2000: 104-119)., Since there is more and more political power from Brussels, particularly in Europe lobbying gets increasingly important as a special part of PR. To such activities are paid less attention in the news but they have more essential impacts on an organisation. Sometimes even drafts are in parts composed in PR departments of enterprises and will consequently have an interesting service aspect for the future from an agency’s point of view. Nowadays companies and organisations in Germany have recognised political communications as a useful strategic instrument. A reason might be that political decisions do have influential consequences for entrepreneurial decisions under tactically as well as strategically perspectives (Lederer et al.: 363). The market of representation and lobbying in Germany is served by individual consultants (freelancer), specialised agencies which offer just specific parts of communicational services, international agency associations as well as full service communication agencies which operate on national as well as international level. They all build up the political consultancy scene in Germany under a structural market perspective (Lianos and Simon cited in Lederer et al.: 363). The market of Public Affairs shows a growing strength since

2000 and is provable by referring to a doubled turnover of the top ten agencies in this market which had alone from 2000 to 2001 a turnover of €18.3 million by offering Public Affairs services (Ibid.). It becomes obvious that this part of Public Relations has an increasing demand in Germany and that's why it fits into the investigations of this thesis by researching the role of PR for German communications agencies.

The next section of this chapter will introduce the concept of multicultural Public Relations and their importance for German communication agencies.

### **1.3.5 Multicultural Public Relations – Importance for German agencies**

Many important factors take influence on the economical success of a business today. Some factors have a communicative background. To think about multicultural Public Relations means that there is not only the need to react to the impacts of global competition. As a consequence corporations have to think about the impacts of cultural diversities in respect of communication behaviour regarding the daily battle for attention (Cutlip, Center, Broom 2000: 251f).

PR is cultural in two ways. First, PR communicates across cultural borders by communicating for companies who act on international markets and secondly, Public Relations can be seen as a cultural practise itself (Banks 1995: 23-43). Multinational companies and organisations are frequently in contact with their consumers, the media, their shareholders or just their employees. The list of important stakeholders could be easily extended but it should just give an overview of the demand which emerge because of globalisation and of course by mergers and acquisitions. In addition a general highly competitive market environment is predominant. New corporations with new corporate cultures and international working practises arise. They need International Public Relations (IPR) to communicate effectively across national markets and to be able to implement Public Relation campaigns successfully. An implementation of IPR is the key for an organisation to understand different cultural views, opinions and behaviours of different publics out of different nations. Pavlik (1987: 64), an early researcher on PR, said that International Public Relations is one of the most rapidly growing areas of the profession, and one of the least understood. It seems that he was up to now right with his prognosis in both

ways (Ibid.). The question which will arise here is to what extent the professional appliance of IPR, which can be seen as a special part of Public Relations, will have to which extent an impact on the service field for German communication agencies. However the literature discusses if IPR exists and how it can be seen and defined (Van Ruler and Vercic´2004), (Wilson in Heath 2001: 521ff). Banks (1995: 25f) brings it to the point when he tries to develop a suitable intercultural theory of PR communication when he says: “Public Relations is institutional, representational, ideological, integrational and cultural.” Grunig and Hunt (1984: 6) realised that in earlier days when they said that Public Relations do not speak to individuals but to all groups who are mobilised around a particular perspective on an issue out of the viewpoint of an organisation, this will include then today of course as well the issue of multiculturalism because of international trade activities. Morley (1998: 8f, 15f, 45f) says that specialisation, globalisation and the communication technology are three most important forces which are affecting the practise of international Public Relations. Kunczik (1996: 12f, 74f) said indirectly that the world can be understood as a large, complex communication network and in that sense it is vital to apply IPR to be able to establish trust and positive images in order to mobilise any kind of support which is needed. Public Relations often follows when multinational active organisations enter new markets in the world. By applying IPR, they try to transfer their own philosophies into the new territories to conduct PR in their traditional ways (Culbertson and Chen 1996: 17-80). “Often, organisations turn their entire international communication processes over to Public Relations or advertising agencies” (Culbertson and Chen 1996: 17).

As mentioned before, that’s why this research will ask for the influence of globalisation as a major economic factor which forces organisations to act also in

their communication strategies internationally and if German agencies register, caused by this, any kind of trends in this field.

The following part of this chapter will introduce to the thought of corporate communication.

### **1.3.6 Corporate Communication - Public Relations and Marketing**

Besides a wide discussion in German and Anglophone literature about the sphere of Marketing and Public Relations concerning their tasks and responsibilities for each field, there are several definitions for Corporate Communication to find. Some of them are reputation and relationship management or stakeholder communication. It seems that the terms Corporate Communication and Public Relations are closely linked with each other. Steyn (2003: 168f) describes that corporate communications have to be seen as a strategic management function. Steyn says:

*”[...] to adapt to its environment by achieving a balance between commercial imperatives and socially acceptable behaviour; identifying and managing stakeholders and issues, as well as the publics/activists that emerge around issues; and building relationships through communication with those on whom the organisation depends to meet its economic and socio-political goals” (Steyn 2003: 178), (Grunig et al. 2002).*

It is to recognise in the literature that for the purpose of efficiency the business units (Public Relations and Marketing) should not work against each other. It is advisable for businesses that these units interact on a horizontal communication strategy. A horizontal communication strategy covers the function of information exchange between the units with the strategic purpose to interact with an inter-coordinated communication plan. Such an adjusted communication plan will raise the success of the corporation more effectively as if each unit just drives its own goal by ignoring the activities of the other. This kind of corporate communication strategy enhances the competitive advantage of the whole company. Porter (1985: 317f) said: “[...] Interrelationship among business units creates competitive advantages”. Kotler and Keller (2006: 593) tried to give an up-to-date definition of PR tasks and their fluent

but not broadly based overlapping “Relation” to marketing activities for a company. They came to the conclusion that PR should “[...] counseling top management to adopt positive programs and to eliminate questionable practises so that negative publicity does not arise in the first place.” Furthermore Kotler and Keller located five functions as they are: Press Relations which means to present all information about the organisation in the most positive light, Product Publicity which means to sponsor efforts to publicise specific products, Corporate Communications which means to promote understanding of the organisation though internal and external communications, Lobbying which means to deal with government involved officials or legislators to take influence on legislation and regulation for the purpose of the corporation and Counselling which is to understand as to advise the management early about public issues and corporations positions at all times (Kotler and Keller 2006: 593f). The related “docking term” to Marketing is defined by Kotler and Keller as Marketing Public Relations (MPR). They argue that it supports corporate promotion, product promotion and image building but is much more than the creation of publicity. Kotler and Keller (2006: 594) summarise six main tasks for that theory construct which are important ones for MPR: Assisting in the launch of new products, assisting in repositioning a mature product, building interest in a product category, influencing specific target groups, defending products that have encountered public problems and building the corporate image in a way that reflects favourably on its products. However a good use of Marketing and Public Relations (MPR) can be much more cost-effective than advertising alone and should be planned jointly with both units. By doing so, the impact can be extensive. The literature discusses the question of importance and definition of corporate communication, which is dependent on the respective perspective and is also known

under the term “integrated (marketing) communication (IMC)”, in a broader way (Grunig et al 2002: 302). Confusion and conflict has emerged about the discussion of integrated marketing communications because academics and practitioners claimed that IMC represents a form of marketing which tries to subordinate Public Relations under the field of marketing (Hutton 2001: 205f). Hutton said:

*”The public relations field has been very slow to respond to the challenge, [...] and public relations might well have created the vacuum that marketing is now filling. There remains a critical need for public relations to define its intellectual and practical domain, especially vis-à-vis marketing to regain control of its own destiny” (ibid.).*

This research will therefore also ask in how far PR and marketing services can go in line when a German communication agency plans a new communication strategy for a client. Other authors mentioned a decreasing marketing efficiency and effectiveness which indicates that new ways for organisational communication have to be chosen for the future (Kumar and Reinartz 2006: 7ff, 15ff). To note at this point is also the work of Balmer and Greyser (2003: 124f, 138f, 145) where they clearly define that corporate communications focus on multiple stakeholders and interest groups and however marketing communication applies a much smaller range of communication vehicles while focusing on a limited group of stakeholders which are primary business to business or business to consumer customers. They further said that environmental forces are contributing today to the increased importance of corporate communications and listed therefore among others: shorter product life cycles, keener competition, globalisation and public communicational expectations of responsiveness (Balmer and Greyser 2003: 127). The last author, who needs to be considered at this point, is Bruhn (2003: 1f, 17f) because he writes about relationship marketing and defines it with an interdisciplinary character where diverse theories of

various origins are used. In this context Bruhn of course stronger focuses on customers' or clients' perspectives but they are also relevant stakeholder groups under the concept of Public Relations. He lists (2003: 104) the following theoretical requirements for relationship marketing:

*“[...] clarify the forms and types of customer relationships, [...] explain the different customer relationship phases, [...] elucidate the processes for the emergence of customer relationships, [...] illuminate the dynamic aspects of a customer relationship, [...] highlight the conditions for the emergence and maintenance of customer relationships, [...] being able to express the viewpoints of the buyer as well as the seller.”*

He further added that relationship marketing has strategic attributes and tasks by controlling corporate relationships in diverse dimensions for corporate strategic business units (Bruhn 2003: 104f). For a broad background Joep Cornelison (2005) should be considered, too. After having provided an overview about corporate communications, this research will ask the practitioners in German agencies which potentials they see out of an integrated communication practise.

The following and last section of this review will present Public Relations possibilities to act as a tool for effective crisis management including the option to be a good future investment.

### **1.3.7 Public Relations and Crisis Management – useful future investments**

Crisis Management is possibly one of the best arguments to convince critical people that professional Public Relations is a business part which could some day become the corporations lifeguard. In times of keener competition caused through globalisation, fast information exchange with modern media and many other external factors it is not easy to keep the business running without any disruptions. Nowadays a crisis can not be prevented with just having a perfect quality management which is of course also important, rather a good developed strategy to manage or prevent a crisis successfully is an essential skill. Many other external forces take influence on a business as well and are able to cause high damage in a few days or worst in several hours. A good organised Crisis Management should run at any time like the antivirus programme on a computer to be prepared before and when and a crisis occurs. Then it will be possible to notice at a very early stage the determinants and facts by which a crisis will arise. This will enable the Crisis Management to do the right things in advance which means to protect the corporation's reputation in general. The implementation of a perfect organised crisis communication management system seems to be an interesting part for communication agencies as well as businesses because the whole field is closely involved by building image, reputation and keep them in a strong position. The literature broadly discusses which types of crisis can occur and how they can be solved most effectively.

Basically it is to notice that crises can occur from management failures (internal) or environmental (external) forces and can be clustered under one of the following eight categories: natural, technological, confrontation, malevolence, skewed management

values, deception, management misconduct and business & economic (Lerbinger 1997). Especially the external angle from whom a crisis can occur seems to be an important area where professional Public Relations in view of Crisis Management can be applied. By reviewing the literature it is really early to notice that terms like crisis communication, issue management as explained before but here with a focus on crisis issues, crisis planning and post-crisis communication are closely linked to each other (Seeger et al. in Heath 2001: 155ff). Other related literature is: (Seymour and Moore 2000), (Cornelissen 2005), (Heath 1997) and (Fearn-Banks 2001).

White (1991: 110f) says that there are good reasons that Public Relations has a special interest in Crisis Management and developed real expertise in the last years in that area of management. As he explains, a key argument is that a crisis is usually a very public event and the organisation's behaviour is then subject to critical public scrutiny. The organisational behaviour in a crisis will be remembered and can later guide to a recovered reputation or in case of failure, contribute to drive out of the businesses market. White and Mazur (1995: 203ff) said earlier that a typical aspect of a crisis is that it places the organisations experience into public spotlight and calls at the same time the management competence into question. In that situation the organisation is forced to communicate quickly and highly competent to all relevant stakeholder groups. To apply that in practise means to make the right decisions and to have PR staff that has the skills to manage the several different stages of a crisis successfully. Hagan in Toth (2007: 413ff) states that it makes sense to apply Crisis Management as an ongoing management process, beside a quite endless list of risks which can occur instantly to a crisis. Hagan further says that in recent years, more and more PR professionals and PR agencies are offering lucrative counsel in the field of Crisis Management.

Seitel (2004: 490f) stated out:

*“In a world of instantaneous communications, round-the-clock cable news commentary, tabloid news journalism and exploding communications challenges, the number and depth of crisis affecting business, government, labor, nonprofits, and even private individuals have expanded exponentially.”*

See also Toth and Heath (1992: 96ff) for some interesting case study examples. Also relevant German literature is to find under: (Müller 2005: 169ff, 173ff, 177ff), (Bentele et al. 2005: 521ff), (Baumgartner 2005: 8ff, 39ff, 72ff, 143ff, 183ff), (Hribal 1999: 21ff, 458ff), (Avenarius 1995: 245ff), (Deg 2006: 179ff, 185ff) and (Röttger 2006: 82ff) beside others.

It seems as if Crisis Management fits perfectly in the field of Public Relations when dealing with critical publics. That’s why this research will explore how and if this kind of PR service is offered from German communication agencies or if it faces an increasing demand.

## **1.4 Conclusion**

This review of the general relevant literature has discussed the most relevant areas of Public Relations. All fields are related to the question of the status quo for the agencies communication business in Germany as well as the future of Public Relations in that area. This research has shown that there is much literature available however nothing which addresses to the overall question directly. There is a widely discussion running about the “old battle” between Public Relations and Marketing but quite nothing is said in detail about how the combined use of both “fields” could help to improve competitive advantages for businesses and the offered strategies of communication agencies in Germany.

The gap will be closed by the following exploratory investigations in the literature as well as into the fields of working experts in German communication agencies.

The researcher thinks it will be interesting to explore how the German media-communication-industry and indirectly their customers see the potentials of Public Relations in order to optimise their businesses directly or indirectly. Therefore the reader got a good overview of all most relevant topics related to Public Relations and their areas as a service business.

# **Methodology**

## **2.1 Introduction**

After having identified the most important communication concepts, models, theories as well as the specific historical background and the current debates about communication in the literature, the methodology chapter of this thesis will be shown next. Aim of this chapter is to outline the methodology and evaluate the process which is chosen for this investigation. This chapter will set up the research objectives for the reader's understanding which leads the study. After that the chosen research paradigm/design will be discussed and further explained which ones are applied within this research. Hereafter is the process of sampling and procedures of data collection in focus. The following section is closely linked to the before mentioned one and highlights the process of data reduction, analysis and their theorisation. Next to last the researcher will share some impressions made by gathering the data. They clarify some specifics of the coding process which need to be explained more in detail. The end of this chapter will tackle the limitations of this research investigation.

## **2.2 Research Objectives**

The literature review has shown that Anglophone and German literature has failed to present detailed research results about the appliance of Public Relations within communication agencies in Germany and how their practitioners understand the role of Public Relations in the field of communication. This research is an enquiry in how far public relations concepts are already known or seen today and how they get applied in German “Communication Agencies”.

The term “Communication Agency” is used by the researcher as a medium to describe and cover all sampled agencies among one term. As the reader will note in the following chapters there is even within service partners for PR an irregularity regarding their self-understanding and labelling to note. In order to be able to cover all interviewed agencies regardless their specific focus on Public Relations, Marketing, Advertising or Consulting, the researcher will apply the term “Communication Agency” through the whole thesis.

One aim in this investigation is to draw an as most as exact picture of the German communication market which is served by agencies. Objective is to be able to uncover who is using Public Relations and applying PR, with which deepness and understanding and in which areas of the German communication business. The purpose of solving that aim is to draw conclusions about the importance of Public Relations for German Communication Agencies. To fulfil the aim of how these agencies in Germany understand and apply Public Relations at the moment, an initial exploration among communication experts will be made. This exploration has been done to get a direct feedback of the practitioner’s opinions and views if and how they see Public Relations as a profession at the moment positioned and to determine what

they are understood by Public Relations. By looking at this it will be also interesting to find out in how far the practitioners' definitions and viewpoints stand in conflict with daily business or in other words if requirements of clients are reasons for - if so - to use Public Relations only in specific ways. To answer all these objectives, the listed research questions will guide the investigation:

- What is to find out about the history of Public Relations and are there any specific reasons to identify which caused a different use or evolution of the field today in Germany?
- What is the status quo of Public Relations professionalism in Germany?
- How is the PR communication market in Germany structured?
- How important is PR for the future of a German communication agency?
- How do practitioners in communication agencies see the importance of Public Relations?
- Is there a gap between the general understanding of PR from practitioners view and how they use it?
- How and in which ways are PR concepts applied?
- What economic impacts are "calling" for PR inputs just now?

- Have economic developments changed the role of PR in the last few years?
- What impact has globalisation and competition had on communication and trends?
- Is it possible to create competitive advantages by using professional Public Relations?

### **2.3 Research Paradigm/ Design**

The nature of the title of that thesis makes it applicable to choose a qualitative research approach. The investigation will provide an in-depth understanding of how Public Relations are applied in German communication agencies regarding important aspects which assist as a frame to understand this through using the constructivist-interpretivist paradigm. In the following section is explained why this is here the case and what arguments are confirming that chosen way. For solving this investigation the paradigms “Constructivism” and “Interpretivism” were chosen. Constructivism and Interpretivism are only two paradigms or also called worldviews for research but because of their nature often combined. They will be more explained in detail in the following.

The constructivist worldview is used in this thesis to be able to support a broader understanding of different perspectives out of different involved groups through the communication process of Public Relations. According to the Constructivist paradigm individuals seek to understand the world in which they live by developing subjective opinions which are based on their personal experiences. These meanings can be multiple as well as different and by this leading the researcher to a complex linking of views (Creswell 2007:20). Subjective opinions are often socially and historically linked and formed through interactions with other involved people and influenced “[...] through historical and cultural norms that operate in individuals’ lives” (Ibid, 21). Schwandt explained: [...] ”constructivism means that human beings do not find or discover knowledge so much as construct or make it” as we “invent concepts, models and schemes to make sense of experience and, further, we

continually test and modify these constructions in the light of new experience” (Schwandt 1998: 237).

Because of those characteristics the “Constructivist” paradigm will be used. It is the best way to explain in which way PR communication is applied (“constructed”) to interact with people and how it is influenced by professionals and experts of the field, their actions and the use of their language.

Therefore the researcher wants to study the viewpoints of experts who are involved in the communication process in order to be in the position to understand the social interactions and how they take influence. By using the “Constructivist” worldview, the researcher assumes that participants who are involved or take in some way part in the communication process, “construct” it automatically. Further the intensive study of relevant Anglophone as well as German literature in combination with in-house materials out of communication agencies will assist to construct a theoretical understanding of the PR communication process in Germany. Theory within the context of constructivism will serve as a tool to explore new theoretic perceptions within the role of Public Relations communication through interpreting the empirical findings in a German communication context. Collecting the multiple opinions out of different viewpoints will help to construct new knowledge concerning the thesis question. That this is a suitable way is also argued by Thomas Schwandt who said: “The constructivist or interpretivist believes that to understand this world of meaning one must interpret it. The inquirer must elucidate the process of meaning construction and clarify what and how meanings are embodied in the language and actions of social actors. To prepare an interpretation is itself to construct a reading of these meanings; it is to offer the inquirer’s construction of the constructions of the actors one studies” (Schwandt 1998: 222).

In the following text will be described how and why the combination of the two paradigms “Constructivist” and the “Interpretivist” fits perfectly for this investigation.

“Interpretative researchers recognize that in order to understand the world of Public Relations and Marketing Communications, they must first actively engage in it before going on to interpret it. Involvement in ‘the field’ enables them to conceptualize reality from the point of view of those involved in it” (Daymon and Holloway 2002: 5).

By applying a combination of both paradigms, the researcher comes into position to get directly involved with the people whose world is studied. It is further a way to achieve deeper understanding and a clearer reconstruction of the practitioner’s point of view which takes of course part by influencing the practice (Ibid: 14).

The appliance of the “Constructivist-Interpretivist” worldview let ontological, epistemological and methodological issues appear. Therefore they will be discussed now briefly.

The ontology – relativist - assumes that “[...] multiple, intangible mental constructions, socially and experientially based, local and specific in nature [...], and dependent for their form and content on the individual persons or groups holding the constructions” (Guba and Lincoln 1998: 206). Reality can be seen as what is shared and taken for granted out of the perspective of involved individuals view to the world and how they perceived and understand it (Daymon and Holloway 2002: 5). The question for the researcher under the ontological aspect is: What is the nature of reality? It is asked because, as already mentioned before, reality is

subjective and multiple, as seen by all individuals involved in the study (Creswell 2007: 17). In order to balance the problem of subjectivity by single individuals, the researcher has asked 36 agency practitioners plus seven other experts (out of the sample which is explained in detail in section “Sampling”). By consulting a larger group of experts it was possible to compare their answers and dealing the mentioned aspect of subjectivity.

The epistemology – transactional and subjectivist – suggests that: “The investigator and the object of investigation are assumed to be interactively linked so that the “findings” are *literally created* as the investigation proceeds” (Guba and Lincoln 1998: 207). The question for the researcher under the epistemological aspect is: What is the relationship between the researcher and the researched? In this case the opinions of involved participants concerning this study are reflected. The researcher attempts to lessen the distance between him and the research objects by spending time in the field and with involved participants and becoming well informed (Creswell 2007: 17). Guba and Lincoln said that “[...] the inquirer must elucidate the process of meaning construction and clarify what and how meanings are embodied in the language and actions of social actors” (Schwandt 1998: 222).

As a wide number of experts have been personally interviewed by the researcher (most of them one to two hours each), it was possible to get a feeling of their language use, their honesty regarding answers and what they wanted or didn't want to say. The researcher can claim neutrality towards all interviewed experts as he didn't work for any of them or the organisations they belong to, before. The relationship between researcher and researched ones can therefore be described as neutral as possible. Nevertheless it needs to be said that especially to agency experts

there have been contacts/dialogues established in advance. As most of them belong to higher management there has been a timeslot of about a year in order to arrange personal meetings for interviews with them. Therefore intensive phone or e-mail exchange had been running, directly or via their offices, in advance to attract and convince potential interview partners for participation within this research.

The methodology – hermeneutical and dialectical – issue suggests that “[...] individual constructions can be elicited and refined only through interaction between and among investigator and respondents” (Guba and Lincoln 1998: 207). The question for the researcher under the methodological aspect is: What is the process of research? For this the researcher will study the topic, apply inductive logic and uses within the context an emerging design (Creswell 2007: 17).

By applying the before-mentioned “Constructivist-Interpretivist” paradigm, the situation evolves that relations needs to be established between the researcher and the participants. At the same time the need evolves to ensure that although dependences arise, correctness of the research has to be guaranteed. That’s why the benchmarks which allow measuring the quality of a qualitative research are authenticity, credibility, transferability, dependability and conformability (Denzin and Lincoln 2005: 22-25). They are altogether presenting the substitute benchmarks for internal and external validity, reliability, generalisability, relevance and objectivity, which are the usual criteria of quality measurement by applying the quantitative or postivist approach (Daymon and Holloway 2002: 88-94, 101), (Guba and Lincoln 1998: 186), (Kvale 1996: 64-70), (Bryman 2004: 272-276).

## **2.4 Sampling**

To be able to fulfil the aim of how German communication agencies understand and apply Public Relations at the moment, an initial exploration among communication experts has been made. For this purpose the question of sampling arises and will be explained in the following.

As Daymon and Holloway describe: “Qualitative approaches demand different sampling techniques from the randomly selected and probabilistic sampling which quantitative researchers generally use” (Daymon and Holloway 2002: 158). They further said that qualitative researchers are less rigid and therefore not establishing such a strict sampling frame like it is usual in quantitative studies. As an assumption the qualitative sampling develops during the research process as the researcher will develop new avenues (Ibid.). The “theoretical sampling”, which means that the sample itself consists and is based on the criteria: people, time, setting, events, processes, activities or concepts, will be tackled in this section based on the used sample of this investigation.

Due to the fact that it is for an industry external researcher quite hard to get out of a small and sometimes non-transparent industry comparable market numbers, the researcher decided to take a usable ranking to start the sampling process. The German website [www.pr-journal.de](http://www.pr-journal.de) which is publishing under charge of publisher and editor Gerhard A. Pfeffer, is comparable to PR-market agency-rankings since 2004. Based on the researcher’s outcomes of the personal conversation with Mr. Pfeffer and being aware that he generates revenue via branch specific advertisement selling’s on his page, the researcher came to the conclusion that the ranking is valid

enough to be a reliable start for own sampling. All market numbers within Pfeffer's ranking are reported voluntarily by agencies and without payment by PR-Journal, as he told personally. Some relevant German market participants within the ranking are not willing or allowed to make their numbers public. One reason is non-transparency of agencies and the other one is the "Sarbanes-Oxley Act of 2002" which does not allow those companies listed at the US stock exchange to publish a specific range of market-relevant numbers. Agencies which have to obey to this act and which are market participants in Germany have been calculated by the average revenues per employee, in that year for agencies, in Germany.

The sampling applied for this research is first of all based on market strength. Based on that numbers it is possible to argue that the researcher spoke to a reasonable part of market representing agencies for PR communication services in Germany.

The second criterion has been the membership of the GPRA. The GPRA as explained in more detail within chapter "Professional PR issues in Germany" is one beside two other nameable occupational bodies, the DPRG and BdP. The GPRA is the only one which does only cover PR agencies as members and is dealing with standard setting themes for the service field of PR, in order to raise the field's reputation and to ensure quality of practise.

Both first applied sample criteria are not directly to combine within one ranking because the top twenty German market participants are not all members of the GPRA. Because of that fact the researcher decided to take a pr-journal ranking of 2007 (see appendix) which ranks only GPRA member agencies and takes a closer look at the strongest twenties. These twenties might stay for the claim of offering good PR practise in Germany but do not necessarily represent the top of Germany in view of market strength. That's why they have been copied to the ranking of

Germany's complete market of PR agencies (same year also in appendix). What happens then is that some formerly top twenty GPRA ranking members are still within the top twenty of the complete market but change ranking places or they leave. As a result new agencies follow in the sample which are no members of the GPRA but represent strong parts of the market. By appliance of this process some agencies are displaced to rearmost places. They consequently appear in the whole market's middle field but are still interesting partners to consult, as they are often small regarding gross income but specialised in specific portfolios. This system guides to 28 interview partners in total. Disregarding the total sampled number of participants, it needs to be mentioned that three agencies strictly denied cooperating with the researcher, which caused that they have been replaced by following ranked competitors.

As the excel list (see appendix) exposes there have been 36 agencies in the end and a total number of 41 experts consulted. The difference of eight further agencies is a result of field contacts after having spoken with a number of experts who made access to these agencies. Agencies are often seen as business consultancies which are therefore not within the PR ranking, although they offered such services, quite easy. The difference of five interview partners (total 41) compared to the number of agencies (36) within the sample is a result of five cases where the researcher was accompanied by two experts - often a colleague of the interviewed person.

The sample which the researcher applies is based on a heterogeneous one. This means that the sample contains individuals who differ from each other in major aspects like working in different areas of the communication business, their exact job positions and their level of influence within the organisational structure of the agency

(member of management or employee) (Daymon and Holloway 2002: 161). Therefore participants, who are in their daily business involved with the communication process to “publics”, have been invited and asked to take constructively part in this study. For these purpose individuals who were working in “Only PR Service Agencies” as well as in broader focused “Communications Agencies” have been asked for their point of view. The researcher wanted to find out in how far deeper professional Public Relations knowledge about communication concepts is known and applied today. That’s why perspectives of specifically involved people like from “only PR” agencies and from the so called “full service” agencies have been of greater interest. The number of involved participants was originally a group of around 20 planned (Deacon et al 1999: 42f). The number is mainly based on the idea that under the planned sample construction the major market participants, regarding agencies’ gross income, and regardless if they are an “Only PR Agency” or “Full Service Agency” could be joined. As the literature refers, it is not necessary to have larger samples as long as saturation occurs. Based on previously explained reasons the sample applied within this research has nearly doubled.

In addition small samples allow capturing specific responses and individual interpretations which is otherwise often get lost when larger samples are applied (Daymon and Holloway 2002: 163f). It has been the case that a small number (seven – chart in appendix under category “Out Of Sample” - OOS) of other experts around the field have been considered to be able to get a clearer picture of framed aspects within the research question. The collection of opinions has taken place for nearly two years – including first establishments of contacts via e-mail and phone when the researcher had been positioned in Scotland. This approach has been applied to enable

the researcher to study the background and the communication business in Germany. It was possible to develop the today known and applied PR communication techniques from the perspective of practise so that they can be related to a broader understanding.

## **2.5 Data Collection Procedures**

The following section presents an overview of how the procedure of data collection was conducted within the thesis topic. As fundamental a substantial research on secondary archive resources has been carried out. This included solid research in Anglophone and German literature concerning Public Relations, communication and Marketing knowledge and of course with a specific focus on German historical backgrounds and perspectives. Thus the researcher acquires a broad spectrum of information about the field's theory, and based on this, being later able to interpret the participant's feedbacks to find logical assumed conclusions. This part of the data collection included books, journals, special interest magazines as well as newspapers and documents which are held in the archives of libraries, institutes and agencies. These documentary sources have been used to supplement the gathered information out of interviews. Secondary analysis means that the researcher re-analyse other researchers' data or research reports within the view of the research question (Daymon and Holloway 2002: 217).

Hodder said: "Documents which have been produced by other people can be a rich source of supplementary or primary evidence in research, indicating the way an organisation or industry views its past and present actions, achievements and people. They are important in qualitative research because, on the whole, access to them is low cost and often easy, the information provided in them may differ from or may not be available in spoken form, and because documents endure over time, therefore providing historical insights" (Hodder cited in Daymon and Holloway 2002: 216). This has been the case for some considered market rankings as well as in a few cases where statistical data out of other studies have been cited.

The other important side where the investigation mainly relies on, is the use of semi-structured in-depth interviews which is the major tool applied. They have been planned and conducted as one-to-one interviews. They were arranged as face to face or telephone interviews and been made in time frames of 30 to 120 minutes. As the appendix shows all interview partners have been personally consulted by the researcher and have just in a few cases been accompanied by another colleague.

As explained before, categories like “Only PR Agencies”, “Full Service Communication Agencies” and each subcategory “Management” and “Employees” came up. As the attached list of interview partners demonstrates, most of them belonged to the management which was of great help in diverse perspectives. This feedback in combination with diverse sources of literature and some agency external experts have lead to authentic “Data Triangulation” which is explained next.

By asking different groups to the same issue, the researcher could reach a kind of “Data Triangulation”. This is defined as a combination of more than one perspective to be able to corroborate the collected data, so that it is possible to provide a more complete picture in total. Daymon and Holloway defined: ”Data Triangulation, where you use multiple data sources, such as collecting data from different groups, settings or at different times” (Daymon and Holloway 2002: 98f).

The semi-structured interview type was chosen because it is the best way between a totally unstructured and a complete structured interview. The appliance of an unstructured interview would provide on the one hand greatest flexibility, which is a major plus of qualitative research, but would lead to a high “dross rate”(amount of information which is not of use). On the other hand a complete structured interview would skip the chance to explore specific upcoming feelings, perceptions and

thoughts. In that light the use of semi-structured interviews is the best option to gather rich data with the lowest “dross rate” because it provides some guidance through the interview as well as the flexibility, if necessary (Bryman 2004: 319-323), (Daymon and Holloway 2002: 168-171). Further it allows the researcher to ensure that the key issues in each interview will be discussed and it provides the interviewees with an atmosphere in which they can express their feelings and perceptions much more in detail. This has been the case and can be seen within four selected interviews of full length in the appendix. They reflect in combination feedback from practitioners, scholars as well as from customers’ side. All interviews have been digitally recorded and later – where necessary - translated from German into English (Bryman 2004: 329-333).

It should be mentioned at this point that it was a challenge to conduct so many face to face interviews especially with members of the higher or highest management. One major reason is that these people are very busy all day. An external researcher who has no direct relation to their company or via other organisations, where they might be engaged with, has no priority compared to daily business and customers’ needs. These facts have of course nothing to say about their willingness to help and assist within this research with their insides and personal experiences. After sustained investment of the researcher in direct contacts or via the managements’ secretariats nearly all of them agreed to participate.

As the interview list within the appendix shows the German agencies usually concentrated in bigger cities where other financially healthy industries are located and the need for PR services arise. That’s why they are not spread over the whole country but are often based in economic relevant areas such as Frankfort, Düsseldorf, Hamburg, Munich, Berlin or others. This sounds great and might lead to the idea of

combining interview meetings within one week in one town. But even though the researcher tried to do this whenever possible in most cases it was no option, as these people are very busy which provided flexibility and adaptation in view of time slots from the researcher's point of view. As a consequence the researcher had to arrange meetings which were firstly suitable for them. This resulted in a respectable amount of driven miles through Germany and a huge number of stays by diverse people (mostly family dependants and friends) in the whole country. It will be explained later within section "Limitations of the Research" in which way the notable amount of travelling costs has been tackled.

The way how all these interviews have been reduced and analysed will be discussed within the following section which is called "Reduction of the Data, Analysis, and Theorisation".

## **2.6 Reduction of the Data, Analysis and Theorisation**

It is self-evident that within the appliance of qualitative paradigms, a huge amount of data will come up, consisting of field notes, agency documents/reports, literature, e-mails, research diaries, digital records and transcripts of interviews. This situation has raised the question of how to bring order and a kind of logical structure in the data? Matt Holland said: “Data analysis is the process of bringing order, structure and meaning to this mass of unstructured data” (Holland 2002: 231). Janice Morse describes it more in detail as she said: “It is a process that requires astute questioning, a relentless search for answers, active observation, and accurate recall. It is a process of piecing together data, of making the invisible obvious, recognizing the significant from the insignificant, of linking seemingly unrelated facts logically, of fitting categories one with another, and of attributing consequences to antecedents. It is a process of conjecture and verification, of correction and modification, of suggestion and defence. It is a creative process of organizing data so that the analytic scheme will appear obvious” (Morse 1994: 25). Today, data reduction and interpretation are popular ways of solving qualitative analyses but there are no rigid stages or rules of how to process a qualitative analysis. That kind of openness and flexibility of qualitative research implies on the other hand that the researcher has to decide which analytical approach he wants to follow. The aim is to use the best fitting way for the data which has to be analysed here (Holland 2002: 232f). Therefore, as a first step, all field notes and comments, research diary and the transcripts of the interviews (where necessary); have been translated from German to English. Due to the process of reading and rereading of the data, they have been coded. The researcher was therefore listening to the data and asking himself “What is

it exactly – what do they talk about?” Of course did the provided questions base on the interview guide which led to specific answers. In quite of all cases further questions have (called “insertion questions and tagged with “=>” compared to standard questions which where tagged with a bullet point by the researcher) guided to specific field relevant details and could be compared to answers of other interview partners. This was taking influence on emerging coding categories and of course on the finding chapter’s structure.

In the next step, the coded data could subsequently be seen as initial statements being reduced again to initial codes and categories. In order to be able to draw on the literature, and to relate the fresh data to theoretical literature based ideas, the categories have been than reduced to key themes and dimensions for the study (Ibid: 234-237), (Bryman 2004: 392-395). The researcher clustered all usable statements in about thirty categories such as: composition of a communication concept, make or buy, economical impacts changing PR importance, demand of specific PR services, conceptional understanding, budgets and willingness to invest, acceptance within society, advantages by applying PR, evaluation, ethic, market trends beside others.

In order to find an answer and to get insides about facts and figures as well as the PR markets’ structure in Germany, the researcher made as well a small quantitative analysis. For this part of data reduction only agencies have been in focus within the sample. It had been carried out that PR as an own industry service field, which builds and cares for others’ images, reputation and goodwill, obviously has essential problems to deal with PR-occupations’ own apperception. For that purpose the websites of all sampled agencies have (including the ones which merged during this research) been visited and especially reviewed regarding the “tools” they offer. The researcher counted as well how many different terms they are applying and how

often they are used as a label? Within this screening can be noted as well how many industry sectors these agencies serve and if they can be clustered down to a few? Further has been noted how many discipline clusters are really existing in the market. As chapter four will outline more in detail there were differences to note as some agencies offer firstly a discipline within PR communication and behind those specific tools they apply. As a last aspect of that quantitative analysis has been an overview of founding dates within sampled agencies. This was done in order to prove validity and triangulation in regard to existing figures in literature, when talking about a market emergence for PR services in Germany.

This brought the researcher in the position to link his findings with existing concepts between the “field of communication in Germany” and the literature (Ibid: 233). Because of the fact that quite less research is done within the exact research topic, existing communication theory and techniques have played an important role for the researcher to be able to analyse the findings which the investigation found out. Theory has in this context been seen as an instrument in order to present recent knowledge as well as specific in-depth understanding concerning the appliance of Public Relations concepts in German communication agencies (Denzin and Lincoln 2005:3). Through the use of the constructivist-interpretivist paradigm the investigation has reconstructed and interpreted the role of PR concepts in Germany within the thesis topic.

The following section will give an idea about the limitations of the thesis, considering the applied paradigms which are framing the investigation.

## **2.7 Impressions, Observance and further Explanation of Coding**

### **Process**

Trying to get influence on results:

Round about a third of all interviewed experts, mostly practitioners in high positions, wanted to have an interview guideline in advance via e-mail. The researcher agreed in all cases to that precondition being aware that this might have had an impact on the given answers. Beside that all interviewees got a copy of the interview guideline in the meeting together with a department's approval that this research is totally free and not influenced by any third party. About a fourth of all consulted people didn't want to release the interview content directly after having done the interview. They asked to see the full transcribed version and wanted to have the chance to edit what they had said before. The researcher complied with this wishes in a few cases. The outcome was that the new versions were often and especially around interesting answers completely changed. Another very small group decided to allow working with the interview outcome only after having been informed about every quotation. In both described cases the researcher saw his authority to judge about the use and context of correct gathered primary data restricted. Thus it was an effort to take influence on the research results and contexts. In order to ensure that all data could be used in original quality, the researcher decided to make members of those cases anonymous. Members of that group can be found in the experts list within the appendix colour-coded instead of with correct names.

It is of course speculative but a reason might have been that it is hard to get a proper

Unique Selling Proposition (USP) within that industry and this does simply not go in line with research transparency. In case of this research they calculated that their competitors might read later what they have said about the business.

From the researcher's point of view transparency is generally difficult within that industry. Agencies are actors within a market segment where the only chance to be different – creating a USP - compared to their competitors, is via in-house branding and of course via the financial power of an agency which in consequence enables them to hire most competent staff. In the long run this results in better market positions as they are easier able to win new pitches and to gain more revenue by serving budgets of bigger clients.

How they react to the researcher:

In most cases it was easy to get in contact with the agencies but hard to get a personal interview, especially in those cases where a direct contact via phone or e-mail to the interview partner wasn't possible. It took some time to establish relations to directors' offices as they often function as gatekeepers. As an independent researcher who is a foreigner coming totally unknown from outside, there had been absolutely no priority from their point of view. Nevertheless they treated the researcher in most cases friendly and the process of networking got easier the more known and important people of the German PR industry had been consulted. After a while it was like an automatism and it was getting much easier to convince other new members of the management level to participate when they heard who else has taken part in it.

Reaction within the interviews:

The atmosphere during the interviews was, beside only one exception, a very friendly one. The researcher's impression was that it was quite a small grade between on the one hand being totally uninteresting as a researcher among many others when they said at the phone:" [...] do you know how many students with research questions do ask us every week for help?" However on the other hand once they were convinced their willingness to learn something out of it was triggered. Then they have been quite motivated to help. This is not altruistic but fair. The researcher's impression was that they at the same time wanted to help and take advantage by participating and learning new things about competitors, themselves and the industry. Of course, they recognised a chance and tried to influence the researcher's impressions by presenting themselves as well as the company in the most positive light.

Once being in the personal interview situation they have been accommodating and friendly so that they served and treated the researcher like a client and in thus professionally. This means in detail that they reserved parking spaces, staff at main entrances was informed about the researcher's arrival, and secretaries' offices have been very welcoming. They often served tea, coffee and biscuits. In a few cases the researcher was invited to join a dinner with the member of management and they combined it with the interview. This had had advantages as well as disadvantages. The advantage was of course that it was easier for both sides to be more relaxed and (as it seems) less formal. Such environments result in a positive atmosphere and enable the researcher to get sometimes more in-depth information as it might have been possible by an interview at the office. However, one clear disadvantage was that

the quality of a record had often been disturbed by background noises which made it later more stressful to listen to the material and to transcribe it.

The researcher had to note that a lot of interviewed experts have been interested in “What have my colleagues answered regarding that question?” or “Did my colleagues said the same about that?” or “I assume that my opinion is one which is shared by most of my colleagues – is that right?”

What can be learned by these statements? They wanted to help to some degree but they simultaneously liked to ensure that they do not tell too many insights or new stuff or any kind of revolutionary or innovative details in order to protect it from their competitors. So in some cases the researcher got the impression that their mission was to be friendly and transport a most supportive image by keeping the researcher happy and presenting themselves and their company in a most positive way. The researcher’s goal was at the same time to ask as well unloved questions without risking the hardly established relation.

In the end it can be summarised – as the list within appendix shows – there was a great number of market participants in Germany within the most successful market actors (regarding gross income) which is relatively small. Experts in higher and highest management know each other in most cases quite well. This was again helpful to convince further important and engaged actors to take part within this research. Some people of this industry even helped the researcher to get a chance to consult further important actors who wouldn’t have participated without such help. Nevertheless the researcher was able to invest more than a year in order to establish contacts to such a list of top-class participants. The fact that these people are very busy is of course one major reason which made it time-consuming. In addition it was

hard to win the participants' general willingness to support such an unbiased research. This leads the researcher to the impression that the PR industry is a relatively closed and non-transparent one. The general market rulers know each other well and are meeting on diverse occasions – online platforms or occupational events- so that everyone knows quite exactly what is common sense and what is “as an official answer” more a fresh or revolutionary opinion. Because of that regular exchange there was an “Industry defined” opinion regarding diverse questions which often have been agreed upon in advance. Nevertheless the researcher was able to receive the whole range of possible answers regarding quite every context (positive to negative). But in any case there was a clear tendency or imbalance to note.

## **2.8 Limitations of the Research**

As the literature shows as well as other studies it is logical that there is no methodology without limitations. Limitations can vary and touch the thesis from different point of views. Fontana and Frey said that it seems so that social researchers rely on the interview as a source of information and they assume that the results taken out of interviews can be seen as a true and accurate picture, drawn by the respondents (Fontana and Frey 2005: 698f). A kind of limitation is in fact that the researcher has to trust what the informants have said. However, as already explained before, he is also able to test the quality of information by referring to different sources. Beside these points interviews are time-consuming and cause a phenomenon called “interviewer effect”. To some stance the interview situation itself becomes a source of data but the plus of flexibility is faced to a labour intensive procedure by doing translation and coding. A good “relation” between researcher and interviewee is important to gather useful information (Daymon and Holloway 2002: 184f). The researcher has a media-economic background and a personal focus on marketing and communication in general plus the advantage to be able to use the required language (German) perfectly as it is the researcher’s mother-tongue. Indeed, the researcher was dependent on the honesty of a small group of interviewed practitioners and used their perspectives and experiences.

Another limitation is caused through the need to translate the interviews from German to English. Because of the “construction” of each language, it can get difficult to be able to transport the exact cogitations or expressions and field-related terms which were used by the participants. Coding, the next step after translation, caused also limitations because of the system itself. Without going to much in detail

at this point, coding deflects attention away from phenomena that are uncoded and therefore uncategorized (Holland 2002: 237).

Through the appliance of a constructivist paradigm, there is not one objective reality because the participants are the ones who construct their realities out of their own point of views. The qualitative approach includes perspectives, experiences, insights, meanings and concepts based on the “Constructivist-Interpretivist” paradigm. At the same time it rejects numbers and quantitative data. This was consciously done by the researcher because it does not go in line with the construction of the research topic and the research inquiry.

In order to be able to follow the requirements of a “Constructivist-Interpretivist” paradigm, by consulting experts in face to face interviews, many miles of travelling were necessary. Based on the fact that a huge group of busy top-class experts have been consulted, it was in most cases not possible to cluster interviews within one city. The arising expenses within this process were not alone managed by the researcher. A substantial amount has been sponsored by the researcher’s faculty of the University of Stirling and the GPRA. The researcher likes to stress that the GPRA has not taken influence on the sampling process at any time. Their willingness to support the research in that way was arranged after the process of sampling had already been finished.

In the end of the research a last limitation will come up because the results can not be generalised and automatically transferred on other cases or countries. Because of this the thesis does not aim at producing generalised results. It will therefore try to present detailed understanding about the role of Public Relations in the German communication market, seen from the perspective of agencies in Germany.

# **Professional PR issues in Germany**

## **3.1 Introduction**

This chapter will provide a wider background regarding professional Public Relations issues with focus on Germany. In this part the researcher will bring into focus research findings regarding professionalism and establishment of German PR on their way to an own occupation. The research findings within this aspect will be framed by further literature sources. This provides the reader with a clearer picture of current developments within the German field of PR. Thus this chapter will start to bring up that Public Relations is not only an interesting part of the communicational field but also that it is a theme with topicality in which right now a lot of things are changing.

This part will tackle the question of PR's place within the communicational field in Germany. It will as well deal with the issue of influencing factors which are obviously changing PR's importance itself and will highlight research findings of diverse perspectives of interviewed experts. The chapter will guide the reader to the question of professionalism and demonstrate in which way PR is today on a way of establishing itself in diverse areas of daily German life. Once the before-mentioned aspects are picked up, the question of trends and tendencies regarding a process of professionalism come up and guide to educational requirements for the next generation of PR staff. This chapter will close by highlighting the role of

occupational bodies and other educational institutions as they are setting standards for PR education in Germany.

The chapter is written as a part of this thesis in order to establish profound understanding and background knowledge about the status of professionalism of the German Public Relations business. The reader can thus easier link and understand the aspects of following chapters which deal in more detail with specific issues of German communication agencies today.

## **3.2 PR's place within the communicational field**

### **3.2.1 Conceptual understanding**

By researching Public Relations' place within the communicational field, the researcher had to realise that there are diverse main roots of history to find. Beside the fact that the literature review dealt with this aspect, it needs to be mentioned that PR is until today in an evolutionary process. This means at the same time that as long as practitioners and scholars have enough space to discuss if PR is in Germany an own profession, an own occupation or not; so long it makes sense to look more in detail to this issue related aspects.

Besides running discussions within the literature, the researcher decided therefore to take the opinions of PR experts into account. Based on the research topic, this has a clear balance point on agencies experts' perspectives because they are in focus for this research question. Sometimes it makes sense to give as well external experts a word even though they are not part of the qualitative and in that dimension representative sample.

In combination this will give the clearest possible view onto the question of PR's place within the communicational field today.

The question of where PR's place is or should be within the communicational field isn't easy to answer. Beside the fact that many scholars tried to work out an answer for this on an international perspective, the researcher will here map out the specifics for the German case. Some main aspects might be of course transferable to an international perspective even if this is not directly intended here.

The first dilemma starts with PR being a very old and a quite young profession at the same time. This is of course a question of focus and perspective. Nevertheless it has to be acknowledged that typical indicators which are able to define PR as a profession are on the one hand very old and on the other hand, in modern daily practise, automatically overlapping with adjoining areas of the communicational field.

This leads to a first conflict resource as other established areas of the “modern” communicational field have claimed much earlier key aspects to define themselves. So the reader could logically think now: Who cares? Where is the problem, if areas like journalism, marketing or advertisement in the Anglo-American world are claiming key aspects to define their fields and having overlaps with a few elements to PR? These fields which are called and framed under the field of communication here are altogether joining the same “planet” of communication.

The answer why it produces conflict potential is complex and easy to follow at the same time as it will be confirmed later in this section by diverse experienced interview partners.

To bring some light in this field it needs to be said that PR itself is not only a more and more developed tool within communication which gives diverse minds a word within a crowd of diverse publics or stakeholders. No – it is even more a quite old idea which gets reinvented and professionalised these days. Surprisingly - or may be not - the field itself is quite bad in taking care for its own reputation and defining a clear border which describes at which point someone is practising PR and when not.

From an academic perspective there might be a solution but latest in daily agency practise it comes out that the before-mentioned areas are closely working together in order to solve the new challenges which clients have to face in a world 2.0.

The problem of drawing clear borders starts on the academic side with an imbalance of authors. The majority of authors who publish PR books are not practise experienced in Germany and they consequently describe from a more theoretical rather than practical perspective. Additionally, as the German fields' evolution of professional agency applied PR is round about 20 years behind an Anglo-American PR history, many scholars and especially elder ones and therefore more established authors have been academic knights for journalism, marketing or advertisement.

Some of them are very famous like e.g. (Meffert: 2000, Bruhn: 2002, Esch: 2003) in Germany for the field of Marketing. There is a greater range how detailed these scholars explain their view of Public Relations practice in a theoretic way. What they initially do is that they see it as a new danger which will strive to gain power from their fields. As a consequence they try to defend their areas and locate PR as for example one screwdriver in the toolbox of marketing. In this case PR is then not more than a communicational tool instead of an own communicational profession.

The question is whether the picture, which is drawn by the literature, provides a real view of the development and current stage of Public Relations' business in Germany? The researcher is of the opinion that it does not. Therefore agency practitioners and field experts have been personally asked by the researcher how they see PR's place within other established communication practises in Germany.

To subsume the practitioner's views it is to say that the world of practise sees the question of how to define PR's place within the communicational field much more operational. Even if the majority does acknowledge that there is a general question of positioning PR practise itself within the neighbourhood of marketing or journalistic work, they said at the same time that this is not a prior problem from an agency's perspective, which has to serve the communicational needs of a customer.

As a starting point it will be highlighted in which way practitioners think about the conceptual understanding of PR. This will be subsequently linked with other asked aspects which results in a clear picture of a current appraisal of how these people see PR positioned today.

In order to understand experts' conceptual understanding of PR in Germany, the following paragraph highlights experts' voices. Some of the following highlighted excerpts make transparent for the reader that practitioners have been asked how they would call the services they offer by referring to an overall framing term. The researcher has not cut these quotes to shorter sections as they show that the way they "brand" their services is closely linked to their conceptual understanding of PR practise. During the interviews it becomes obvious that practitioners' conceptual understanding is influenced by the way they label their services.

The labelling of PR services in daily practise is of course an important aspect in order to understand the business structure as well as the field's stage of professional development and is therefore tackled separately more in detail within the following section.

Dr Storck who has been asked for a best suitable term to cover daily business of the agency he works for, said: “Within the last years I have been unconcerned about labelling because I don’t use the term PR any more. Public Relations is a term which covers everything and is at the same time divided into diverse segments. Media relations for instance are one of them. Public Relations was almost formerly equalised with Media Relations which does definitely not work any more today. The question would be if Public Affairs would be covered with Public Relations as well. If yes, where is the border then? To avoid all of these discussions I am using today a complete other term. What we do is Reputation Management. Reputation Management includes that I have to care about all stakeholder groups of a company. This does include the internal as well as the external ones which are then quite a number. Strictly speaking not even journalists are stakeholders. They are mediators on the way to the stakeholder. Therefore the definition Reputation Management is interesting for me. It means to establish the best possible balance between the cognition a company needs to have to reach its business goals at a best possible way, and the factual cognition through the stakeholders”

(Dr. Storck, transl. interview no.:2, p.2-3).

The above-mentioned quote is representative in a way as other practitioners argued in a comparable way. They look at the overall addressed outcome which was in the highlighted quote “Reputation”. By doing this it seems easier to skip theoretic questions like: Which borders might be within special services of PR and in which way does this view take influence on a theory model of stakeholder communication? A notable point is that even from an agencies’ perspective, journalists are not seen as stakeholders. A well established network to journalists is still an essential part of

agencies' conceptual understanding of PR, and in that way an agencies' stakeholder. Journalists are widely seen as "mediators" or "gatekeepers" of a bottleneck who are playing an essential role for PR experts by addressing relevant stakeholders. The relation among PR experts and journalists is a specific one and will therefore be discussed in more detail later within this chapter.

Another practitioner stated that they decided to talk about "Public Relevance" instead of Public Relations. The interviewee argued they believed that everything which is of communicative relevance for the public does cover the topic PR completely the way they see it. This understanding is irrespective of the question by which channels a message goes to the stakeholder groups or whether we are talking about user-generated content (Green, anon., transl. interview, p.2). Further the practitioner said that it is definitely not possible to degrade PR to press relations or even as part of a marketing discipline (ibid.).

Asked if the conceptual understanding of PR within the agency is still based on the stakeholder idea<sup>1</sup>, the expert said that this is the case. However, they do not only subsume the classical way over the media but also the direct way to the consumer. They are looking on diverse parts of the cluster. The interviewee said regarding the place within the communicational field that they see Public Relations as an independent discipline. Based on own experience the expert said, that there is rather a certain excitement on marketing side to note than contrary. There is a certain kind of calmness by PR practitioners because they realise that there is an increasing

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<sup>1</sup> The stakeholder idea means a theoretic model where a client or an organisation stays in the centre and all other relevant stakeholders are located in a circle with equal distance to the middle around. Each stakeholder group has an own bidirectional communication flow to the centre.

cognition and significance regarding their work as well as the communicational goals of the company (ibid.).

An expert belonging to another agency agreed in general as well to the conceptional idea of a spider web for Public Relations, where the client is located in the centre. The interviewee added an interesting idea to that concept when saying that it is dependent on the particular communicational situation. The situation which occurs within a particular communicational context is taking influence on the relevance of specific return channels as well as the number of dimensions inside this social network. Not all possible return channels will be activated as there is a third axis to consider. This third axis defines within which major context the whole communicational situation is to be seen. This could be a surrounding condition of diverse political dimensions or for instance a financial crisis. Even approved communicational relations can suddenly turn and put into question. Based on: (Brown, anon., transl. interview, p.3).

It is obvious that practitioners think in two directions about PR. One is based on the question of the stakeholder idea by theory developments likewise literature (Grunig and Hunt 1984: 21-43, Bentele et al. 2003: 62) does and the other one is to think about which service areas of offered and specialised PR communication could be subsumed under the term Public Relations. The definition of specialised PR services is often defined via the communicational goal or the addressed stakeholder group. In addition the majority of practitioners directly or indirectly agreed upon a bidirectional stakeholder's concept. Moreover a majority of experts want to express that there is a third dimension within the communicational model which becomes more and more important. This third dimension does mainly include the idea that all

relevant stakeholders are connected to each other in a bidirectional way. This is mainly a consequence of the web 2.0 and mobile technologies today.

The researcher likes to introduce the “Stakeholder Atomium of Public Relations” which visualises the communicative complexity in which a German PR agency has to act these days. The researcher has developed this model on the basis of qualitative data and with reference to the previously highlighted theory concepts.

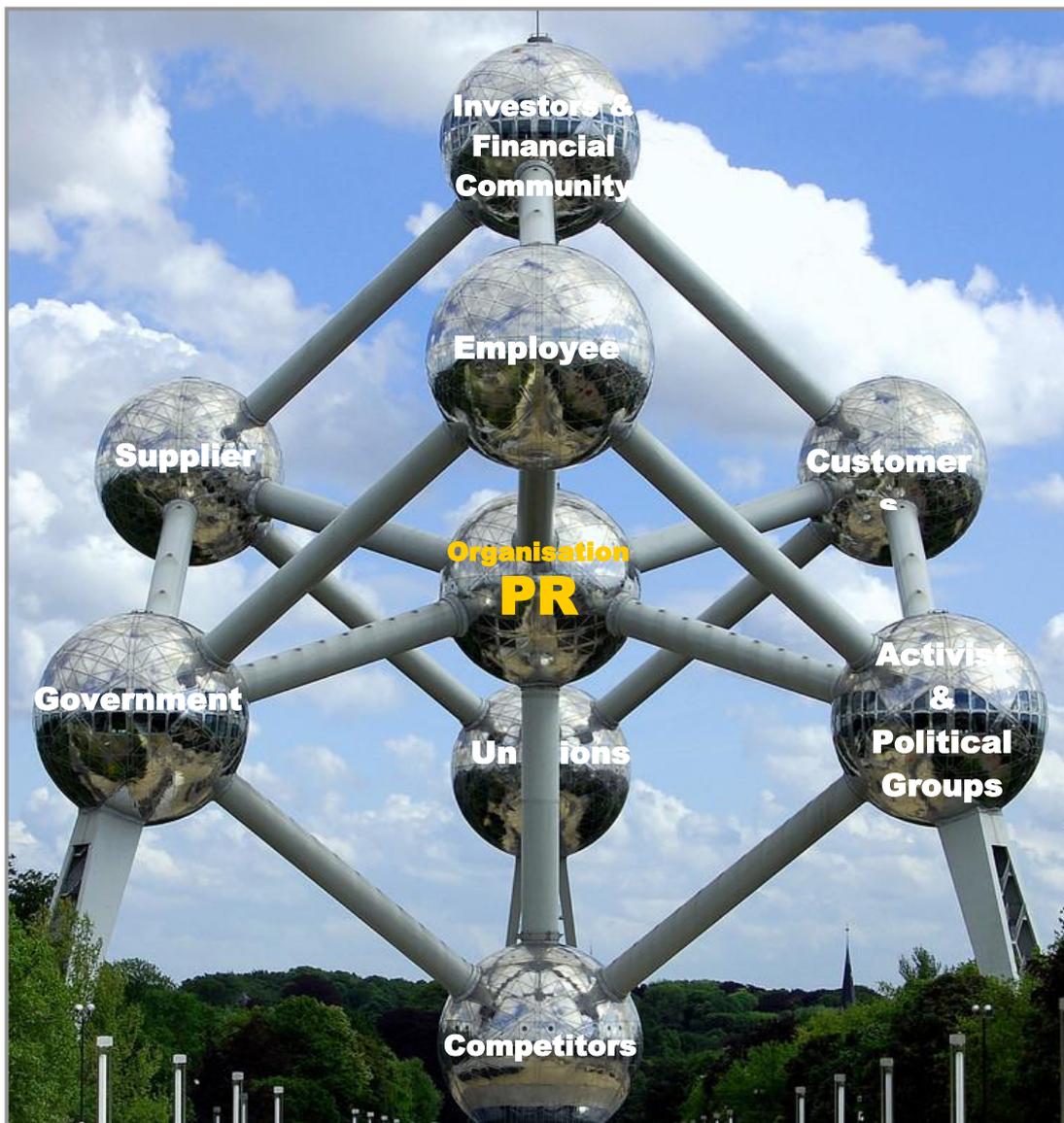
The following graphic is called “Stakeholder Atomium of Public Relations” and visualises the complexity of communicational relations among the PR function of an organisation or an agency’s client to the relevant stakeholders.

As the graphic shows the organisations’ or clients’ PR function is located in the centre. From that position all relevant stakeholders are served on a bidirectional communicational basis.

The three-dimensional design visualises in a best possible way two stages of relations. One stage is that every relevant stakeholder group stays in direct contact to the organisation. The other stage is that all stakeholder groups are interconnected with each other at the same time. Although the researcher is aware that it is quite impossible to visualise that in reality every stakeholder group is potentially interconnected to every other one, the model demonstrates that condition in the best way without ending up in visual chaos. All stakeholders are equally relevant here, supposed that visualised distance between a stakeholder group and the organisation is equal with a ranking of communicational importance. In practise it is different as communication costs money and organisations have limited budgets to communicate with their relevant stakeholders. This point will be picked up in more detail within

the following chapter. Nevertheless theoretically thought any kind of a ranking of communicational relevance is obsolete in times of interconnected stakeholder groups.

**Graphic: Stakeholder Atomium of Public Relations**



In practise it doesn't make a difference to apply this theory model from the perspective of an organisation or an agency and can therefore be applied in both cases.

Beside the fact that members of each group doesn't need to belong constantly to only one of them, the graphic shows that they are all interconnected today. Of course, an activist could be a customer or a competitor at the same time.

Today, PR struggles to reach each group completely as they are more and more fragmented. This difficulty has two challenges for agencies. One is to pick up the most important fragments of each stakeholder group and doing that in a most efficient way. The other one is to anticipate that in times of interconnectivity (web 2.0) where every group is potentially able to share any specific information, which was originally for a specific group, with any other.

Based on that challenge it makes sense to see all relevant stakeholders equally important for the organisations wellbeing.

### **3.2.2 Labelling of daily practise**

In daily practise an inconsistency regarding the terms for PR can be noticed. Practitioners try to solve the term question by nominating other terms which they think do better suit what their daily business is.

The agency experts which have been asked within this research draw a quite fragmented picture of overall terms they like to prefer for labelling their daily business. Terms beside Public Relations itself have been: Reputation Management, Öffentlichkeitsarbeit [Public Relations], Corporate Communications, Unternehmenskommunikation [Corporate Communication], Business Communication, Organisationskommunikation [Organisations-Communication], Media Relations, Public Relevance or Kommunikationsberatung [Communication-Consulting]. The use of specific substitute terms instead of PR or Public Relations within agencies depends on the particular alignment. An agency where experts see

themselves more as consultants rather than constructors of dialogue processes, prefer more abstract terms such as Kommunikationsberatung [Communication-Consulting]. As more as the agency is specialised e.g. in areas like Financial Communication, Public Affairs or Governmental Relations, as more they tend to terms like Organisationskommunikation [Organisations-Communication], Unternehmenskommunikation [Corporate Communication], Öffentlichkeitsarbeit [Public Relations] or Corporate Communications. If practitioners are quite specialised in an area like Brand PR, they tend to talk about Product PR [Product-PR] or they describe the process itself as a label when they say we offer Media Relations. This might be a specific case, as it could not absolutely be explored whether these practitioners see themselves as a special service provider within Public Relations or Marketing. Agencies which offer a narrow portfolio and are focused on services like brand communication/PR or consumer marketing tend to see themselves simply as strategic consultants. They label themselves as PR agency but do in fact offer marketing tools, too; based on (Pink, anon., transl. interview et al.).

Practitioners who try to separate themselves from their competitors within the market of PR services prefer using terms like Business Communication, Public Relevance or Reputation Management. This of course depends on the agency's size. Another result was as larger the agency is which entails the appliance of the complete toolbox of communication they will offer both for their clients i.e. Public Relations as well as Marketing tools. This will be tackled later more in detail within the following chapter.

Before we come to the aspect that the borders between single disciplines within the field of communication are often fluent, the researcher likes to outline a client's opinion, in order to demonstrate that the inconsistency to label professional PR practise is not only a challenge on agency's side.

Mr Meurer, head of concern communication at Volkswagen in Wolfsburg, has been asked which term he prefers in daily business and why? He said: "If I have to explain to somebody in English what I am doing then I am talking about PR = Public Relations which is understood. In German it is a little bit more difficult: Generally we are using the term corporate communications. We are communicating everything which the company communicates outside. Otherwise I would apply the old term Öffentlichkeitsarbeit (Public Relations). Of course, I know that there is much discussion but it is a highly academically one, which purely and simply does not interest practitioners like me. In contact with other people you notice that there is the danger of causing misunderstandings. When I am saying: "I am working in communication" it is not enough. I have to specify that I am for instance not dealing with advertising but that I am dealing with classical corporate communications which sometimes results in consequences such as last week:

An agency of Hanover liked to acquire orders. They knew my role and already knew me from further businesses in my former function. They presented me diverse projects which they liked to carry out with us. Unfortunately I had to say after half an hour: "Your presented ideas are in VW's understanding part of Marketing. You have talked to the wrong person." That even happens to agencies which personally offer communication. They walk right into a trap and waste energy on my person as they have talked with the wrong one. There might be some exceptions: If Corporate

Communications is totally convinced by something it might be the other way round and Marketing will be later come in. But this way is usually too complicated. This chaos of defining the term reflects what is happening in the market. I think it triggers a huge uncertainty on all fronts” (Meurer, transl. interview no.:6, p.3-4).

As this example from a client’s perspective has shown, the question of how to label PR communication in practise is a virulent one which does affect the communicational business on both sides – the agencies’ as well as the clients’ side. This result does not lead to a sufficient answer at this point but it does clearly indicate that scholars are doing well in searching for standards. This of course is not only a task for them alone. We will see at the end of this chapter that the service industry, represented through occupational bodies, is trying to set these standards as well.

### **3.2.3 Fluent borders to other parts of the communicational field**

By consulting the group of practitioners it was brought to light that in daily practise the borders within the communicational field are in deed fluent. It is to say that this was a really consistent outcome and not linked to the size of the agency. This means that no matter whether an agency can offer all parts of communicational services or has to outsource parts of a campaign via network or sub-contactors, practitioners think from their clients’ perspective. A consequence is that the appliance of communicational tools, which is indirectly set by the communicational goal, does mix up disciplines of Marketing, Public Relations or Journalism. Communicational needs of their clients and how they can be best perfectly served have priority for an agency. Regardless the labelling of the agency as a competent partner for Public

Relations, Corporate Communication, Öffentlichkeitsarbeit [Public Relations] or as a Consultancy for Communication, they apply if necessary, interdisciplinary communicational tools hand in hand to design a communicational concept.

A practitioner, who has been asked if there are suitable factors to differentiate the disciplines respectively their communicational goals, said:” [...] this is hard to say. I wouldn’t like to see it that way because the taken perspective should be seen from the communicational goal and not the other way around. I see it the other way around because the customer has a specific goal to reach. Based on that communicational need a specific communicational goal will be developed. After that I am looking which discipline needs to be applied here. This is a process which ideally evolves deductively and is not only limited to my competences [...]” (brown, anon., transl. interview no.:30, p.12).

Another practitioner’s voice, from an agency that sees themselves as a partner with focus on distributive issues (Product PR & Brand PR), argued that: “[...] what we do is certainly a very marketing-related form of PR and by this we are touching the problematic of boundary and the question if this is Public Relations or Marketing. What we do in daily practise and understand as PR is insofar to refer to journalists as mediators. We often do that in areas of political themes in order to make sure that we transport the messaging properly. This explicitly includes paid as well as unpaid acting. I know that it is often intended to take this fact as a criterion of classification, to determine which part is PR and which one is Advertisement/Marketing [...]. [...] our view from practise is to start with a communicational problem – no matter if we have to deal with a whole company or simply a new product which needs to be

launched. Of course, we have then to address target groups of different size and relevance. To reach these groups in a best possible way, a suitable tool will be selected for each of them. This could be broadly based by PR but it could as well be one-to-one-communication by an event or e.g. a dialogue activity. The ultimate term PR itself does not touch me but rather a specific problem like a new product launch. In this case I have to transport specific messages but certainly to a smaller B-to-B target group, which is not optimal to reach via the press and would be individually one-to-one contacted. If we have to reach substantial target groups, we contact them via adequate media channels. Reasons for that are often based on budget limitations and efficiency as it is often the cheapest communication channel.

Whether it is possible to label such activities definitely as PR or if it needs to be declared as media work, remains open” (blue, transl. interview no.:21, p.2).

Even if the above-mentioned expert had difficulties to explain in which discipline the agency is operating, the practitioner gave a clear indication that there are overlaps between Marketing and Public Relation where they melt together.

It is obvious, that “hybrid experts”, which means those people who have looked through glasses of academia as well as practise, confirm clearly that Public Relations has to be seen as a separated discipline within the field of communication. One reason might be that such people can take advantage of joined thinking by picking up theoretical academia aspects as well as business perspectives. Nevertheless, this means that in practise the conceptional development still starts from a client’s perspective.

Mr Haller, a German professor for communication and an experienced PR practitioner who worked for several years with global acting clients has been asked if he sees PR as an own communicational part such as Marketing practise? Further the researcher asked what would be decisive distinctions regarding envisaged communication targets?

He said: “Both tasks are completely different. In Marketing you have to deal with turnover and sales and you are for instance not dealing with an impaired communication situation or how a level of awareness or image changes are built up.

In most cases I have a specific problem in Public Relations which I do not necessarily have in Marketing. If I have to launch a new product on the market and exploit it commercially I generate a growth market. At first this is rather unproblematic and is no specific task of Public Relations. In this stage Public Relations may be possibly applied as product-PR or on an editorial way in order to build up awareness, but this is not essentially the specific topic of PR. In most cases PR-consultants are confronted with problematic cases. It is comparable to a doctor’s job. If you are healthy you do not necessarily go to a preventive medical check-up. You need to feel a pain or realise that other people are healthier. Then you like to be as healthy as they are or, in case of PR, you have a specific problem of acceptance” (Haller, transl. interview OOS, no.:1, p.9).

The above statement makes quite clear that even if overlaps between Marketing and Public Relations are fluently given in daily practise, each field’s task is completely different. This is prevalent despite the fact that PR does sometimes directly pay in corporations goals which are initially addressed by Marketing activities.

Dr Güttler, another agency practitioner, argued in a different but similar way that Public Relations is for him not an own communicational field but certainly an own discipline. He said that he is surprised about the German discussion of how to locate PR within the communicational field.

He therefore gave a quite interesting link to the Anglo-Saxon worldview regarding this question as he said: “Abroad I experience that depending on the preferred theory, people look on their four or sometimes as well seven P’s. One of them is called Unternehmenskommunikation or Corporate Communications. Classically this means brands and it is beyond this devolved to Public Relations Product- and Brand-PR. If we look at Corporate Communications we have generally a stakeholder approach combined with distinctive functions to internal communication as well as to political and organisational stakeholders. This area is often called Public Affairs whereas this term is frequently equated with Corporate Affairs. As a result political and corporate communications are moving closer together. The only overlap to Marketing is very often product- and brand communication. There exist diverse camps of organisational models. Some of them locate PR within Unternehmenskommunikation [Corporate Communication] which has then a juncture to Marketing. But then you leave it located within Unternehmenskommunikation because there a higher competence and exchange is taking place. However they are then more a service for Marketing. On the contrary some people say that the location of these functions direct to Marketing would cause a better exchange with sales promoters. When I am thinking of big market players, it seems that the first model – the location of Public Relations within Unternehmenskommunikation – will prevail by trend. It’s then more a service function. If we see it from that perspective then Marketing and Public Relations do only have overlaps within the “fourth P”. This is what is widely

understood amongst “Promotions” in the terms of “Product- and Brand-Communication” (Dr Güttler, transl. interview no.:18, p.3).

The statement shows as well that Public Relations and Marketing are joining the same field of communication. Additionally it says that both disciplines operate, beside a few specific overlaps, in complete different areas of the communicational field. A nationwide standard of a clear localisation of both disciplines within an organisation is still missing in Germany. There are trends which tend to locate PR within Corporate Communication instead of being a sub-tool of a Marketing division. This is of course a practitioner’s view which can be seen as reliable as it has been counter-checked via statements of other practitioners.

In regard to the above highlighted opinions the researcher likes to mention as well Mr Carpentier’s view. He had been researching communication for several years and is a widely accepted scholar. He carefully said: “I wouldn’t be inclined to make it an independent discipline – I think that is sort of the very draw the line. But I am not saying that it should never be a discipline, you never know. That is unpredictable. But I tend to see it as part of the discipline or field again. There is a debate about the exact names [...] but I tend to see it as this major field of communication sciences/communication studies” (Carpentier, interview OOS, no.:3, p.2).

Having asked him if he sees a clear academic solution to distinguish both “sisters”, he argued that there are the following different goals but he still focuses on the same general objective.

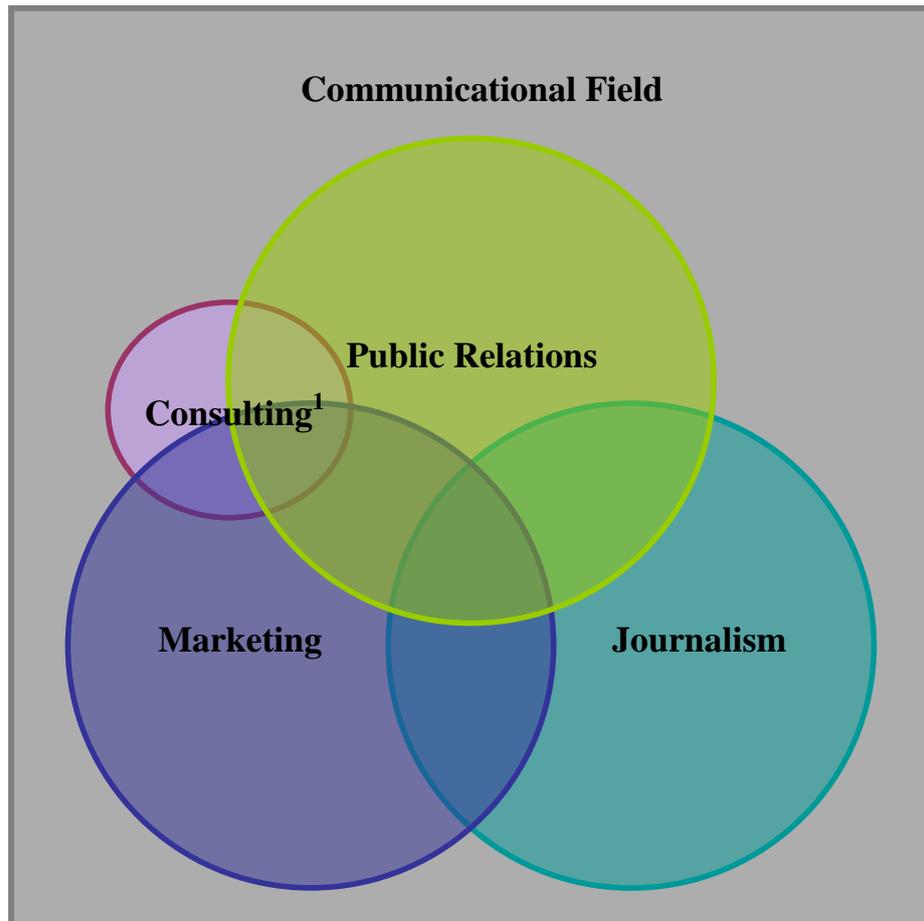
He said: “I would tend to see marketing is very much towards dealing with the market and persuading the market to purchase certain goods or services, sure. PR is

very much oriented at the brand, the image whatever you want to call that. But I would still very much link both activities with – whether they are direct or indirect, material or immaterial – I would still very much link them with a more economic drive, a more general objective of any kind of firm to survive” (ibid.:p.6).

The answer of Mr Carpentier was quite carefully argued but nevertheless he indirectly said that both communicational areas are taking focuses on an organisation’s economical well-being. This is for him indiscriminately the way in which both areas apply PR to reach their communicational goals.

Among consulted practitioners and field experts, the above-highlighted statements can be seen as representative feedback within this research, regarding overlaps between Marketing and Public Relations. Therefore the following graphic visualise the idea of Public Relations practise today and to what extent overlaps among both disciplines are seen and in which way they could be located within the field of communication today. Even if both disciplines run integrated in daily agency business, they have to be seen as two individual disciplines within the field of communication.

### Graphic: The Communicational Field



The simplified graphic shows the communicational field in a way how communication experts in Germany define it. The intersection between Public Relations and Marketing stays for the tools of Brand- and Product-PR. It came out that it depends on the experts' perspective and the way these tools are applied whether they should be counted to Marketing or to Public Relations. Public Relations as well as Marketing come into touch with journalists. This is done in order to use them as mediators so that they can reach their target- or stakeholder groups by effective communication channels. Therefore the graphic includes intersections between Public Relations and Journalism as well as Marketing and Journalism. This option is the case when integrated campaigns are running. Regarding the bubble of

Consulting it is to say that some of the researcher's interviewees argued that they are looking at communicational processes beside other vitally important functions of a client's organisation. Some agencies see themselves as business consultants and label their business as consultancy. It is obviously that they often don't operate in a different way compared to their competitors. The only difference which could be argued is that they simply concentrate on concepts to give communicational/strategic advice which don't include the implementation.

As journalism itself can't be seen as an organisational function, this area doesn't have overlaps to all parts of the communicational field.

Following the before-mentioned disquisition about PR's place within the communicational field, the researcher likes to guide the reader's view as well to the question of localisation of PR within an organisation. Compared to a mainly theoretic question of borders within the field this is an even more significant aspect for PR practitioners and their clients which will be highlighted next.

### **3.2.4 Localisation of PR within an organisation**

The question of where the organisational function of Public Relations should be located within an organisation and how this should be done in order to apply this discipline most effectively, will be tackled next.

Before some opinions from agency practitioners will be highlighted, the researcher likes to start with Mr Meurer's statement, head of concern communication - supervision and coordination, of VW who made some interesting points regarding this aspect. It should be said in advance that VW distinguishes between Marketing and Communication under which the functions of Public Relations are understood.

Confronted with the issue that even good educated PR staff will predominantly remain effectless, if it is at a place where they cannot report their knowledge to the top management and where they are staying directly in exchange during the decision, making process, Mr Meurer said: “That is why we recommend our subsidiaries and importers outside: The press spokesman or the department belongs to the managing director, president, or however named but directly to the corporate management. It is realised this way at VW.

It is fatal for a company if communication is subdivided under Marketing which is again part of the sales department. Then it usually gets fatal. It is fatal enough, if it is integrated into Marketing.

We also plead for – sometimes we have to push it through in our subsidiaries – that a direct report to the managing director is ensured. That is the formal aspect about it.

But most important is acceptance. Then it is again a human business. How good is the relationship between the head of corporate communications and the big boss who finally decides things, in confidential matters? It is not necessarily a question of hierarchy or linkages but it is a human business.

There are companies in which the CEO does not completely trust his head of press. That is fatal. That may evolve but it is in any case fatal. It is one of the reasons why CEOs normally exchange their publicity manager” (Meurer, interview OOS, no.:6, p.19-20).

He pointed out that localisation of PR within companies’ organisation chart has to be closely located to the management in order to work efficiently. It is leastwise equally important that management and responsible experts inside the department for

communication trust each other. In his eyes it is not only a topic of hierarchy but of confidence.

Mr Meurer made an interesting point when he gave an example where he explained that regarding most communicational issues there is an internal process of development. Before a communicational solution could be transported, diverse groups who might have a stake in that issue will internally raise their voice and try to influence that process. By this the communicational department has much more parties to acknowledge than the management or involved stakeholder groups outside the company.

Example: “[...] provided there is trouble with a car: a recall story. The engineers in our R&D department will always say: “We did everything right. The car is great. The customer is stupid.” The sales department would always say: “Do not talk about the cars, because I have to sell them”. The jurists would say: “Oh, product liability in the USA! It would be best to concede everything.” [...] There are consequently many different groups which represent different interests and opinions. Somewhere in this conglomerate there is corporate communications which would say: “We quickly have to talk to the public and treat them honestly”.

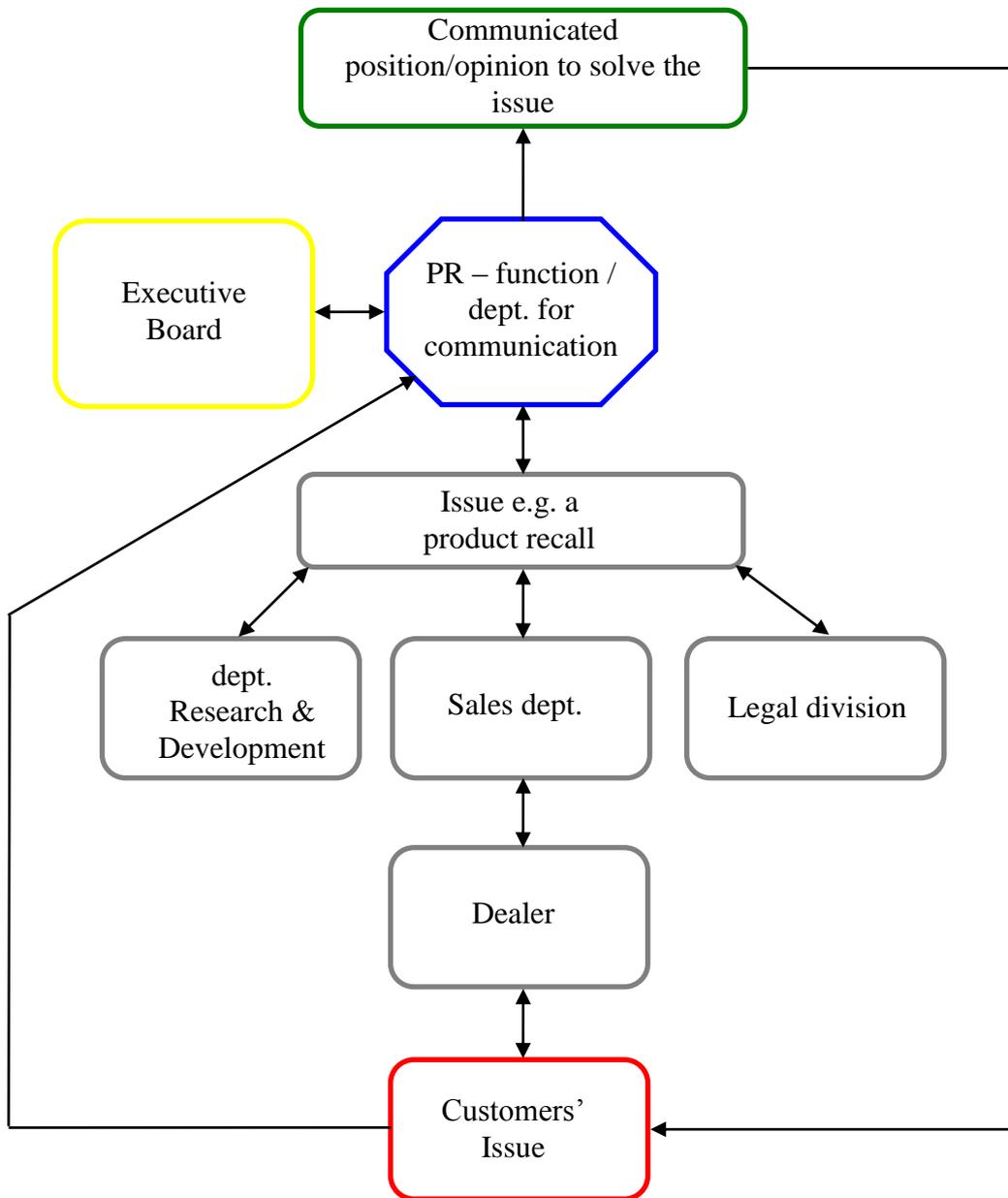
Then the question arises who will prevail? At VW corporate communications would prevail, because the relationship between head of corporate communications towards the CEO is very confidential” (ibid.).

Having asked him if this high level of balanced communication would work as well the other way around from management to communicational department he said that this works fine in daily business. The head of corporate communications joins all

board meetings (ibid.). Trust and a very good relation between management and PR experts seems to be essential because a staff section is of course closely linked to the top management but doesn't have real power to influence decisions. They can only give advice and use their access by doing this as early as possible so that their input might be considered before final management decisions are taken (Röttger 2006:234f).

The following graphic explains the internal process of development by finding a position which can be communicated in a sufficient way to all relevant stakeholders. It is much more a question of confidence between the management and the department for PR communication rather than a hierarchical issue. The graphic which is based on the before-mentioned example representatively stands for the diverse internal stakeholders who need to be considered within a bigger organisation before a consistent outcome can be communicated.

## Process of an organisation's internal development for PR communication



Nevertheless we will see that it makes sense to locate Public Relations as a function as close as possible to the management. The reason and best argument is simple and logical at the same time. A department for PR communication which is not directly connected to the management board where the decisions are made is unable to react

fast and in a sufficient way, in order to ensure that any kind of upcoming issues can be solved properly in time. As we will learn shortly in the section “Increasing importance of PR within the field of communication” time to react is often the most limited factor. A department for communication which is not properly connected and does not stay in bidirectional communication on management level is consequently unable to apply knowledge which might help to give wise advice and strengthen the company’s position in the market.

### **3.3 Increasing importance of PR within the field of communication**

This section will introduce the reader into the mechanisms of PR communication in the 21<sup>st</sup> century in Germany which is getting increasingly complex. This part will provide a guided view in which way traditional stakeholder communication is changing and in which way this is shaping the daily PR agency business in Germany. As a consequence of that we will examine in which way these changes will take influence not only on practitioners but also on clients as well as the relation between PR practitioners and journalists. In the end this section will provide a deeper understanding in which way a client has to react within an interconnected society and why this increases the importance of professional PR services within the field of communication.

Time – If we talk about Public Relations practise we have to accept that two major factors taking influence on our lives today. One of them is time. Of course, time is not running faster or slower compared to the past but the things you can do today have changed dramatically and made our world faster. This fact prevails especially for any business where information is the outcome to sell instead of a hardware product.

The second aspect is globalisation. Globalisation embodies today not only worldwide trading but due to new technologies and media channels it is even possible to exchange information around the globe nearly in real time. What consequence does this fact has in regard to Public Relations services? A consequence is a further

developed stakeholder environment which is based on the formerly introduced stakeholder model in section “Conceptional understanding”.

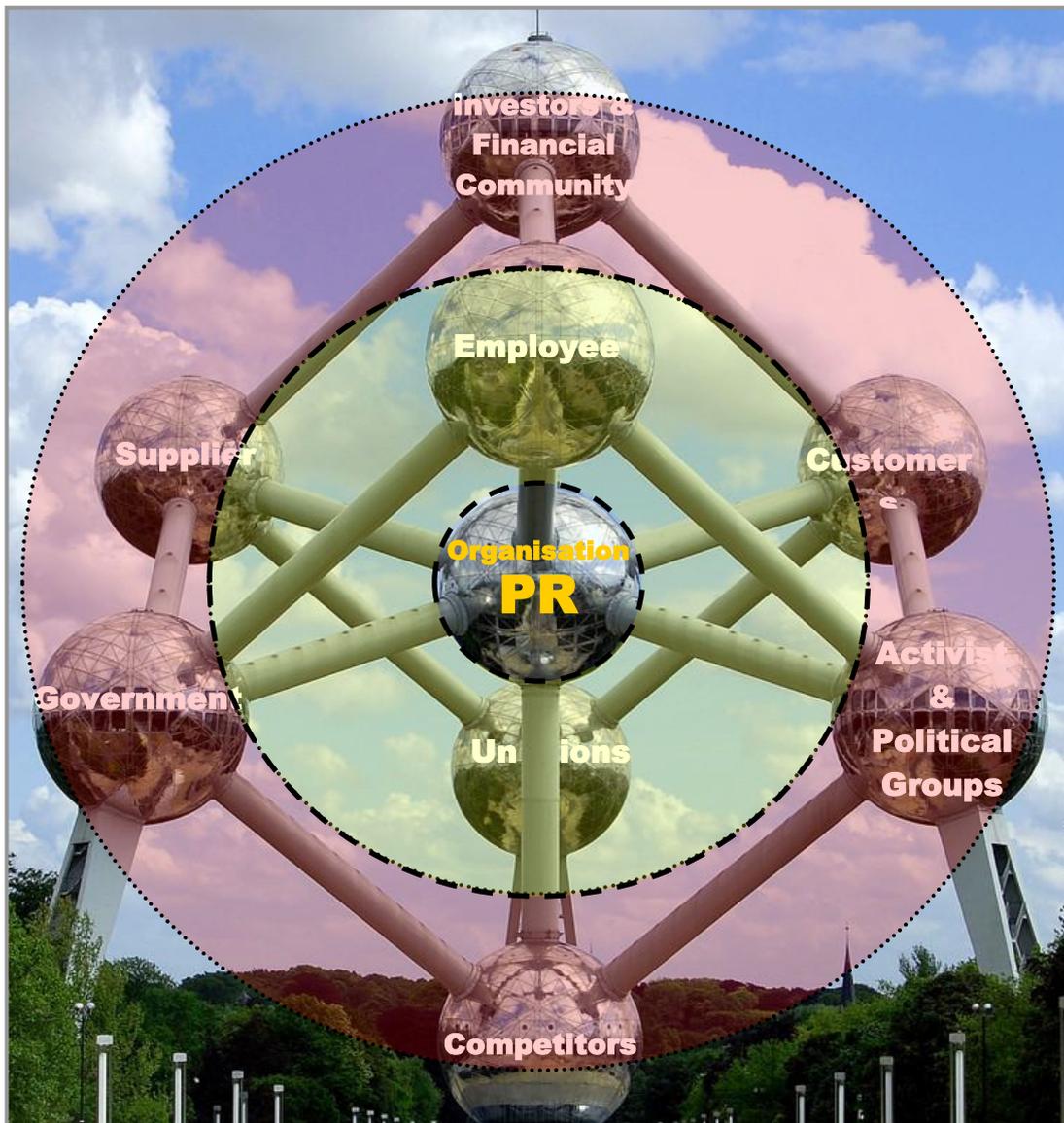
Today a PR agency has not only to work with diverse partners within the media channels; they have as well to acknowledge that media partners do not only get their information by journalistic research or via press releases of firms or PR agencies. An interconnected world makes every recipient able to contribute aspects of an issue to everyone who might be interested in within real time. A consequence of this situation is that information is flowing now not only from one stakeholder group to another but also the range of reach between originally communicated information within one media channel is able to flow in a bidirectional way and is able to flow to channels which have not been addressed before.<sup>2</sup>

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<sup>2</sup> The case of “Facebook vs. Google”. The global acting PR agency Burson Marsteller tried to steer information against the client’s competitor Google in order to damage Google’s reputation. The campaign which was designed against Google’s new service “Social Circle”, which ended up in a scandal. A blogger made public the correspondence between him and the PR agency Burson Marsteller. This case demonstrates that especially ethically critical campaigns can not be controlled anymore. This is to see independent of any communicated issue and has therefore to be considered for any kind of PR communication in the future. Everyone is able to communicate with everyone – fast, efficient and in real time. See also: Lischka, K., Reißmann, O.: *Campaign against Google* [online], Available from: <http://www.spiegel.de/netzwelt/web/0,1518,762287,00.html>, [Accessed 13<sup>th</sup> May 2011]

The following graphic will symbolise this situation in a simplified way.

### **Stakeholder Atomium of Public Relations within the Media Sphere**



The graphic above is a further development based on the introduced communicational concept called “Stakeholder Atomium of Public Relations” within section “Conceptual understanding”. The main difference is that this graphic visualises a modern media sphere which connects today diverse stakeholders with each other. Especially the so called “Social Networks” offer functions to inform others via “follower” options and this means in practise those members of other as

the formerly addressed stakeholder groups will be informed even if they haven't actively searched for a current specific issue.

Therefore the media sphere within an atomium of Public Relations needs to be considered because it exists for any organisation. The transparent circles have to be understood as three-dimensional bubbles which gain all stakeholder groups instantly via new media technology. The chosen media channel in each single relation can be a different one.

The two half transparent "bubbles" of communicational sphere visualise that an organisation has generally different pressure and willingness to communicate with specific stakeholders regarding a specific issue. Nevertheless all stakeholders have the same communicational distance to the communicating organisation and cannot be ranked in ways of prominence any more.

The dotted line symbolises that every message will potentially pass off anyway and then circulate to other linked stakeholders.

Technological revolutions have had impacts on organisations, companies, NGO's as well as governments. As a consequence these revolutions have as well influenced professional Public Relations services, like the before-explained concepts have demonstrated. The awaited outcomes of the communicational evolution have been discussed recently in an interview with Peter Debreceeny<sup>3</sup>. He was interviewed

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<sup>3</sup> Peter Debreceeny is a former chairman of the Institute for Public Relations, and vice president of the Arthur W. Page Society. After having recently retired as vice president of Corporate Relations at Allstate Insurance Company, responsible for internal and external communications for the Allstate Corporation and its subsidiaries, Peter Debreceeny has been working with Gagen MacDonald since the end of 2007. Specialising in advising clients on corporate social responsibility and change management strategies, he has more than 30 years experience in all aspects of Public Relations and integrated communications. Prior to being appointed to his position at Allstate in September 1998, he held the position of senior vice president, Corporate and Financial Relations at Edelman Worldwide, Chicago.

because of the Wiki-Leaks-Scandal and asked which consequences he would see for society and the future of PR services.

Mr Debreceeny said:

*We're seeing a revolution in the communications world brought about by, in part, technological innovation - Web 2.0 tools for example - and in part by an increasing hunger for close relationships between individuals everywhere. So there is a hunger for transparency and authenticity, and that's a change that we have to manage for. There are risks, but also opportunities, so the more we understand these dynamic changes and adjust our strategy accordingly the more successful we will be. The Wiki-Leaks disclosure of governmental information is only one step away from disclosure of business information, and apparently they have a significant amount of that - but there are many websites already revealing the internal dynamics of our organizations. So, given that there's a chance that everything will become visible to everybody smart organizations act authentically and remain true to their values. (Debreceeny 2010, Interview [online])*

Due to that background he has been asked how communicators will need to react by such existing mechanisms and if such tendencies can expect a rise of importance for the PR discipline itself? Debreceeny said that:

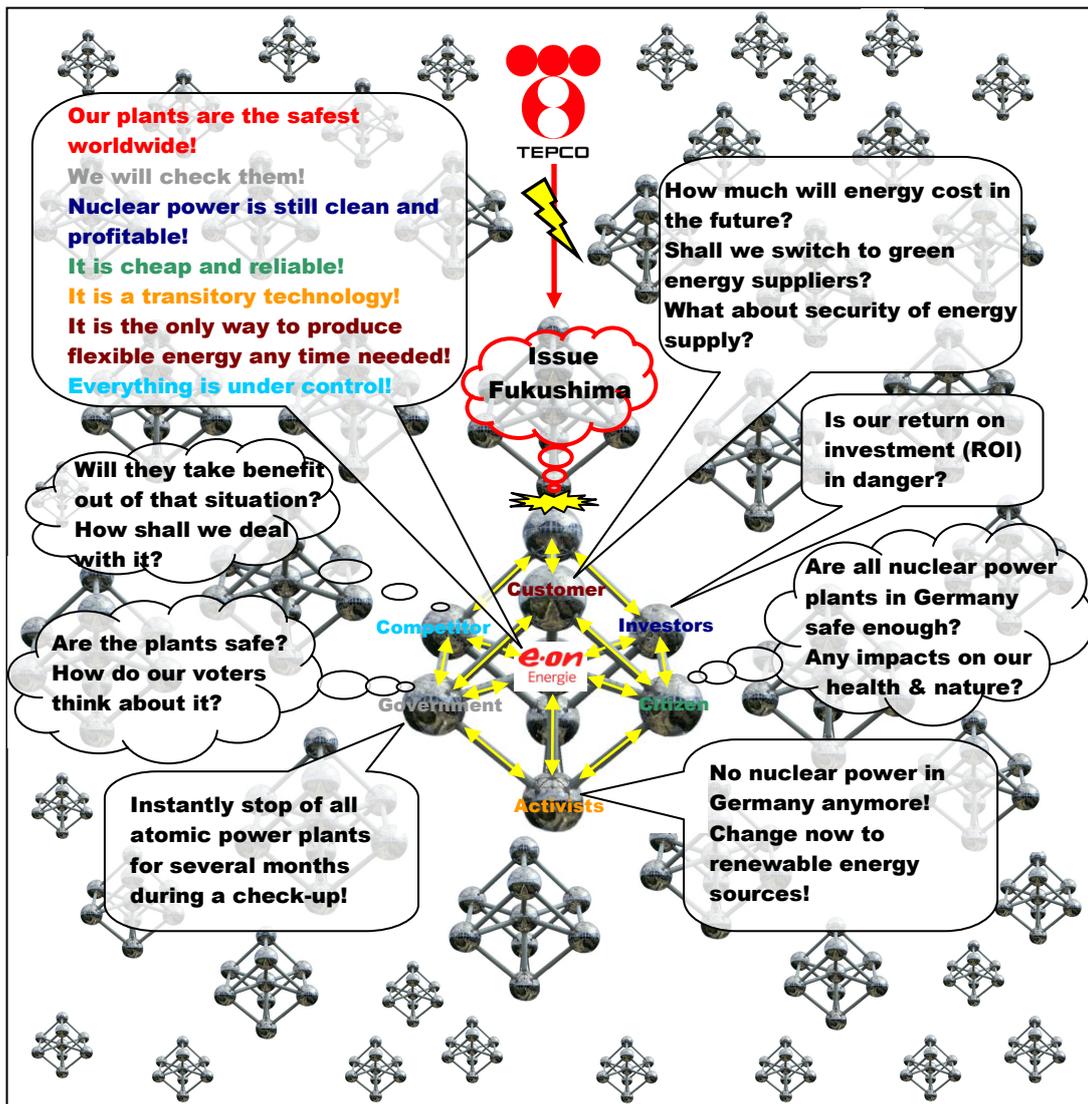
*[...] we need to be the advocates for maximum transparency and openness - internally as well as externally - and for the organization that we work for or advise to be clear about who it is, where it is going, have a consistent set of values and behaviours, and then live those every day in order to get to the right business outcome. [...] Certainly greater transparency will lead to more issues that need to be managed, and the speed with which information is shared around the globe means that wise judgment calls need to happen very quickly - so this skill is definitely going to be more important. However, I think there's a need to have a holistic view - bringing all aspects of the communications environment to bear when issues arise rather than isolating the response just within an issues management team. [...] the impact of Web 2.0 is only just now beginning to be felt, so the big issue is understanding what the new communications environment looks like and how to take maximum advantage of that. We've been in a revolution for a couple of years now, but what the ultimate outcome will be is still far from clear (ibid.).*

Given these communicative facts today it is to acknowledge that no organisation or company can still think about “the public” based on a stakeholder model which maps only one relevant microcosm. As a consequence the PR Atomium Model needs to be extended. Thinking further this way the researcher likes to introduce a model which is still based on the even before introduced idea of the “Stakeholder Atomium of Public Relations”.

The extended perspective and outcome of this idea is that an “Organisational PR-Atomium” is in reality linked to a whole universe of others. This results in a more complex idea which is visualised within the following graphic. It is called the “Public Relations’ Universe of Stakeholder Management” by the researcher. In order to illustrate the concept of the “PR Atomium Universe”, the researcher will discuss a case study involving two energy suppliers - TEPCO Japan and E.ON Germany.

The following case study emphasises on the organisation’s communicational situation of E.ON Germany. After a natural disaster on the 11<sup>th</sup> March 2011 in Japan where an atomic power plant in Fukushima had run out of control and ended up in a worst case scenario. The owner of the power plant is TEPCO, a Japanese company. E.ON, which operates reliable plants of diverse types, is as well owner of atomic power plants in Germany. Both companies are operating with atomic power plants and that’s beside being energy suppliers the only thing they share. It might make sense to say that Germany has for many years an anti-nuclear movement within society even if E.ON’s plants are running save. Neither does E.ON has any shareholdings with TEPCO nor is it operating own plants in Japan.

## Public Relations' Universe of Stakeholder Management



The graphic above illustrates the environmental situation of an organisation's stakeholder atomium which is representatively exemplified by the case of TEPCO and E.ON.

What can be seen and what does it mean? To see is a symbolised galaxy where PR atomiums of other organisations framing the surrounding of any organisation, in our case E.ON is in focus. In the middle on top the logo of TEPCO is shown. It signifies TEPCO's own organisational atomium of PR communication and shows as well that both companies would usually operate in wide distance to each other. The lightning

symbolises a suddenly occurring issue. This issue has the power to push TEPCO's PR atomium through the communicational galaxy so that it's able to dock on E.ON's PR atomium. A result is that from that point onwards E.ON has the responsibility to react and serve all relevant stakeholders properly regarding this issue. The fact that E.ON has objectively nothing to do with an issue which occurs thousands of miles away does not count anymore.

Furthermore we see E.ON's PR atomium and their most relevant stakeholders. Based on the formerly introduced "Stakeholder Atomium of Public Relations" E.ON is depicted in the centre and their stakeholders within their interconnected surrounding as the yellow arrows indicate. Each stakeholder group has its own colour. The colours assist to understand which answers of E.ON are directed to which stakeholder group.

Square speech bubbles are openly communicated statements of each group. Speech bubbles in cloud design indicate thoughts of diverse groups which are not openly communicated. Such thoughts and concerns should be anticipated in practise as best as possible in order to be able to take right decisions for the organisations' well being.

As already explained before it is not the case that the world of mapped stakeholders within a company is a closed one, where only the relevant number of current stakeholders may change. Hence it is not only to notice that stakeholders can quickly interact among each other but they flow through a universe of other organisational PR-Atomiums. Of course, not all of them stay in touch to each other and most of them will never do. Nevertheless some of them are potentially relevant and can dock on quickly to an organisation's atomium, which is in our case E.ON. As the case

study demonstrates it is impossible to anticipate in advance which other atomium, especially uncalculated ones, might dock on and create potential critical issues.

In case of E.ON it could have been fairly argued, that beside the fact that TEPCO in Japan is doing the same business, there was no direct relation among them to map out. If we remember, the crisis in Japan had started with an unfortunate casual chain of natural disasters. As we know today even in Japan no one had been obviously able to anticipate the consequences of the first crisis, which was a tsunami followed by an endless series of earthquakes. No one had realised the danger for atomic power plants early enough at this geographical point in Fukushima.

Logically it would be fair to say that E.ON Germany could have been relaxed because everything was happening thousands of miles away and they are not involved in Japans energy production. What we know now is that this was a falsity. Germany can be counted to the countries which have the safest and best maintained plants in the world but this fact weight little in regard to the diverse concerns of their relevant stakeholders.

In Germany there had been a general anti atomic movement in the society for several decades. Keeping this in mind it could be argued that E.ON was not able to establish trust regarding the technology itself and in their company. The scenario above shows as a consequence how a totally external issue, which would never have been in focus by appliance of traditional stakeholder maps, had contributed to the last straw. From the point of a docked issue which emerges so suddenly like in this case study, an active and transparent communication to all stakeholders is just the best to do.

Nevertheless the case shows that reputation and trust is often linked with psychological effects and general feelings of stakeholders. Even if such concerns are

not orientated on hard facts at a first stage, they have an enormous power and should be carefully considered by the company.

The following screenshot of E.ON's exchange price demonstrates how psychological concerns can take influence on economic hard facts, after the natural disaster had happened on the 11<sup>th</sup> March.

### E.ON's stock price trend after the Fukushima crisis



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<sup>4</sup> Graphic screenshot: E.ON's stock price trend after the Fukushima crisis, Available from: <https://www.boerse-stuttgart.de/rd/en/aktien/factsheet?sSymbol=EOAN.STU>, [Accessed 25<sup>th</sup> May 2011].

A consequence of this case study and the before-introduced concepts of stakeholder mapping is that modern stakeholder management has to be flexible and transparent in order to implement honest and stable relations within the organisation's environment.

Regarding a modern conceptional stakeholder understanding an agency practitioner Mr Helzer said, that from an agency's point of view the client's relevant stakeholders have to be seen in focus. It is just problematic that some clients need to enhance their understanding of stakeholder communication. They don't understand how communication really works today as they see communication often as a "stand-alone" story when they enter markets like - "at first we go to China then South America and thereafter we will go to Greenland". It is of course not a "stand-alone" story because a message which is addressed to the smallest supplier can evolve to a scandal and may affect stock exchange rates (based on Helzer, transl. interview no.:8, p.2).

As the situation of E.ON demonstrates is professional PR is able to save organisations' material as well as immaterial values. Professional applied PR pays in market relevant trust and thus makes an organisation more crisis-resistant than their competitors within the same market.

A really retained approach to identify all relevant stakeholder groups of an organisation will consequently never be again a static one. A reason is that as more relevant an organisation is gaining within the public, the more the number of stakeholders will grow. As explained before in section "Conceptional understanding" they change and interact fluently. Thus it is possible that within short times the

relevance and importance, especially of uncalculated docking stakeholders or singular issues, may change.

As the case study and previously explained concepts demonstrated, not only internal organisational aspects take influence on stakeholder relations but also external factors like diverse relevant public issues which can not be actively steered by the organisation.

Due to the above-mentioned importance and usable potentials of professionally applied stakeholder management it is immanent to ask whether Public Relations should be located as a strategic function within an organisation.

Therefore the following part will deal with PR-Communication as a strategic function.

### **3.3.1 PR-Communication as a strategic function**

At this point the researcher likes to introduce this section by highlighting what Dr Haller said regarding an optimal hierarchical position of PR within an organisation. Beside his clear point that PR practitioners should be closely positioned to the top management, he argued that PR experts in Germany might never be on the very top of a company because of reputational effects which such a decision might entail.

He said: “Basically PR-people belong to the board. That will probably never work. I do not know anybody to whom this is applicable. I think Mr. Oeckl has once managed it. If a PR-man is integrated in the board in a company, people soon say: ‘They must be in dire need.’ As a consequence you will ever be on a second level. But there you will belong by all means. You have to be integrated into the board meeting as well. You have to know what happens there. You have to be fitted with sensors and antennas to be early sensitive to potential problems which might arise even in a positive way: We can even transform this original situation into an own advantage!” (Haller, transl. interview OOS, no.:1, p.18).

Beside a formal localisation it seems most essential that the board is willing to listen to the PR experts’ advice and that it provides the chance to be an observer of vital decision processes.

With respect to the role of a PR-practitioner he outlined: “What is a PR-practitioner? He represents the public. He has to join the meeting as personified public and is self-evidently paid by the company. However he principally has two ears which have to listen to the medium and to the public. He reflects, how will people appeal to it?

How can I communicate things positively in the long run in favour of the company? That is the basic task. When he is asked, ‘what kind of reporting might follow?’ and he says ‘I have already talked to this or that person, it works, is it accepted’ then it is essential that the company place confidence in you so that it can work. That is the basic task” (ibid.).

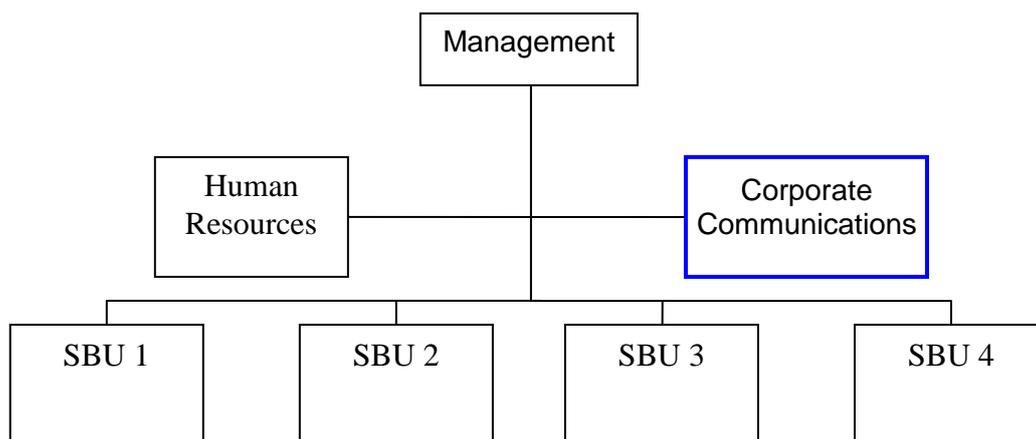
Another practitioner’s voice described some personal observed tendencies which link back to the review chapter’s section where limitations of competences between Corporate Communications, Marketing and Public Relations have been touched.

This expert said: “[...] PR was formerly, from companies’ perspective, rather a staff unit which was located within strategy units on board level. They rather focused on the whole company than on single products. This has changed in the course of time so that PR these days is to find as well within classical Marketing and especially in sales support. For a long time such approaches didn’t exist and that’s why companies have been struggling until today with the question where PR as a function should be optimally located. Many of them have thought about how they could connect press departments with product managers or possibly merge both. Some of them solved that question and installed departments for communication and others did not. One of the reasons might be that there have been infightings among both departments. A naturally clear division of Corporate and Product does not take place at all times” (blue, transl. interview no.:21, p.4).

Even though we have to notice that in reality in many companies it is still today in many cases different, it comes out that professional and successful PR needs to be

located on management level. Müller and Kreis-Muzzulini (2005:31f) argued equally to the previously mentioned experts. They argued that in today's information society corporate communication has to be seen as a central function within the organisation. They see it as Public Relations' central task to serve the communicational needs between the management and an organisations public in an ethical and transparent manner. Therefore they argue that a communicational unit should be located which is shown in the following organisational diagram (ibid.).

### **Allocation of a Public Relations unit within an organisation**



5

Hundhausen (1967:42ff) mentioned that it is one of Public Relations' central tasks to assist the management in vital strategic and political decisions. He wrote as well that PR staff needs to be informed about the relevant public opinion – which we know today firstly does not exist and secondly is a very fragmented mix out of stakeholders who interact with each other as already explained in this chapter. Nevertheless his core task for PR as “being informed about outside opinions” is still valid and an essential key in order to give the management guidance by expressing any kind of

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<sup>5</sup> Graphic: Example of an organisation diagram for an optimal allocation of a Public Relations unit. (According to Müller & Kreis-Muzzulini 2005:31)

statements to the organisations' environment. By fulfilling these needs he argued that an allocation close to the top management is important (ibid.).

A successful PR management is consequently linked with additional preconditions besides the functional positioning within an organisation. The management has to be aware of Public Relations' potentials and needs to accept them as a strategic factor for business success. In that case it is as well secondarily important to equip such a division with good educated staff and sufficient financial resources, which will be discussed in the following sections more in detail (see also: Röttger 2000:88f; 2006:15).

Communication agencies have quite often to deal with the before-mentioned and claimed preconditions by working for their clients. Their success is therefore not only in their hands because they are depending as well on how the clients' management is providing access to internal information being open for strategic communicational advice. Flieger and Sohl (1995:35) said that Public Relations is a management function which requires long-term running communicational strategies. PR communication can only be successful as a lead function as long as it is closely incorporated within the decision-making processes of an organisation. As a core competence of communication it has to fulfil a managerial function. Brauer cited in Schulze-Fürstenow (1998:16) argued that management knowledge determines PR success. The supply of stakeholders is a strategic task because the planning runs not only in hours or days like for singular parts of the media; it runs for years.

Beside the careful estimations of experts regarding PR power within organisations, the researcher likes to mention two German studies.

The first one (Bentele et al. 2005:40) has asked 430 companies in which 44% had Public Relations on a level of an administrative department and 14% located PR within highest management level. About 14% located PR on an equal sublevel within other departments and 6% integrated it a function within a department.

Compared to that results another second study (Szyszka et al. 2009:99) has asked 325 companies in which 47% had Public Relations on a level of an administrative department and 12% located PR within the highest management level. About 18% located PR on an equal sublevel within other departments and 21% integrated it as function within a department.

These results demonstrate general trends towards a higher level of influence and more autonomy for PR experts within companies. Public Relations itself is a very wide field and as it will be explained in more detail within chapter “Communication Agencies” this means that there is automatically a wide range of specific services offered by agencies. The results of the above-mentioned studies suggest that the efficient establishment of agencies concepts is turning to get better now.

Interviewed experts postulated that the influence of PR practitioners inside organisations has considerably improved.

This chapter is designed to give the reader a wider overview of Public Relations’ professional development as an own occupation. At this point the researcher likes to guide to a section which highlights the PR practitioners’ relation to journalists and roles they play by doing their daily business. This section will then close up with describing PR’s increasing importance and guiding over to this chapter’s last section which deals with professionalism.

### **3.3.2 Functions and roles of PR practitioners and their relation to journalists**

Within a chapter which deals with professional PR issues it makes sense to draw as well a picture of a practitioner's job in daily business life and their relations to journalists. The relation to journalists is beside others as well an indicator for PR's changing importance within the field of communication.

Practitioners have been asked how they see their own role in opposition to those of journalists. In which way do they work together? Do journalists and PR experts today work hand in hand? What might be the reason for that? Beside others, these questions are crucial ones, if we like to understand the role of an agency PR expert in German society. Therefore this part will outline on the business relations between both parts of the communicational field. Thus it is interesting to know in which way there are dependencies established among journalists and PR practitioners and in which way PR does take influence on the media, the daily news world and in that dimension on a news recipient in Germany.

Writing about the relation between journalists and PR experts from a scientific point of view is not easy. The relation among both groups has diverse facets and the researcher has to state - due to limitations - that there was no primary feedback with journalists conducted. Nevertheless, agency experts' perspectives will be highlighted together with further sources and which are describing complex tensions.

Beside the fact that the feedback was spread from a positive up to a quite critical relation among both sides it is to say that we have predominantly different interests for each group which makes it logically impossible to argue that they sit in the same

boat. A journalist who works for mass media is generally searching for relevant news which interests most people of the medium's focused audience and thus his major interest is to sell this content as often as possible. Even if this is today, due to staff, time and financial limitations, more and more rarely the case, journalists like to get the whole "story" of an issue. Producing good researched news and stories for their recipients is their investment in the future. As long as this is the case, recipients are willing to trust a medium and to pay for content access.

PR practitioners in contrast are more to see as paid soldiers within a battle for attention. They like to place not wrong but often imbalanced information for a client's advantage in order to raise publicity or to change continuously an image. Why this is today a well sold service by agencies and which reasons are responsible for it, will be tackled more in detail within the following chapter.

One point to shape the issue of relation among both sides in daily practise might be to ask for their source of income. This question naturally leads to different interests which cannot work hand in hand in every case.

### **a. Journalist's situation**

A trend in Germany, especially for the print sector, is that this whole media sector has to search for new "business models". Traditional business models of the print sector are collapsing since recipients are not willing any more to pay for content and companies which formerly bought the medium's coverage when paying for traditional advertisement do not invest, either. A dramatically changing market environment, especially caused by free available online content, has caused a collapse of these models.<sup>6</sup>

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<sup>6</sup> DER SPIEGEL, 25.07.11 issue 30, p.132ff: Verlage - App oder ab, [Printheuses App or down]

In June 2011 editors as well as print office staff who were organised in unions, lay down their work (NDR Zapp 2011). What has happened before?<sup>7</sup>

The number of placed advertisements, especially those by business customers, is declining for years. This fact is a consequence of falling circulation and herewith results in a loss of reach. Moreover the number of subscriptions and direct street sales are falling, too. Official numbers of BDZV<sup>8</sup> (German association of newspaper publishers) and IVW (Association for the identification of reach within advertising mediums)<sup>9</sup> are mapping this trend in Germany for years.

With reference to the introduced stakeholder atomium in section “Conceptual understanding”, the researcher likes to argue that a general communicational evolution has still started an ongoing revolutionary process. It seems that what is in case of Public Relations as a practise just a challenge within the 21<sup>st</sup> century, might be a crucial question of economic survival for the future of most publishers.

One economical dilemma is that information in modern societies is often freely available. If access to them is successfully limited so that recipients have to pay for, it is just a question of short time before content jumps over to other groups and is available for everyone without paying for.<sup>10</sup>

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<sup>7</sup> NDR TV Program Zapp 2011: “*Kampf um Qualität - Journalismus unter Tarif*“ [*Fight for Quality – Journalism below Tariff*], [online], Available from: [http://www.ndr.de/fernsehen/sendungen/zapp/zeitungen\\_zeitschriften/tarifstreit103\\_page-2.html](http://www.ndr.de/fernsehen/sendungen/zapp/zeitungen_zeitschriften/tarifstreit103_page-2.html), [Accessed 16<sup>th</sup> June 2011]

<sup>8</sup> Bundesverband Deutscher Zeitungsverleger e.V. BDZV, 2011: “*Market Data*“, [online], Available from: <http://www.bdzv.de/vertriebsmarkt+M50ee4e7c124.html>, [Accessed 21<sup>st</sup> June 2011]

<sup>9</sup> Informationsgemeinschaft zur Feststellung der Verbreitung von Werbeträgern e. V. IVW, 2011: “*Werbeträgerdaten Pressemedien*“ [*Market Data for Print Media*], [online], Available from: <http://www.ivw.eu/index.php?menuid=29>, [Accessed 21<sup>st</sup> June 2011]

<sup>10</sup> The introduced graphic of “Stakeholder Atomium of Public Relations within the Media Sphere” is in that case transferable on journalists. The dilemma of losing control who receives produced content needs to be solved or fielded by new business models. Open platforms like twitter or portals of free mail providers are just two examples of that economic danger.

The economical repercussions are therefore dramatic for publishers. Keeping the mentioned issues of falling income in mind owners of publishing houses have to save costs. One factor which can be easily influenced in every business is to start with cutting down staff. Journalists in diverse positions have to work overtimes by earning the same salary. Thus the conditions for beginners as well as for young and good educated people get increasingly unattractive.<sup>11</sup> This trend leads to a negative spiral which makes recruiting processes of new employees especially difficult. That means in numbers that over a working life they earn 25% less compared to established colleagues. Based on NDR research (ibid.) young journalists start with 2.500€ before taxes which currently means 1.600€ after taxes or round about 1.400€. in Germany. Consequences are dramatic as qualified people prefer to start in other professions where salaries are more attractive.

One problem is that recipients are excluded successfully from perception, before they have paid for it. Today journalists who try to produce well researched content of high quality are fighting against the factor time as never before. In times where everything is moving faster and everyone can switch from a recipient to a sender and reach within minutes with a mobile via twitter, facebook or other online platforms, an audience which starts making up own opinions, no matter how verified the initial information was, makes it hard for journalists to compete. As a consequence journalists are facing high pressure to publicise content (Dorer and Lojka 1996:42ff) even if more time for journalistic research would be needed. Therefore the number of badly researched stories is increasing (Schmidt-Deguelle in Möhrle 2007:42ff).

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<sup>11</sup> NDR TV Program Zapp 2011: “*Kampf um Qualität - Journalismus unter Tarif*“ [*Fight for Quality – Journalism below Tariff*], [online], Available from: [http://www.ndr.de/fernsehen/sendungen/zapp/zeitungen\\_zeitschriften/tarifstreit103\\_page-2.html](http://www.ndr.de/fernsehen/sendungen/zapp/zeitungen_zeitschriften/tarifstreit103_page-2.html), [Accessed 16<sup>th</sup> June 2011]

## **b. PR-practitioner's situation**

At this point PR experts enter the field. They often offer easily accessible and handy information for diverse themes and they do that for free. Sounds great doesn't it? Well, the PR practitioner's work cannot be compared to the way in which a journalist has to deal with information. This does not mean that a PR practitioner gives wrong information or lies but his interest is a particular one, which makes PR work comparable with what advocates do (see also: Helzer, transl. interview no.:8, p.33).

Prof. Klewes argued as well that he liked the metaphor as he said: "In my opinion the metaphor of a lawyer for an organisation or a topic within the process of shaping public opinion can be applied. Beyond this it can be relieving for the self-image of PR. As a lawyer needs to adopt special roles it is simultaneously possible that lawyers needs to represent specific positions for their clients regarding individual topics within the processes of shaping public opinion. It serves to make one's voice heard as there are enough other forces out there, who make their voices heard for diverging opinions. It can be contemplated as a useful way to equalise imbalance [...]" (Prof. Klewes, transl. interview no.:1, p.5).

He further mentioned that the role of a PR practitioner, who works for a company compared to a PR practitioner who works within an agency, is different in diverse aspects as specific competences are needed on each side.

He said: "[...] a PR practitioner within an agency is always to a major part salesman as a provider of services. If it is a good agency all levels of sale are covered. However, PR practitioners who provide services for companies have to work more closely content-based and have to adjust their work. The attributes differ accordingly. Thus the PR practitioner is working for companies which need to be stronger in bearing lean periods and he has to bring along an affinity to adjust topics and

processes. He should be a stronger networker, too. Beyond this he is compelled to think, plan and act intensively against the background of domestic political enforceability. He is presumably also more cautious or sensitive and is more specialised in specific details of a topic. Perhaps the PR practitioner who is working for an agency is tendentially more creative and courageous regarding the input of new ideas as well as more experienced in recognising situations in order to conceptualise them as those scenarios which are more frequently the case in companies” (ibid).

Of course, it seems logical that an agency has to tackle fixed costs like every service provider which forces staff to sell their services most efficiently. This pressure can be compared with the journalist’s concern of income via reach and advertisement.

Nevertheless information which is not supportive to reach the communicational target won’t reach the journalist via them. The journalist should pick up this information and start further research in order to check them and find the rest of the story so that it is possible to present the recipient a balanced and solid content. This would provide the reader with a proper basis by making up an own opinion (see also: Yellow, transl. interview no.:9, p.12).

### **c. They (have to) work together**

Reality is different. Both groups have complete different requirements to serve their customers but economical needs and a new structured information society<sup>12</sup> bonds

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<sup>12</sup> Interconnected stakeholder groups, as explained within section “Conceptual understanding” by the introduced “Atomium of Public Relations”, are changing recipient’s behaviour of consuming information. In daily business both of these facts bound journalists and PR experts together.

them together in daily practise. PR experts in agencies operate within a battle of attention for their clients. Journalists are under pressure to publish relevant content as fast as possible in order to be attractive for high numbers of recipients. Since journalists are in competition with online media and a growing mobile audience who can easily switch over to competing sources, investigative journalism – which needs time – is loosing control. It becomes especially evident in combination with the need of being part of a profitable business. Keeping this in mind, journalists who work for highly reputable mediums are rather gatekeepers in front of specific platforms, where a relevant audience is waiting for news.

Journalists are aware of that dilemma but are dependent on the attractiveness of offered information by an agency. They have to pick up these “particular offered” news because they have to deal with the pressure of publishing.<sup>13</sup> As explained before an over the last years declining number of staff makes this pressure increase because the same amount of content needs to be handled as fast as possible with more and more limited resources.

Bentele et al. (2005:112f) noted within a survey among spokesmen that 36 percent assumed that journalists would have faith in them. Having asked journalists the other way around it just came to three percent. Nevertheless it seems that the establishment of confidence among both groups in daily practise is a vital part of PR. As we will understand shortly, confidence is the central key for both groups and not only among them.

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<sup>13</sup> Dilemma: If you don't publish now but you are instead investing time for research, someone else might have already published this information. Then you might have the better journalistic content but only a small group will still listen to it.

What is the real deal among them? Usually, as better the journalistic quality and as higher the relevance of information within a medium for a specific group of recipients is, the more do readers trust them. In other words the medium then has a higher and established reputation. This value of reputation and recipient's belief can be seen as the money with which the medium pays for PR information and makes it vice versa attractive for PR experts. Of course, this is not an imbalanced one-way deal keeping in mind the general need of relevant information on journalist's side.

But this arrangement has diverse sides. In practise it is a conflict that from PR's side there comes usable but incomplete information and from journalists' side there are often capacities missing to make high quality out of it. A consequence is that the more imbalanced content is produced in this way the more a medium runs the risk of loosing reputation and reach. Beyond this recipients are able to double-check and can quite easily exchange. It remains paradoxical that this spiral is not intended by both sides even though they run the risk. In case that a higher rate of PR is indicated and journalistic un-researched content is noted by recipients, the medium is loosing trust, reputation and income. That consequence cannot be a wanted one from a PR-expert's perspective. A fair exposure with each other at eye level is preferred (Helzer, transl. interview no.:8, p.33). The PR practitioner's interest is of course not to damage the medium's reputation in any way because they will need them tomorrow again to communicate diverse messages of their clients to specifically addressed stakeholders.<sup>14</sup>

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<sup>14</sup> Bentele et al. (2005:117) asked within a study among over 600 press officers for the main reasons of assumed mistrust of journalists. Results: 76% inconsistent communication, 71% being non-professional, 68% camouflage tactics, 66% unethical behaviour, 65% too advertise focused, 55% affairs, 37% loyalty to the employer, 24% lack of transparency, 23% rules of recommended practise and self-control unknown

Without good journalists and their trusted mediums by their audiences the PR practitioner would lose a great opportunity to place his client's voice with relevant attention in a respected medial environment. PR experts are therefore happy about every medium which opens an opportunity to overhand information. They rely on journalists who publish content in a way that even critical stakeholders pick it up in a most positive way for the clients' advantage.

Grunig and Hunt (1984:223f) described their impression regarding journalists and PR experts more critical. They did that in times of traditional sender – recipient relations, stakeholder models and without online mediums. This needs to be kept in mind when they said:

*“Journalists feel besieged by hordes of press agents and publicists-“flacks,” as they call PR people- dump unwanted press releases on their desk and push self-serving stories that have little news value. Public relations practitioners, on the other hand, feel they are at the mercy of reporters and editors who are biased against their organization, who would rather expose than explain, and who know little about the complexities of their organization. “*

As already mentioned in previous sections the stakeholder model has completely changed due to media revolutions. This has not only affected the classical idea of sender and recipient within media but also the society. As explained within the atomium of Public Relations it has today even more dimensions than Grunig's (1984:22) model of symmetrical communication. Although the quotation is not up to date any more, because the general understanding of the other side's work has changed, it does still tackle an important hinge, where both sides come together in daily business.

There is certainly no doubt about that, due to formerly explained technological changes of our society, the recipients' balance of power in opposition to journalists as well as PR experts has changed the business. L'Etang (2008:24) said: "If PR practitioners (and their organizations) are really serious about establishing 'dialogue', then inviting stakeholders to define objectives and outcomes might be a first step." She added further citing on (Ströh 2007:210) that publics "[...] do not want merely to be identified, described, researched and communicated to (as suggested by most models of strategic corporate communication management); instead they want to be part of strategy formulation [...]"

The latest example shows that even residual organisations like the Catholic Church have launched their own web side<sup>15</sup> which is the multimedia portal of the Vatican that combines an information function of the Pope together with Vatican media channels like online Radio and TV. No matter if it was really the Pope's own idea or if it was driven by consultants they obviously realised that people like to get in touch with an organisation in a contemporary way. The inclusion of twitter, facebook, YouTube as well as flickr functions leads at least to the idea that they may plan to invite dialogue groups as part of their strategy formulation like L'Etang and Ströh suggested for future-orientated PR.

Avenarius (2000:8f) mentioned a few critical points which are still valid and responsible for some imbalance within relations between journalists and PR experts, unseen how both groups work together. He argued that in case journalists are starting

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<sup>15</sup> [online], Available from: <http://www.news.va/en/news/all-the-vatican-news-online>, [Accessed 29<sup>th</sup> June 2011] // Within a media effective orchestration the pope has launched the Vatican's official web side which can be seen since Wednesday 29<sup>th</sup> June under: [www.news.va](http://www.news.va). It might be interesting to note: The button "Press Office" being on top of the portal page has quite a central position within the menu bar.

a research there is often no way around to contact PR practitioners as they are employed by companies, associations, NGO's or political parties.

As explained in section "PR-practitioners situation" they have the position of a communicational guardian or an organisations' communicational advocate in order to inform relevant publics to their organisations' advantage. In contrast a journalist will generally try to provide a balanced basis of information which enables the public to form its own opinion. These are two absolutely different goals. In times where more and more organisations having either let PR staff work internally or via agencies (Szyszka et al.:2009:197ff) it is often the case that journalistic research stops at such point before journalists have a chance to get more balanced details. Once they are in contact with experienced PR staff, there is no chance to look behind the curtain and gain further information. PR staff is usually employed by the company and is therefore working as a gatekeeper or a "communicational advocate". As a consequence journalists have then to deal with deliberately preselected information. They have to work with scientific expertise provided by the organisation's PR-staff to underpin an organisation's point of view. But we have to keep in mind that journalists are generally no specialists but broad generalists. Beside journalists' vital attitude to provide balanced information and doing the best possible research, PR experts have in comparison a wider range of tools available to convince journalists from their point of view (see also: Avenarius 2000:8f). Avenarius made as well a good point by arguing that when the initiative comes from PR side by contacting journalists, it is for the journalist unlike more difficult to realise that they are part of an overall campaign (ibid.).

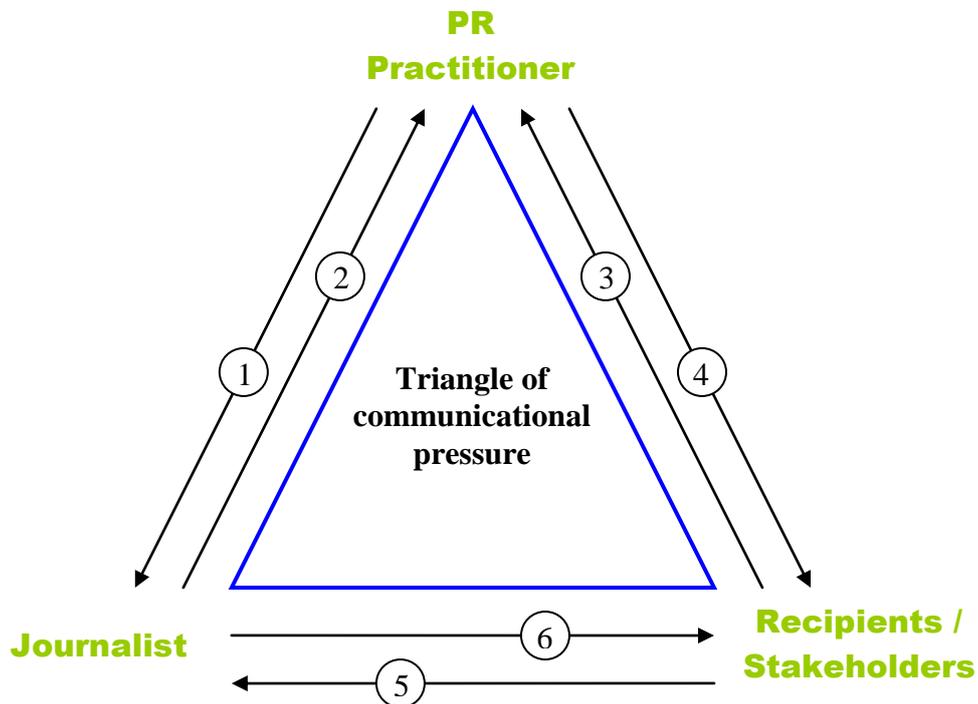
Saxer cited in Avenarius (2000:9) already mentioned in 1972 that journalism needs to be aware of a second kind of system which produces statements with growing capacities if they don't want to lose priority within society's communication system.

Mr Lützler, communication manager within a DAX listed company and head of the DPRG research group international PR, said that he noticed tendencies of declining numbers of journalists who are more and more limited by financial resources and time for research. In addition he noted a growing number of Public Relations practitioners (Lützler, transl. interview OOS, no.:6).

This tendency, as detailed explained in section "Journalists situation", will cause imbalances which will influence the quality of German news world in the future. Another consequence of that situation is an estimated further loss of media content quality. This means first of all a loss for the society. Everyone's chance to form one's own opinion based on balanced researched journalistic content will be consequently more limited.

Within the following graphic the researcher visualises the three party dilemma of sender and recipient within a new media environment as previously discussed. It visualises the diverse interests of three important groups (PR practitioners, journalists and recipients) within a modern media-steered society. All of them have to find arrangements in daily life but being continuously in conflict due to diverse unforgiving communicational conflicts of aims as mentioned.

## Three party dilemma of sender and recipient within a new media environment



1. PR to Journalism: They work hand in hand as long as they have a shared interest. This is for example the case when a PR expert sends a message and a journalist can use it to produce relevant content easier and in shorter time.
2. Journalism to PR: If a journalist needs to have more detailed information around a story beyond these which can be easily acquired, a conflict is programmed. He might be supported only to a specific level of information – depending on the issue.
3. Recipients to PR: Recipients can be stakeholders of diverse groups. They await a professional contact point of information from any organisation. Their expectance is to receive honest and balanced information.
4. PR to Recipients: PR likes to serve the communicational needs of recipients/stakeholders but not in any case with balanced information.

5. Recipients to Journalism: Even in times where everyone is posting everywhere recipients require high qualitative journalistic content. Beyond this they prefer such services to be fast and ideally priceless.
6. Journalism to Recipients: Journalists want so serve the recipients' needs but they are more and more limited by essential resources which they need for their work. Thus in some cases they have to face limited access to needed information out of organisations.

In conclusion it needs to be said that based on the researcher's feedback of diverse experts, cooperation among journalists and PR experts in daily business is often a well established process and not as complicated as often discussed in theory.

Against the background of existing relationship dependencies among recipients, journalists and PR experts it would be thus unfair to extract PR experts to those species who are the only one of them responsible. The most important task which needs to be solved seems to be the further development of sustainable business models on media side where journalistic content can convince recipients and generate needed revenues.

If this challenge is solved for journalism there is a chance for a prospered future of journalism and Public Relations where recipients or stakeholders can take their advantage out of it.

The following and last section within this chapter will deal with PR's status of professionalism. Questions of what is needed to a field that it can be seen as an own profession or occupation will be outlined by further importantly linked issues.

### **3.4 PR on the way to professionalism**

The last section of this chapter is dealing within the research focus with an important aspect of the German PR industry - professionalism. The issue of professionalism here focus on the PR service business of German agencies.

The first part is dealing with a general question of namely which framing factors are essentially needed on the way of professionalisation and why this seems to be important for Public Relations as an occupation.

This part is then linked to the issue of educational requirements for PR-staff where the researcher explains the significance of well educated PR-staff in favour of the agency as well as the emerging occupation itself.

At the end this chapter deals with occupational bodies, who try to arrange educational standards for German PR practitioners and the role they are playing for the industry.

Remembering that the issue of professionalism has been touched within the review chapter in broader relation to aspects of reputation building, persuasion, propaganda and rhetoric, it is now treated as a main aspect covering important factors which are indicating that a new occupation is emerging.

Before the researcher will, based on the research results, map out in how far these criteria have been met in accordance to a German PR agencies' service sector, a few theory approaches, which are discussed within literature regarding professionalism, will be highlighted next in order to contextualise the research findings.

For several decades European as well as Anglophone academics have been involved in researching approaches which are able to describe to what extent professions are on their way to independent occupations. These approaches can be as well applied in order to bring PR's process of professionalisation into line with general factors of an emerging occupation. Due to limitations of this research just a few of them will shortly be picked up before a definition of Freidson will be highlighted to contextualise the research findings more in detail.

Research about professions has been done since the late 19<sup>th</sup> century by sociologists as well as economists (Pieczka and L'Etang cited in Heath 2001:223). The most relevant approaches since that time have been the trait-, process-, power and the ethnographic-approach.<sup>16</sup>

On the one hand there is the trait-approach which has generally a more descriptive nature. Specific characteristics are applied here to countercheck the status of a profession. On the other hand there is the process-approach, where the processual evolution by which an upcoming field is trying to reach a professional status, is observed. Another approach is the power-approach. The term power is here seen as a kind of influence where a profession comes into position to reach social approval. This includes the power to characterise the professions' tasks autonomously and to take influence on relationships within the business e.g. clients in case of a PR agency.

The last mentioned one is the ethnographic-approach, which is applied by interactionist studies to reveal aspects of professional training and practise (Ibid. 224f), (Szyska et al. 2009:148f).

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<sup>16</sup> Pieczka and L'Etang published in Heath 2001:223-229 a detailed overview about PR and professionalism. They provide an overview about diverse approaches regarding professionalism from the first beginnings until present.

Pieczka and L'Etang (cited in Heath 2001:228ff) said: "The use of professionalism normally is linked in our field with the expression of a need to improve the occupational standing. The familiar troika – body of knowledge, ethics, and certification – are understood as the defining characteristics of a profession"

Johnson (1972:28 cited in Heath 2001:224) defined five criteria which are until today valid to map out the current status of an emerging occupation. They are: 1. the emergence of a full time occupation, 2. the establishment of a training school, 3. the founding of a professional association, 4. political agitation directed towards the protection of the association by law and 5. the adoption of a formal code.

Goode (1972:157ff) listed comparable criteria but added admission to an occupation and control over their members' actions needs to be given.

The sociologist Freidson (1994:15 cited in Szyszka et al. 2009:247ff) explained that the term profession itself needs to be defined in advance. It is only possible to describe processes of professionalisation, if you know which aims they have to reach. Freidson basically described two concepts of defining a profession:

First, a plurality of operations for what mainly higher educational achievements is required as a common ground.

Secondly, there is a limited number of operations which can be clustered through specific institutional similarities and thus require as well a common understanding of their specific knowledge.

In case of PR agencies there is a mix out of both appendages existent. Staff with a good educational background is needed within the service business in order to

understand complex communicational situations and the specific needs of customers. As the following three opinions will explain, these requirements are needed in agencies no matter whether the strategic focus is on selling of operational PR services or on selling of strategic communication within an agencies business concept which includes beyond this PR classical consultancy.

As Mr Zimmermann, an expert of a company which sees itself more as a business consultancy rather than a PR agency, said: “Public Relations is an independent occupational image because it requires specific competences which does not everyone has. Another indicator is that there are now a wider number of agencies and people who can live on that. Beside that wouldn’t I know who else should practise such services? Public Relations is even without standardised requirements of qualification an independent occupation. An occupational entry restriction is in my view not a decisive criterion. More decisive is that independent competences are needed in order to apply Public Relations. A setting of educational standards is nevertheless useful because it helps agencies to have better assessments by recruiting new staff. However we need to have newcomer with different backgrounds as well as lateral thinkers and creative folks” (Zimmermann, transl. interview no.:24, p.9-11).

Mr Schulze van Loon, an expert of an established PR agency, said: “Public Relations is to see independently. The objectives of communication can be clearly distinguished from marketing. [...] Public Relations has of course a very broad fundament and has an overlapping with other areas of communication, e.g. product PR. However, that does not result in a washy view. PR has as a profession an own and alone standing market as well as own market internal competition in Germany.

[...] I am totally convinced that we are operating within our own market and branch. It is absolutely clear that we will always have some intersections with adjoining fields but this has to be that way as communication itself is a field with interdependences which is permanent in a process of modification” (Schulze van Loon, transl. interview no.:15, p.10-11).

Mr Lützler, an experienced practitioner and as DPRG Member head of research group international PR, said: “An independent occupational field is for me based upon a clear professionally defined education as well as a professional-ethical responsibility. This is in my view for PR-practise of particular importance. It is important to lean the professional craft as well as the right plans of action for conceptional and strategical work. This would be professional components of an education or course of a study which could be learnt. [...] You talked about confidence, honesty etc. I think if someone says: I am member of occupational bodies such as BDP or DPRG which have well-defined codes of conduct and ethical behaviour, this person has agreed to accept these standards. This person is aware to fulfil a function of public relevance because it operates in mass media relevant areas of communication. In that sense everything which is transported to any public should reach these standards of communicational quality – otherwise we are talking about propaganda. This would then not conform with my or the DPRG’s understanding of an occupational image” (Lützler, transl. interview OOS no.:6, p.12-13).

Following the question of what professionalism means for emerging occupations the above mentioned interviewees’ statements are reflecting the predominantly received feedback of the researcher.

Specific competences, which will be highlighted more in detail within the following sub-section as well as competition among many market participants have been among the interviewees' agreed factors, which indicate the existence and emergence of an occupation on a first level.

However, there have been two opposing opinions regarding the setting of educational standards. Both groups agreed that educational requirements and specific soft skills are welcomed but only about two-thirds recommended the establishment of educational standards' via occupational bodies, academies or university courses.

The supporters argued that a setting of standards would provide guidance when agencies have to employ new staff. The opponents said that the business knowledge itself can be transferred by practise and that is why they would prefer staff with field external backgrounds and a specific range of soft skills.

Keeping in mind that Freidson defined an upcoming profession by a plurality as well as a limited number of operations, which can be clustered through specific institutional similarities and thus require a common understanding of their specific knowledge.

Mr van Loon's statement which in this specific context represents the majority of interviewed experts stated that Public Relations has clearly different objectives compared to other parts of the communicational field such as marketing. The fact that Public Relations has intersections with other areas of communication is natural as particularly the communicational field is in a continuous process of modification and change. The sometimes fluent border to adjoining areas of marketing e.g.

product-PR as already explained in section: “Fluent borders to other parts of the communicational field” do not query PR’s claim of being an independent occupation.

Beside the here highlighted voices, it had been widely common sense among considered experts that professionally defined educational standards as well as well-defined standards of ethical behaviour are important to set up an occupation. A result was that a setting of standards, which was based on widely required standards for staff or if they were fixed requirements of standardised educational backgrounds, is beside ethical standards, which have often been set by occupational bodies, are essential indicators exposing that an occupation is evolving on a professional basis.

As Freidson (1994:15 cited in Szyszka et al. 2009:247ff) explained within his second concept of a common understanding, a standardised knowledge base and a common understanding within the branch of PR service providers, is as well an agreed need of German PR experts.

The last-mentioned standard has two purposes. One is to frame and sharpen the German PR industry itself by ensuring standards of quality measurement for PR services. The other one is to have an advantage from a client’s perspective. They are easier able to evaluate what they need to buy, how much it costs and last but not least to evaluate<sup>17</sup> services they bought and compare them within the market.

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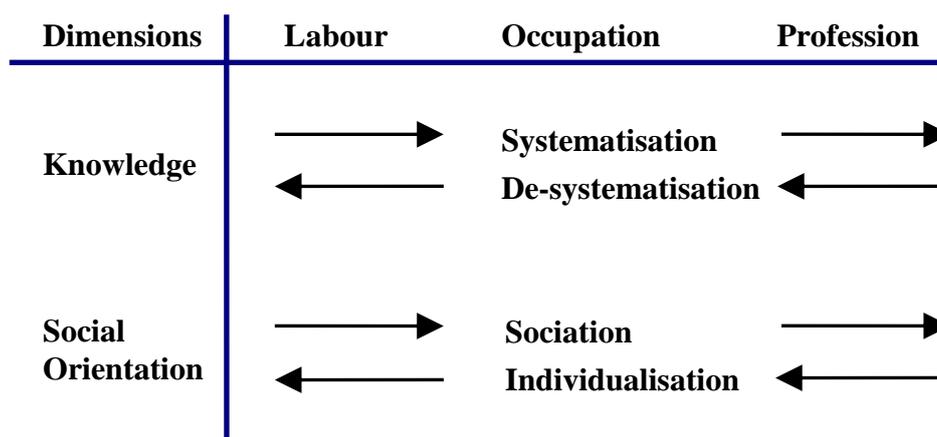
<sup>17</sup> Because of the importance of efficiency and aspects of evaluation for service providers and their customers these points will be tackled more in detail within an own chapter. The evaluation of services is a general problem in service providers’ and a client’s relationship which links directly ethics with professionalism. Both aspects are therefore picked up within the following chapters. Cutlip et al. (2000:143ff) are providing information specifically regarding PR practise.

Beside the often positive assessment of asked practitioners' regarding PR's status of professionalism, two German literature sources will be highlighted to contextualise the research feedback from a scientific point of view.

Röttger (2000:64ff) said that the discussion regarding the process of PR's professionalisation is mainly shaped by structural-functionalistic and trait-approach resting concepts. Trait-approaches entitle criteria for the existence of professions by relating to traditionally established professions. Such prototypes are physicians, lawyers or clerics. In focus of such approaches are the functional dimension of knowledge and the society related dimension of social orientation.

Hartmann (1972:40) understood the term profession as the final destination of a continuum which begins with labour via an occupation and ends as a profession. In that sense this model explains two evolutionary processes.

**Graphic: Two-dimensional model of Professionalisation<sup>18</sup>**



<sup>18</sup> Based on Hartmann (1972:40) cited in Röttger (2000:65) transl..

As the graphic shows two processes are linked here. One process describes the level of knowledge as this guide initially from simple labour to an expert's profession. The other process Hartmann describes as the process of socialisation which demonstrates that this factor is related with importance and acceptance within the society. This model describes at the same time both processes in opposing directions, when showing that an established profession can of course be on the way of de-systematisation and individualisation.

As Röttger (2000:65f) argued that professions are providing services which have a central relevance to central values of the society e.g. health or justice. A specific problem-solving competence resting upon a scientific body of knowledge together with a general service orientation – as the trait-approach suggests – these could be seen as the central characteristics of professions.

Before this part is finalised at this point the researcher likes to highlight the statement of Bentele et al. who agreed with their statement to formerly mentioned voices of this section but saying as well that Public Relations has still got a way to go.

Bentele, Großkurth and Seidenglanz (2005:17f) agreed as well in the previously mentioned “troika” – body of knowledge, ethics, and certification – as the defining characteristics of a profession. They further said that worldwide several thousand practitioners are working in the field of Public Relations and within past decades a highly professional as well as standardised set of tools by diverse specific areas of PR has been developed. Specific scholarship and education is often operating on high quality level. However, beside some general positive progress on the way to

professionalisation PR is still searching for a status of being generally accepted and alone standing. This process is not by a long chalk finalised.<sup>19</sup>

In how far the mentioned criteria can be transferred to Public Relations' situation in Germany will be picked up indirectly within the following and the last sub-point of this chapter, where the researcher will introduce the requirements in PR education and the knowledge which is awaited by PR agencies' management to hire competent staff. The dimension of general social orientation is touched within the last point by highlighting the most important occupational bodies, which are trying to arrange standards for the German PR profession.

After having discussed and highlighted the aspects of professionalism regarding the focus to PR services in Germany, the aspect of educational requirements will be highlighted more in detail next.

### **3.4.1 Educational requirements for PR-staff**

Even though Public Relations has failed up today to protect the own occupation by establishing educationally based entrance limitations, there is widely common sense among scholars as well as practitioners that there is a list of educational as well as personal attributes which are useful for any person working in PR.

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<sup>19</sup> Gunig and Hunt (1984:62ff) dealt as well with professionalism in PR where they looked onto values, professional associations, ethics, body of knowledge and the educational system. Even if this is an American perspective – nearly thirty years ago - they came to the conclusion that PR has not reached professional status but has the potential to do so in the future. Since that time there has been some progress to note but it is still away from being seen as a finished process in Germany.

The different opinions of both sides about which educational requirement or personal competence are needed or are even obligatory in advance and which knowledge can be transferred on the job will be highlighted next in the context of the researches' primary feedback.

Asked for essential characteristics and competences which a PR practitioner should have, Dr. Storck said, that such a person would need intellectual flexibility paired with a profound liberal education and moreover inquisitiveness. Moreover this person needs to have a high level of service-orientation regardless of working in- or externally. [...] Beside that, it is of particular importance to have higher social skills, leadership qualities and a profound ability to deal with language (Dr. Storck, transl. interview no.:2, p.7).

Another expert said that requirements for educational backgrounds could of course vary and depend essentially on the specific PR-task of that person. "A university education is with no doubt not an absolute requirement but it is a very good precondition. A broad general knowledge is of course needed paired with discipline and the will to work hard as well as being service-orientated because we are a service occupation. Furthermore a journalistic as well as economical understanding is of help but you will note quickly that there is no fixed catalogue of requirements for PR.

This might be a disadvantage in view of comparability of qualification but it is an advantage because diverse requirements asking for distinct people. Positive is that by this the field remains open for new influences from outside (Green, anon., transl. interview no.:4, p.9-10).

Regarding the statement above has the interviewee been asked if it is right to conclude that a good team within a PR agency distinguishes oneself with a diversity of fields of knowledge?

The interviewee agreed in that and added: “We have among our team a wide range of professions e.g. hotel clerks, journalist, economists or theologians. This is definitely a wide range from which an agency takes profit from. [...] A person within a PR agency should like to communicate properly and being able to listen and speak to someone professionally. Beside those qualities it’s important to take a great interest in media, anticipating things and being able to observe the communicative environment by taking notice of people’s reactions regarding specific information in order to act professionally. The ability to cooperate within a team as well as to the client is an important skill. Moreover is profound knowledge about the clients market of importance which is the reason why agencies work often industries orientated. PR staff should have a journalistic background or alternatively adequate experience on company side. [...] it can of course vary which qualifications are essentially needed because this depends on the agencies’ focus of specialisation. This doesn’t only include the mastery of a foreign language. It means in our case that people need to be able to orientate themselves autonomously abroad and being able to achieve and organise diverse things to the clients advantage no matter it is in Africa or China. (ibid.).

The range of feedback regarding educational requirements for PR-staff is definitely a wide one. The feedbacks depending of course on the personal experience and the markets of interviewed experts they are working in. Even if it seems not easy to

define a fixed list of required competences the researcher likes to highlight the feedback of Prof. Carpentier who said the following: “[...] I think what is crucial is that most components are radicalised, that means that people being trained into that profession need to get enough practice-based training. But at the same time they do need a theoretical background, they do need to understand the social, they do need the economy in a more abstract way. That is actually a key component where you need not to find a balance between vocational and academic trainee but you need to go to the extremes, maximise and radicalise. Then you have to focus a bit more on PR. What I think is absolutely crucial is that that person has developed an understanding of the processes that surround PR in the future. That means that that person has to understand the organisation, in which that person is working. That person also has to understand the market, in which the person is working. But the person also needs to understand the context in which both the company and the market are operating (Prof. Carpentier, interview AOS: 3, p.4-5).

After realising that obviously scholars as well as practitioners agreed that educational standards seem to be important in order to define occupations which are on the way of professionalization, the researcher likes to discuss and highlight within the research findings, a paradox regarding educational requirements for the service profession Public Relations.

It was coming out that there are a number of requirements as to read within the statements above for several good reasons with the aim to guarantee a specific level of service quality to the client’s advantage.

Nevertheless is the general position among asked experts that they appreciate standards of qualification within PR education. Especially for younger people seems this hard to reach with the experts postulation of having profound knowledge in diverse other areas of science at the same time.

Consequently results this in a paradox for people who try to start within the PR industry before having a longer experience in other areas of business.

The problem seems here that someone takes only a specific time for fundamental education in lifetime. Köhler and Schaffranietz (2005), Bentele (2006) or Nöthe (1994), dealt with that aspect in dimension of how to select staff for agencies and which profiles of qualification and other requirements are useful.

The interviewee's feedback was widespread in sense of the level of specific education in PR. Some agency bosses said that a well organised and within the branch standardised education of a few months as a top up of any previous qualification would be welcomed. Another group of them answered that they would appreciate if someone would go for a longer education of Public Relations as it is more and more offered by universities and ending up with a specific degree in PR. A third part of consulted experts told that they could totally survive without any additional PR education because they were convinced that the essentials could be easily trained on the job.

Summarised was it common sense that there is especially within PR business a range of soft skills which a person needs to have as part the own character. These skills could be trained of course but not be learned like theoretic knowledge. E.g. if someone is not a team player, or doesn't has the empathy for specific situations when being in contact with other people, it's not possible to be trained like how to write a press release.

A clear tendency was that the majority of asked experts supported the establishment of educational standards for PR despite of the extent which such a qualification has.

It was coming out that the capacity, often labelled as well as creativity, of an PR agency is substantially relying on the competences of the hired staff. These competences of each person are a mix out of the before mentioned soft- and hard skills along with a special mix out of live and field external experiences.

As most experts have been aware of that conflict, a large group of them stated that they would in the future search for a good mix of their team. This means that no matter how professional the educational opportunities will evolve in the future, they would in any case hire as well some field external staff that comes along with branch external competences. As the PR-business was seen by many of them as a field which has do deal with consultancy aspects, it was in their eyes an essential requirement in order to be able to provide best assistance for their clients.

An expert of an internationally acting agency brought it to the point when saying that: “The profound educational background helps as well to understand the typical society structure within a country and to understand the communicational effective mechanisms in order to reach strategic communicational goals (Brown, anon., transl. interview no.:30, p.11-12).

As the section above has demonstrated that educational requirements are a legitimate claim, not only from scholarly side but also a postulation from the majority of consulted experts within this research, the following section will highlight shortly in which way the German PR business is trying to arrange standards for education in Public Relations.

### **3.4.2 Occupational bodies arranging standards for PR education**

Who is setting the standards for a young profession which is still on the way of searching for confidence and an own alone standing identity? This is especially an interesting question when keeping a previously mentioned aspect in mind that PR as a profession has up to now no barriers as other professions have.

Everyone is allowed to work in PR which can be seen positive as well as negative. For some reasons, as discussed before, this is a problem by ensuring quality standards of work within the PR industry. From another perspective might PR be a special case, especially by looking onto the service sector of PR as it was highlighted in section “Educational requirements for PR-staff”.

Educational opportunities in Public Relations are in Germany of course not only offered by occupational bodies. Established universities such as Leipzig, Bamberg, Berlin, Münster, Cologne and some more – just to mention a few here - are offering specialised courses and diverse degrees within the field of communication. As this research is looking on the industry side of PR services, the researcher took focus within this section on occupational bodies as they are closer linked to the PR industry itself. Nearly all practitioners within the German PR service sector are directly or indirectly a member of the following mentioned bodies.

The following section is therefore briefly providing an overview about the main actors within the German PR industry who try their best to set and support standards for education in Public Relations.

The most mentionable occupational bodies within the German PR profession are:  
DPRG (Deutsche Public Relations Gesellschaft = German Public Relations Society)

established in 1958, is a broad occupational body where everyone who is working in the communicational field can join in. Their main goals and objectives are the setting of standards, exchange of experience among experts, ensuring quality and the support of young professionals<sup>20</sup>.

The second occupational body which is broadly organised and is as well open to individuals is called BdP (Bundesverband deutscher Pressesprecher = Federal association of German press spokesman)<sup>21</sup>, established in 2003. This body is as well involved in quality management and professionalisation, qualification and support of young professionals and the representation of their members in the public. It seems fair to mention that their members came originally mainly from the group of classical press-spokesmen. This group is still in their main focus but they are open as well to other parts/members of the communicational field.

The third occupational body which is in case of that research of interest is the GPRA. GPRA stands for (Gesellschaft Public Relations Agenturen e.V. = Society Public Relations Agencies – registered association) and covers only communication agencies<sup>22</sup>. The GPRA established 1973, has Public Relations itself in core focus. They see themselves as a service partner for strategic communication with broad interdisciplinary competence in the field of communication. Their aim is as well to raise the quality standards of Public Relations in Germany and providing offers of standardised PR education for field externals as well as newcomers.

It needs to be mentioned that this body is involved within the setting of educational standards since a longer time. In 1991 the dap<sup>23</sup> (Deutsche Akademie für Public Relations = German Academy for Public Relations) was founded together with the

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<sup>20</sup> [http://www.dprg.de/\\_EN\\_Summary.aspx](http://www.dprg.de/_EN_Summary.aspx), [accessed: May 2012]

<sup>21</sup> <http://www.bdp-net.de/>, [accessed: May 2012]

<sup>22</sup> <http://www.gpra.de/verband/was-macht-die-gpra/>, [accessed: May 2012]

<sup>23</sup> <http://www.dapr.de/warum-dapr/index.html>, [accessed: May 2012]

DPRG. The dapr has since 1991 offered diverse courses and trainings where PR praxis knowledge has been transferred. In March 2007 was the PZOK<sup>24</sup> (Prüfungs- und Zertifizierungsorganisation der deutschen Kommunikationswirtschaft = Examination- and Certification organisation of the German Communication Economy) founded. Founding members have been the before mentioned bodies: BdP, DPRG and GPRA. The dapr is as well today linked with the standards of certification by the PZOK. The postulated aim of the founding members as well as the official statement of the PZOK itself, to set new standards for good quality in PR educations, seems therefore – even if they are still young and improving – realistic.

Even if the problem of Public Relations practise, the problem of keeping only competent participants within the field, is not solved by those efforts, they made for the German business a reasonable step forward. The fact that the most important occupational bodies within the German PR and communication industry, agreed in the same standards of certification will improve the acceptance of such certified educations not only within the agencies but also within other parts of the German economy, where people with PR background getting jobs.

The following chapter, called “Communication Agencies” will deal with some details around their business itself. It will pick up issues like how they work, what their understanding of the own market is and how the business is structured today. The researcher tries as well to give some hints regarding the markets trends and how competition is linked with a ROI of PR-services.

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<sup>24</sup> <http://www.pzok.de/%C3%BCber-die-pzok>, [accessed: May 2012]

# **Communication Agencies**

## **4.1 Introduction**

Following discussed content of the previous chapter, this part of the thesis will present further findings regarding communication agencies and their business situation in Germany, more in detail.

Starting with some facts and figures this chapter will mainly address the thesis sub title and answering how these agencies understand and apply Public Relations concepts in practice.

When we look on their understanding of communication models the reader will be guided to the service markets business structure and ongoing implicated trends.

A significant one “integrated communication” and what this means in practise for clients as well as agencies, is answered more in detail then.

After that point the chapter tackles two questions of claimed PR services in the market. One is if PR services are able to generate competitive advantages for a clients business and the other if this can be proved by economic hard facts. Especially the question of proving efficiency by economic numbers will be answered within this context. Within the following chapter “PR-Services proving efficiency” will this point being more in detail explained as this aspect is linked to evaluation methods.

Another aspect of this section is the question of technological revolutions which take direct influence to the service marked for PR communication and the business in daily practice as well.

## **4.2 Facts & figures according to communication agencies in Germany**

It is not easy to say something about facts and figures regarding the PR agency business in Germany. One problem is to define a German agency and the other to find some representative, reliable numbers regarding the German market for PR communication.

Nearly all of the big market participants in Germany are just divisions of often British or American big agencies. Some of them are then again linked via holdings in wider agency networks around the globe.

So when we talk about German agencies has this to dismiss the fact that they are usually not hundred percent German and just operating as a national division. The researcher had by this in mind that we are looking at the German market for PR communication and in that sense it does not matter if we have within our sample a very small German agency or a division of a multinational operating network.

It is fair to mention that the industry is “a bit cloudy” regarding economical numbers, especially if a researcher from outside is asking for. That is why after proper and longer search the researcher decided to go for the German ranking of the pr-journal. This platform is asking agencies in Germany for numbers like professional fees, their turnover, and the number of employees they have had in that year and is calculating the turnover they make divided through the number of staff. These numbers can be compared from year to year but it is not possible to check if they are right. The agencies are replying each year to a questionnaire so that the data they provide are not double checked. Some agencies provide less detail as others because they are

restricted through the sabanes-oxley-law, in case that their headquarters are in the USA and if they are stock exchange listed.

From 2007 to 2010 the collective turnover of fees from all agencies active within the German market changed from 430,51€ millions to 485,38€ millions. This results in an market growth of 54,87€ millions in three years. This might be not that much keeping in mind that tax reduces that amount. Nevertheless is this for a service industry which is dependent on selling their services to others who are able to afford such services not bad. In 2007 have 4205 people being employed as PR staff within German agencies and 4746 in 2010 which is a plus of 541 employees.

The here cited numbers can seen within the appendix as complete rankings.

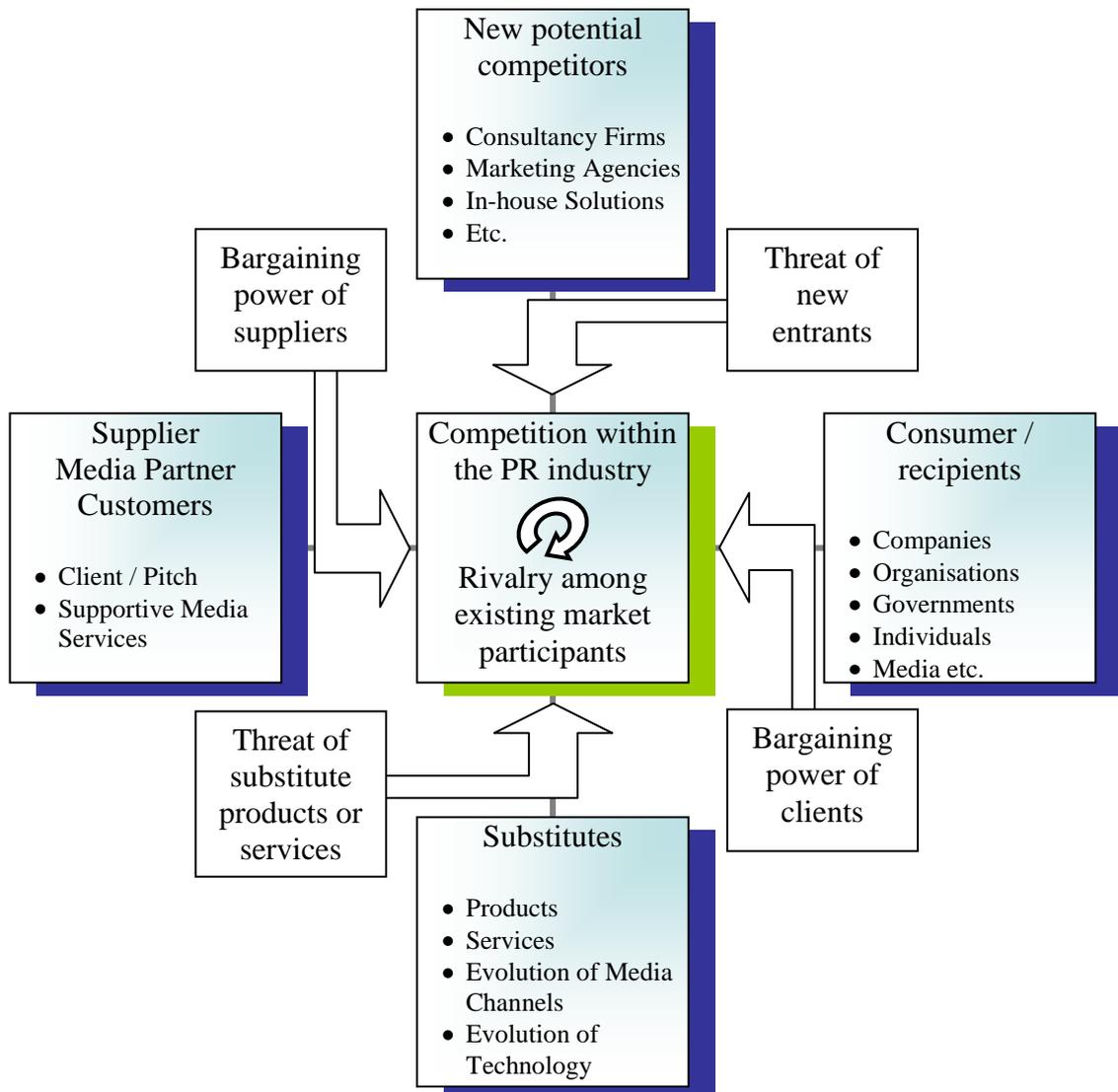
All agencies within the German (Peffer) or the international rankings (Holmes Report) have tagged in case that they took part within this study which demonstrates indirectly how strong the research sample is regarding representativeness of economical market strength.

It can be summarised that the German market for PR communication is currently not that fast developing but it is still a growing business.

The researcher decided at here to present the idea Porter who within the field of economics widely famous for his model of five market forces. The researcher transferred that idea her to the current situation of PR agencies in Germany. It shows how and in which way the competition within the market for service communication is offering chance and threat at the same time. It visualises as well what happens in

case a market participant is not able to deal with one of the visualised forces – he will leave.

### Porter's five forces transferred to the case of PR agencies



The graphic shows the idea of Porter's five forces modified to explain the economic environment of German communication agencies which need to defend their position within the market for PR services.

The next section is providing an overview about the range of tools and services offered by communication agencies in Germany.

### **4.3 Tools or Services offered by Agencies**

This section is made to provide a compact overview about the tools and services which agencies do offer to their clients. The data provided here is based on detailed analyses of the agencies within this research sample.

The data is not only showing mainly two facts: One is that there are some areas of the market in which are more and some in which is less competition. A reason seems to be that due to the need of specific expertise, which is required to offer such specialised services, there is less attractiveness for further market competitors because of a market niche.

After analysing all the listed sectors in which the sampled agencies providing expertise in, there was a total number of 146 diverse business sectors coming out. They have been joined by the researcher to 29 essential groups as the following chart shows:

**Chart of sectors where PR agencies provide services for**

<b>Sectors</b>	<b>Evaluation</b>
Automotive	20
Financial	21
Media	5
Public Sector	25

Chemical	17
Consultancy	3
Consumer Industry	16
Technonology	4
Food & Beverage	15
Transport	8
Energy	17
Retail	5
Telecommunication	3
Engineering	10
Luxury	3
Social Sector	2
Environment	4
Sport	11
NGO Industry	3
Tourism	11
commodity / heavy engineering	9
Clothing	6
Kosmetic	3
Furniture	5
Church	1
Recruiting	2
Green Issues	5
Clubs / Organisations	25
Aviation	1

The data above shows as well that separation and profiling is within that business not easy. Competitive advantages are usually small as long as we look onto agencies of comparable size. As many consulted experts told the researcher, there are high rates of staff fluctuation and so it is a logical consequence that brand new approaches of dealing with a specific communicational mission, are quickly running around.

That is why PR agencies try to sharpen their profile against their competitors by applying, on a first view, their own profile of communicational services when

labelling them with self-created labels. This fact resulted within this research observed agencies in a total number of 327 different labels for services they offer. It is at least an indicator that it is hard within that business to create substantial UPS's for a longer time.

### Chart of Agency Service Tools

	<b>Number &lt;==== Labels of Agency Service Tools ====&gt; Evaluation</b>	
1	CEO Positioning	1
2	Reputation Management	2
3	Media Relations / Press Relations	8
4	Internal Communication / Corporate Identity	3
5	Crisis Communication	3
6	Communication in change processes and restructuring	2
7	Corporate Social Responsibility CSR	9
8	Diversity Management and Communication	1
9	Innovations PR	1
10	Online PR I Web 2.0 I Social Media	5
11	Customer Communication / Customer Relations CRM	2
12	Corporate Publishing	9
13	Corporate Design	4
14	Corporate Branding and Brand Architecture	1
15	Organisational Consultancy for Corporate Communications Departments	1
16	PR Evaluation	2
17	Investor Relations Consultancy	1
18	Annual and Interim Reports	2
19	Financial Press Relations I Investor Press Relations	1
20	Mergers & Acquisitions	1
21	IPO and SPO Communications	1
22	Relationship Management	1
23	Issue Management	4
24	Lobbying	1
25	Policy and Legislation Monitoring	1
26	Political Campaings	1

27	Agenda Setting	2
28	Change	2
29	Crisis Management	1
30	Financial Communication	3
31	Marketing	1
32	Public Affairs	10
33	Corporate Communications and Reputation	1
34	Corporate Affairs and Agenda Management	1
35	Communications in Crises and Special Situations	1
36	Communication Performance Management	1
37	Brand Management and Brand Positioning	1
38	Communication in the field of Medicine and Healthcare	2
39	PR	2
40	PR Events	3
41	PR B2B	2
42	PR B2C	2
43	Unternehmens- und Produkt-PR	1
44	Produkt Public Relations	1
45	Social-PR	1
46	Gesundheits-PR	1
47	Pressearbeit	1
48	Event-PR	1
49	Tagungen	2
50	Generika Public Relations	1
51	Websitegestaltung	2
52	Event Public Relations	1
53	Krisen-PR	1
54	Investor-Relations	3
55	Corporate-Design	3
56	Anzeigenkampagne	1
57	Verpackungs-Design	1
58	Healthcare Public Relations	3
59	Sponsoring Public Relations	3
60	Lobbying Public Relations	1
61	Internationale Public Relations	2
62	Interne Kommunikation	6
63	Marken-PR	1
64	Presse-Events	1
65	Marketing-Kommunikation	1
66	Image Public Relations	1
67	Corporate Identity	3
68	Corporate Design	1
69	Messeauftritt	2

70	Europa Public Relations	1
71	Identity and Profiling	1
72	Strategische Positionierung	1
73	Issue- und Themenmanagement	1
74	Medienmanagement	1
75	Campaigning	4
76	Change Management	3
77	Risiko- und Krisenmanagement	1
78	Medienarbeit	3
79	Krisen-Management	1
80	Change Communications	2
81	Unternehmenspublikation	1
82	Logo- und Markenentwicklung	1
83	Empirische Sozialforschung	1
84	Messe & Event	2
85	Coaching & Mediation	2
86	Consulting	5
87	Content	1
88	Directmarketing	2
89	Education	1
90	Evaluation	2
91	Graphics & Design	1
92	Incentives	1
93	Journalism	1
94	Media	1
95	Kongress-Service	2
96	Publishing	1
97	Research	3
98	Social-Media	1
99	Mediaconcept IT	1
100	Design	2
101	Event-Marketing	3
102	Public Relations	6
103	Branded Entertainment	1
104	Database-Management	1
105	Fullfilment	1
106	Interactive	2
107	Mobile-Marketing	1
108	Promotion	2
109	Trademarketing	2
110	Werbung	3
111	Social and Digital Media	1
112	Corporate Communications	8

113	Corporate Branding / Corporate Publishing	1
114	Interne Kommunikation / Change Management	1
115	Crisis & Issues Management	2
116	Corporate Social Responsibility / Corporate Reputation	1
117	Financial Communications / Investor Relations	3
118	Public Affairs / Lobbying	2
119	Internationale PR	2
120	Guerilla PR	1
121	Mediatrainings	1
122	Schulungen / Trainings	5
123	Workshops	1
124	Advertorials	1
125	Corporate Advertising	1
126	Mediaplanung	1
127	Messestände	1
128	Packungsdesign	1
129	Verkaufsförderung / Below-the-line	1
130	Web-Design	1
131	Screen- und Beamer-Präsentationen	1
132	E-Mail-Marketing	2
133	Mobile Marketing / Podcast	2
134	Creative and Digital	1
135	International Campaign Management	1
136	Event Management	2
137	Analyst Relations	1
138	Krisenkommunikation	5
139	Markenkommunikation	3
140	Online-Kommunikation	1
141	Politische Kommunikation	1
142	Unternehmenskommunikation	2
143	Beratung	1
144	Medien-Services	1
145	Multimedia	1
146	Online-PR / New Media	1
147	Veranstaltungen / Events	3
148	Monitoring	3
149	Dialog & Werbung	1
150	Stakeholder Kommunikation	1
151	Issues- & Krisenmanagement	1
152	Themensetting	1
153	Design & Publishing	1
154	Markenarchitektur	1
155	Zielgruppenanalysen und -Strategien	1

156	BTL 360° (below the line 360° Integration)	1
157	Wettbewerbsanalysen	2
158	Online / Social Media Kommunikationsstrategien	3
159	Social Media Relations / Multiplikatorenkontaktarbeit	2
160	Verzahnung der On- und Offline- Kommunikation	1
161	Etablierung interner Prozesse und Mitarbeiterschulungen	1
162	Online Reputationsmanagement	1
163	Online / Social Media Krisenkommunikation	1
164	Webseiten / Apps	1
165	SEO (Search Engine Optimisation) & SEM (Search Engine Marketing)	1
166	Social Media Guidelines	1
167	Online / Social Media Monitoring	1
168	Digital CRM	1
169	Kommunikationsstrategien	1
170	Integrierte Kommunikationskonzepte	1
171	Stakeholdermaps	1
172	360°-Kommunikation	1
173	Entwicklung Leitidee / Strategische Plattform	1
174	Öffentlichkeitsarbeit	1
175	BtoB Communication	1
176	Digital Marketing / Interactive Solutions	2
177	Dialogmarketing/ CRM	2
178	Employer Branding	2
179	Neuromarketing	1
180	Planning	1
181	Corporate Gifts / Merchandising	1
182	Advanced Technologies	1
183	Brand Communications	3
184	Design	2
185	Social Media	3
186	Advisory (Bezug auf Informations-Publikationsberatung)	1
187	CSR-Audit	1
188	CSR-Coaching + Seminare	1
189	Corporate Media	1
190	Digital Strategy	1
191	Social Media Management	1
192	Kooperationsmarketing	2
193	Live Kommunikation	1
194	Entwicklung von PR- und Kommunikationskonzepten	1
195	Bewältigung komplexer geschäftlicher Herausforderungen durch Kommunikationslösungen	1
196	Leistungskommunikation	1
197	Produktkommunikation	1

198	Kontinuierliche Kommunikationsberatung	1
199	Kommunikationsgestaltung	1
200	Kommunikationsausführung	1
201	Krisenprophylaxe	1
202	Kommunikation von Veränderungsprozessen	1
203	TVC's	1
204	Ambient Media	1
205	Direct-Response -TV, -Anzeigen, -Broschüren, -Funkspots	1
206	Mailings	1
207	POS	1
208	VKF-Literatur	1
209	Sampling	1
210	Couponing	1
211	Marktforschung	1
212	Database-Marketing	1
213	Markt- & Zielgruppenanalysen	1
214	Relationship Kommunikation CRM	1
215	E-Mail-Marketing	1
216	Performance Marketing	1
217	Adressgenerierung und Community-Bildung	1
218	Kampagnenmanagement	1
219	Database Marketing	1
220	Adressmanagement	1
221	Konzept	1
222	Lastenheft / Pflichtenheft	1
223	Storyboard / Wireframe	1
224	Projektplan	1
225	Risikoanalyse	1
226	Kooperation	1
227	Online-Markendesign / Webgestaltung	1
228	Usability-Test	1
229	Frontend-Programmierung / Backend-Programmierung	1
230	Mobile	1
231	Projektmanagement	1
232	Workflowmanagement	1
233	Online-Betreuung	1
234	Reporting	1
235	Produkt-Launch und Re-Launch-Events	1
236	Corporate- and Public-Events	1
237	Roadshows und temporäre Produktpräsentationen	1
238	PR-Veranstaltungen und Kick-Off-Events	1
239	Promotionmaßnahmen am POI und POS	1
240	Incentive-Programme und Veranstaltungen	1

241	Kongresse	1
242	Produkt-, Leistungs- und Marken-Inszenierungen	1
243	Maßnahmen der Verkaufsförderung	1
244	Maßnahmen der Messekommunikation	1
245	Profilierung	1
246	Presse- Öffentlichkeitsarbeit	1
247	Online	1
248	Wahrnehmungs- und Wirkungsanalyse	1
249	Positionierungen und Markenarchitekturen	1
250	Gestaltung visueller und symbolischer Ordnungssysteme	1
251	Naming und Corporate Design	1
252	Markenvermittlung	1
253	Web 2.0 / Digital Branding	1
254	Digital Communication	5
255	Unternehmenskommunikation und Reputationsmanagement	1
256	Finanzkommunikation und Investor Relations	1
257	Public Affairs und Public Communications	1
258	Kommunikation bei Krisen und Sondersituationen	1
259	Communications Re-Organisation	1
260	Marken- und Marketingkommunikation	1
261	Consumer Brands	1
262	Consumer- und Retail-Marketing	1
263	Strategische Beratung	1
264	Internationale Projekte	1
265	Technology PR	2
266	Corporate Branding	1
267	Corporate Design and CD Manuals	1
268	Corporate Song	1
269	Corporate Wording	1
270	Informations- und Imagekampagnen	1
271	Kundenmagazine	1
272	Code of Conduct	1
273	CSR-Berichte und Nachhaltigkeitsberichte	1
274	Corporate Reputation and Identity	1
275	Strategieentwicklung	1
276	Corporate Identity und Leitbildprozesse	1
277	Corporate Behaviour & Corporate Beliefs	1
278	Corporate Governance	1
279	Compliance	1
280	Corporate Affairs	1
281	Grassroots Communications	1
282	Internal Communications und HR Kommunikation	1
283	Qualitätskommunikation	1

284	Krisenmanagement, -prävention und -reaktion	1
285	iComms (Beratungskonzept On- & Offline)	1
286	Blogs und Digital Campaigning (Aktive Kommunikation und virale Elemente)	1
287	Rich Media PR (Multi-mediale Inhalte im Web)	1
288	Digitale Interne Kommunikation	1
289	CSR & Sustainability	2
290	Brand PR und Markenlaunch	1
291	Market Access	1
292	Produktmanagement	1
293	Organisation und Reorganisation	1
294	Controlling, Steuerung und Risikoanalyse	1
295	Stakeholder Management	1
296	Executive Coaching	1
297	Coaching & Training	1
298	Brand Marketing	1
299	CEO Reputation Management	1
300	Healthcare	1
301	Issues Management	1
302	Training	1
303	Capital market communication	1
304	Corporate literature & websites	1
305	Corporate Positioning	1
306	Dept & restructuring	1
307	IPO	1
308	Litigation & Crisis Management	1
309	M&A Kommunikation	2
310	Opinion Reserach	1
311	Presentation and Media Coaching	1
312	Presentation and Conference Facilities	1
313	Public Affairs and Government Relations	1
314	Concept Development	1
315	Organisation	1
316	implementation and on-site management for integrated communication campaigns (nat. & int.)	1
317	Advertising	1
318	Media Planning and Buying	1
319	TV and Film Production	1
320	Sports and Entertainment	1
321	Music and Youth Marketing	1
322	Interactive Marketing	1
323	Evaluation and Dokumentation	1
324	Unternehmenskommunikation B2B	1

325	Pharma- und Gesundheitskommunikation	1
326	Verbraucherkommunikation	1
327	Internationale Kommunikation	1

After that impressive demonstration of how agencies are able to describe their areas of expertise, the following chart presents an overview of disciplines within PR where agencies' within the sample have referred to.

### Chart of Agencies Areas of Expertise

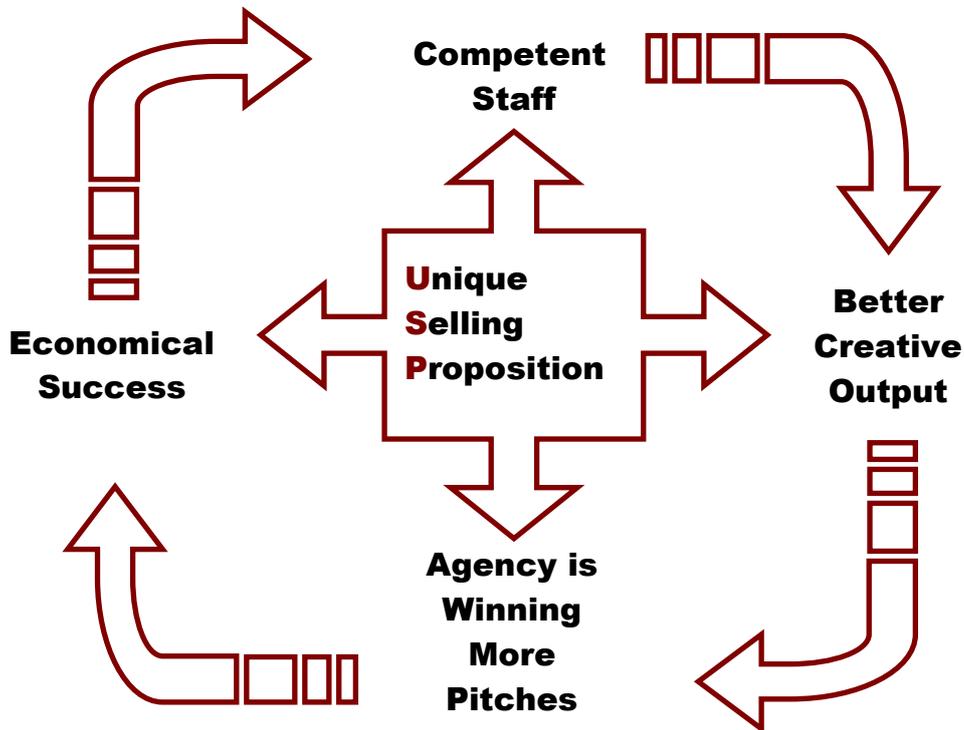
	<b>Number &lt;= Areas of Expertise =&gt; Evaluation</b>	
1	Corporate Communications	4
2	Financial Communications	2
3	Political Communications	1
4	Unternehmens-Kommunikation	2
5	Interne-Kommunikation	1
6	Finanz-Kommunikation	2
7	Event-Kommunikation	1
8	Messe-Kommunikation	1
9	Touristik-Kommunikation	1
10	Soziale-Kommunikation	1
11	Krisen-Kommunikation	3
12	Internet-Kommunikation	1
13	Werbung	2
14	Nachhaltige Kommunikation	1
15	Politische Kommunikation	1
16	Marketingkommunikation	1
17	PR	2
18	Special Services	1
19	Digitale Medien	1
20	Corporate Responsibility	2
21	Employer Branding	1
22	Produkt- und Marken-PR	1
23	Innovationskommunikation	1
24	Internationale Kommunikation	1
25	Issues Management	1

26	Markenkommunikation	1
27	Social Media und Onlinekommunikation	1
28	Kampagnen	1
29	Advertising	1
30	Klassische Werbung	1
31	Verkaufsförderung	1
32	Direktkommunikation	1
33	Aktivierung und Bindung	1
34	Interactive Konzeption und Planung	1
35	Realisierung	1
36	Event	1
37	Social Media	1
38	Corporate and Public Affairs	1
39	Transformation and Leadership	1
40	Business and Financial Affairs	1
41	Brand and Market Affairs	1
42	Corporate Strategy	1
43	Branding	1
44	Personal Profiling	1
45	Governement Relations	1
46	Crisis Communitions	1
47	Location Marketing	1
48	Market Research	1
49	Strategic Planning	1
50	Evaluation	1
51	Corporate Branding	1
52	Corporate Reputation and Identity	1
53	Onlinekommunikation	1
54	Brand Management	1
55	Kommunikationsmanagement	1
56	TV Stations	1

Within all of the above shown categories is to note that differentiation seems to be very hard and often is the difference just very small or created through the use of the German and English language or based on a mixture of it. That's why terms within this chart which are in German have not been translated.

The following graphic is visualising the complexity of creating a USP.

## The challenge of creating a competitive advantage for agencies



Communication agencies operating within a market environment in which it is hard to create sustainable UPS's. One reason is that they are selling communicational services which are usually – beside the production of advertising materials an immaterial good. Due to that reason it is much harder to create and hold competitive advantages compared to industries which are producing “hard goods” and may rely for a while on patents.

As practitioners of agencies have told the researcher (anon.) they try to save rights for the appliance and time of usage for communicational concepts by contracts, but this procedure is facing the same problems like intellectual property has in other branches as well. Once a new and obviously successful communicational concept is out, it can be analysed by competitors. They will modify and apply new communicational ideas if they seem to be economically successful. Consequently it

is hard to create and keep competitive advantages in an industry which is fundamentally dependent on services.

The only way out of that dilemma is to be faster than the rest of the market competitors. This means to be faster in developing new communicational concepts and having staff which has the potential to turn new revolutionary ideas into successful strategic communication to the clients' advantage.

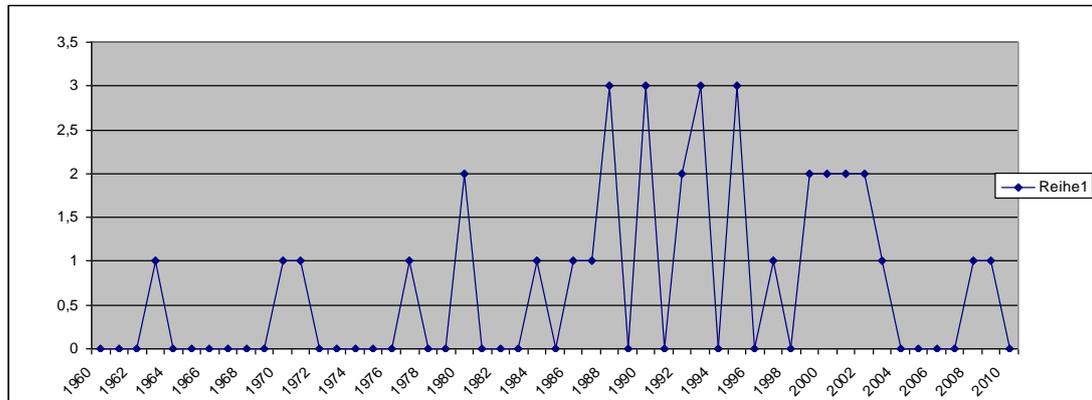
In case that both of that essential conditions are given – competent staff and the creative power to turn that into applicable concepts – the agency will increase its own reputation which will result in higher and of course a greater number of winning budgets. This will make the agencies position within the market stronger and result in a financial healthy situation.

Economical success means not only to hold or make the agencies market position stronger, it enables the agencies management as well to be able to hire most experienced and competent staff in order to keep that circulation running. An assured USP will be the consequence of such mechanisms – at least for a while – but needs to be continuously maintained in order to hold or expand the agencies market position.

Consequently is well educated staff a key factor for every agency as well as the PR service industry as a whole.

The last chart within this section is providing an overview of foundation dates within the sampled agencies. Having in mind that this research was designed under qualitative viewpoints this data does of course not aim to be valid in statistical and quantitative dimensions.

### Dates of agency foundation based on sample



The graphic above shows that there has been a little peak from the late 1980s till mid of 1990s and a second little peak from 2000 till 2005. Comparable date could be found in Nöthe (1994:99) where she found comparable date in that study.

#### **4.4 Applied communication models in agencies**

The conceptual understanding of a communication model within German PR agencies is based on the idea of a structured as well as organised planning of professional business communication.

As some experts didn't want to talk about that in detail at all, some of them have been more open and explained at least roughly how they understand it.

With reference to two experts (Brown, anon., transl. interview no.:30, p.13) and (Dr. Güttler, transl. interview no.:2, 15), it can be summarised that usually starts everything in a first step with analysis. Depending on the specific task is this followed by a competitive analysis which can be followed up a more detailed analysis of relevant consumer- and target groups for the specific product or service.

If the process of market research is finished, first ideas getting developed within a competence team of the agency. Depending on the specific clients mandate is consultation between agency and client given. At the end of that process is the development of a milestone plan. The appliance of relevant communicational tools will be decided and a plan for implementation has to be created. The whole cycle ends with evaluation.

As the interviewed experts said is evaluation in some agencies a fixed standard within their portfolio and can not be cut out due to cost savings for the client. Others said that it depends on the clients order and how much money the client likes to invest in order to receive detailed feedback about his communicative goals within the

envisaged target groups. A third, but really small group said that they do principally not offer any kind of evaluation because they see it as waste of money and resource. Resource waste in regard to financial aspects for the clients and in regard to the agencies capacities which would be ineffectively bound by that.

After outlining the basic steps of how communication models within German PR agencies get constructed, the following section introduce to some market trends. Due to the fact that the communicational business is a fast changing one, the researcher likes to introduce to some trends which are ongoing within the market for PR services in Germany.

## **4.5 Trends in the German market for communicational services**

By answering the question of trends it needs to be said that they are vary and depending from an agencies perspective on the agencies size and how established and specialised they are in diverse areas of PR.

By taking evidently often received feedback into account it can said that classical, traditional work such like the production of press releases, materials for journalists including press texts with picture materials, is declining (Green, transl. interview no.:4, p.13-14) . This has to do with a loss of influence on side of the classical media. As explained in chapter three is that trend influencing intercommunicative mechanisms as well as the relationship among recipient, journalist and PR practitioner.

Another trend seen by experts is that everything which has do to with “PR-Events” is facing more and more demand. As people are changing their traditional behaviour of media reception they prefer more and more live events. Beside that will everything related to Social-Web and Social-Media where specific generated content worlds can be in touch with the recipient facing more demand. On the other side will the demand for corporate live events e.g. “Public-Viewings” as well as GEO-Marketing and GEO-PR then will run on any mobile device in the future, being more developed.

Another bigger trend will be a process of market adjustment according to Dr. Güttler. In consequence will this mean that some agencies will be driven out of the market due to global competition with powerful competitors and the general world wide fiancé crisis. Costs will be saved on staff side as this is the most effective way to

save money for a service provider. In the end will majorly two groups survive. One is the group of the big internationally and global acting network agencies and on the other there will be still a few “boutiques” which offer very specialised market niche services where can properly survive the battle.

The last trend which was to notice is about consulting. Some agencies have learned that they can sell their knowledge much more market effective if they combining their knowledge with traditional business consulting services and raising by this their revenues. This can be noticed as some agencies define themselves still today as consultants or advisors even of they came initially from the communicational sector of the field.

#### **4.5.1 Integrated communication for Clients – the walk between PR & Marketing**

This has definitely been an aspect which needs in deed to be answered with “it depends”. First question is if there is really a need that a campaign needs to run integrated. This means here that e.g. marketing as well as PR communication runs in line like cogs of clockwork if there is a reason for.

It was among experts common sense that an international or in some other dimension large campaign should run integrated. This did not mean for them that everything needs to be in one hand. The researcher has had assumed that it runs more the risk of losses in any way if the right hand does not know what the left is doing. From expert’s side did that not matter and they added that integration is good but not in

any case needed (Green, transl. interview no.:4, p.11-12) (Yellow, transl. interview no.:9, p.8).

A reasonable point was done in this regard by an expert who said that the decision for or against integration shouldn't be generalised. It is to think about if there is any further strategy behind or the will to reach most exactly diverse specific target groups. In case of only one is such an approach may be out of sense (Brown, transl. interview no.:30, p.12).

#### **4.5.2 Influence of technical revolutions on the agencies' daily business**

Technical revolutions and especially an ever faster interacting world of stakeholders regarding any issue someone could imagine – like explained within the PR-Atomium – is taking revolutions on the agencies daily business. As one essential consequence of the trend that stakeholders are able to interact instantly with each other is that the business of PR agencies is getting more stressful. On the other side is by this evolution the market for PR communication still growing, as numbers of rankings within appendix are demonstrating. Everything is running so fast now so that especially companies are searching for a second to breath and that's why more and more of them going for professional communicative expertise (OOS., transl. interview no.:1, p.24-26).

### **4.5.3 Competitive advantages generated through PR services**

As it is known that Public Relations is addressing on a first lever immaterial values such as goodwill or reputation compared to other areas of the communicational field where directly the demand for a service or product should be raised, there arises the question of: How to measure Public Relations effectiveness for a company or any other organisation applying it.

Therefore the researcher was thinking about how to cluster that typically PR addressed values and wondering how to define them from an economic perspective? It was decided to ask experts if they can see any competitive advantage which would be generated by Public Relations appliance. The term competitive advantage was chosen because it combines the function of being immaterial and being able to take positive influence on economical hard fact numbers such as turnover and revenue or general sales figures of a company.

Basically all asked experts answered the question if it is possible to generate by PR appliance competitive advantage with yes. They gave diverse examples to explain that this kind of a competitive advantage can have diverse faces. When with PR techniques a specific topic is broad to a stage where it is socially acceptable and wasn't before, then PR has of course generated a clear competitive advantage (Prof. Klewes, transl. interview no.:1, p.11).

Or as Dr. Storck (transl. interview no.:2, p.10) said that only Public Relations includes the option for Dialogue. This is especially of an essential value when you don't want to go for one way communication, e.g. in case of NGO. Beside this it has far less divergence loss.

Prof. Haller said that there are definitely advantages for PR especially if you have to transport in dialogue more complex and exactly steered messages to diverse or even very specific stakeholders, then is PR the choice (OOS Prof. Haller, transl. interview no.:1, p.19-21).

To conclude this question at this point it is to say that Public Relations is at the end of the day not really an competing area against marketing. PR is able to win goals in areas of professional communication where marketing isn't able to do so and vice versa.

#### **4.5.4 PR-Services and their ROI / ROR**

Based on the point discussed above, there is no “Return On Investment” within a classical, economical understanding to find. Nevertheless there is a “Return On Relationship”. This includes properly the fact that Public Relations are able to generate especially not only immaterial values for an organisation but also “hard ones” which are able to pay back on a bank account. This is not only in a way of a crisis scenario to see but also during normal daily business where any organisation has more and more rely on properly established relationships to all their stakeholders as chapter three has outlined.

## Conclusions and Implications

### **5.1 When can PR be understood as Public Relations in a theoretical-systematic sense?**

It is not confined to the practice of individual areas such as Internal Communication or Press Relations. Not until interaction among different areas within PR takes place which entails strategic planning and acting being guided by the overall objective to secure attitudes, opinions, goodwill, reputation as well as competitive advantages, real PR communication is realised.

PR subareas, being professionally applied, are like cogwheels of a clockwork. Left alone they are perfect. However, only in total which means in synergy, they are able to indicate the right approach in the present which again enables to plan strategically and reliably for the future.

In contrast to Marketing, where the holistic application of tools does not necessarily determine the communicative factor of success, for PR a broad communication with all relevant stakeholders by using respective PR-tools is considerably more successful and determined.

## **5.2 The PR-Expert**

The PR-Expert – as the perfect educated one for any imaginable case - seems from the researchers' perspective not existing. He does not exist as the whole field is too wide. It is nearly impossible to gather practical experience within all existing sections of Public Relations. Nevertheless after talking to so many people about their own profession the researcher came to the conclusion that authenticity is the key for any PR practitioner in order to be seen as a reliable partner. This kind of an authentic, professional behaviour seems to be essential no matter if the expert has to be in touch with a stakeholder or an representative of media. It seems logical within keener global competition among all areas of economy that well processed Public Relations result in a positive "Stakeholder Value" which can and will in any case pay in the organisations value all at once.

## **5.3 The future of PR agencies in Germany**

As already described within the findings, there will be some changes within the market for PR services in Germany. These changes are caused due to market internal factors, such like the number of competitors, the imbalance among them regarding competence or market strength.

In addition there will be a more and more keen battle for a competent staff mix on the one side and a likewise keen battle for clients within a national market.

It is obvious that the really established market players with multinational backgrounds have it easier to survive market crises within single national markets. On the other side have big agencies an enormous amount of fix costs running which can turn into a danger in case that those markets are collapsing on an intercontinental level. In that case would be a small but highly competent PR agency which is specialised within a market niche being better prepared.

Anyway, competition within that service business will get stronger in the future so that some not strictly organised, may be middle sized ones, will have to leave the market.

Nevertheless this prognosis does not mean in any way that the German business for PR communicational services would have to fear the future.

Moreover the researcher is of the opinion that there are still highly profitable market potentials which are not properly developed today. To provide just one example – the trend of rapidly developing social media and be even more important the dissemination of mobile devises, e.g. in short time will everyone using smart-phones, will open up totally new opportunities' in communication. The potential will be that it will be even for quite small companies being attractive to steer their communication locally and most effectively via such channels. Even if these opportunities will come up not every organisation might be interested in doing their personalised and steered information flow on own capacity.

This will be an eventually future market potential for outsourced communicational services which might be of bigger volume as the budgets of big DAX listed companies are today.

#### **5.4 Will the profession Public Relations find their way?**

The researcher is of the opinion that – yes it will! Not tomorrow but certainly over the following years. It is clearly to note that at least in Germany the whole industry is trying the best to define and set up reasonable standards. It just logical that this processes will end in well defined barriers of job entrance and once this stage is reached, questions about general acceptance and if it is an alone standing profession or not, will be solved out.

As long as demand for a specific service or product is influencing if an profession gets established or not, the researcher is sure that there has nobody to worry about Public Relations future as such one.

In more and more fragmented as well as more differentiated and complex cross-linked societies (as the PR-Atomium has shown) there will be ever more and more the demand of organisations to get their interests transported.

Within the respective PR-areas will the methods to reach an optimal articulation of interests being more developed and being then more effective as they are today. Seen from that perspective it is not a question at all - PR will establish itself to an accepted profession.

The natural death of a profession is mainly caused by a lack of demand from market side. Another option through subsumption guides naturally to the same result. Both options doesn't seem currently being a danger for Public Relations.

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May 2008

### **Approval of unaffected research by third parties**

Martin Duch is an officially registered PhD researcher of the University of Stirling in the Department of Film, Media and Journalism.

This research is carried out without any influence of third parties. The purpose of the interview research is to generate important primary data which is vital to answer the thesis questions.

For further help, please do not hesitate to contact my supervisors.

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Dr Matthew Hibberd  
(First supervisor)

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Dr Jacqueline Letang  
(Second supervisor)

# Interviewleitfaden:

## Interview questions:

- Erzählen Sie mir bitte etwas über Ihre Ausbildung und wie Sie ins Feld der PR gekommen sind?

Please tell me something about your education and how you got into the field of PR?

## Einordnung:

### Classification:

- **P2** Wie ist PR organisatorisch in Ihr(e) Agentur/Unternehmen eingebunden? (Stabstelle, eigene Abteilung etc.) Welche Befugnisse stehen zur Verfügung?  
How is PR organisationally integrated into your agency/company? (staff unit, own department, etc.) / Which rights do they have?
- **P2** Welchem übergeordneten Wissenschaftsgebiet würden Sie „Public Relations“ zuordnen? (z.B.: Unter Kommunikation oder Publizistik als gleichgestellte Schwester von Journalistik? Oder völlig einzeln? Oder als Tochter (?) des Journalismus?) und vor allem WARUM???  
To which subordinated scientific area would you allocate PR? (communication or journalism? as a separate unit? as subsidiary of/belonging to (similar to) journalism  
Why would you allocate it this way?
- Für Public Relations gibt es eine Vielzahl von Begriffen. Was, glauben Sie, ist der Grund für die heiße Diskussion der Definitionssuche? Welchen bevorzugen Sie?  
There are lots of definitions for PR out there. Why has there been so much discussion about the definitions of PR? Which one do you prefer?

## Geschichte:

### History:

- Wo sehen Sie Public Relations aus entwicklungsgeschichtlicher Sicht in Deutschland verwurzelt? Wo sind die Anfänge?  
How would you assess the importance of PR in Germany from an evolutionary-historical point of view? Where are its roots?
- **P2** Was bedeutet das für das Kommunikationsfeld Public Relations heute?  
What does this entail (mean for) the communication field of PR, today?
- Welche Verbindungen sehen Sie zwischen der Akzeptanz von PR in Deutschland und der Landesgeschichte?  
What are in your opinion the ties between the acceptance of PR in Germany and its history?

## Trends:

### Trends

- **P2** Wie hat sich bisher und wie entwickelt sich das Berufsfeld in Deutschland?  
How has the vocational field evolved in Germany? How will it potentially evolve in the future?
- Welches sind aus Ihrer Sicht die bedeutendsten Veränderungen für PR und warum?  
What have been the most important changes of PR, and why?
- Wie schätzen Sie die Akzeptanz und Wahrnehmung von Public Relations in der Deutschen Öffentlichkeit ein und welche Gründe sehen Sie dafür?  
How do you estimate the acceptance and perception of PR in German public? Which reasons do you see?
- **P2** Welches sind die bedeutendsten Einflüsse von PR auf die Deutsche Gesellschaft im Allgemeinen?  
What do you think are the most important impacts of PR on German society?

- **P2** Inwieweit gibt es Veränderungen bezüglich der investierten Finanzmittel für Public Relations Aktivitäten?

To what extent can you note trends concerning financial investments for PR services?

### **Profession/ Berufsbild PR:**

- **P2** Was zeichnet aus Ihrer Sicht das Berufsfeld der Public Relations aus?

What is symptomatic for the occupation PR?

- Ist die Ausübung von Public Relations für Sie ein eigenständiges Berufsbild? Warum?

Do you think Public Relations is an independent occupation? Why?

- **P2** Wie sehen Sie die Wahrnehmung/Image des Berufsbildes eines Public Relations Praktikers heute in Deutschland?

How do you contemplate the perception and image of the occupation PR for practitioners in Germany today?

- **P2** Welche Argumente gibt es für oder gegen eine Mitgliedschaft einschlägiger Berufsverbände?

What are the pro and cons regarding a membership in an occupational body?

- Was sind wichtige Eigenschaften eines guten PR-Praktikers?

- Wo & wie kann er diese Eigenschaften/Qualifikationen erlangen?

What are essential attitudes (attributes) of a competent PR practitioner?

Where and how is he able to gain these skills?

### **Abgrenzung zum Marketing: (Nur bei Full-Service-Agentur)**

Demarcation to marketing: (only applicable for full-service-agencies)

- Wenn wir Public Relations aus Sicht einer Agentur wie der Ihren als eine Kommunikationsform(Feld) ansehen ebenso wie das Marketing, welches sind dann,

für Sie als Experte, die entscheidenden Unterschiede bezüglich der angestrebten Kommunikationsziele?

Provided we regard PR as a communication tool such as marketing (in a different context!) ... What are decisive distinctions regarding communication goals in this context? (*Marketing perceives customers as buyers, PR perceives customers as citizens or addressed opinions, attitudes, convictions – it doesn't primarily focus on buying behaviour...*)

- **P2** Warum ist es möglicherweise wichtig, dass Public Relations, trotz anderer Kommunikationsziele als die des klassischen Marketings, soweit möglich, nach außen in einer aufeinander abgestimmten Sprache der Kommunikation auftreten?  
Why is it potentially important that PR and marketing, despite different communicational targets, should present themselves with equally consistent, uniform and appreciatory communicational content and messages?

### **Erfolg & Kontrolle von PR:**

Success & control of PR:

- Wie wissen Sie, dass Ihre Public Relations Arbeit erfolgreich ist?  
How do you know when your work is successful?
- **P2** Ist Public Relations Arbeit strategisch planbar und, falls ja, wie wird Sie bei Ihnen geplant?  
Can PR work be planned strategically? If yes, how is it planned in your company/agency?
- **P2** Inwieweit tragen analytische Tätigkeiten zum Erfolg bei?  
To what extent does analytical work contribute to success?
- **P2** Welche Modelle/Arten der Erfolgskontrolle sind Ihnen bekannt?
  - Welche finden in der täglichen Praxis Anwendung, in welcher Tiefe und aus welchen Gründen?

What models/ways of evaluation are known to you?

Which ones are already applied in your daily business? To what extent are they applied and on account of which motives?

### Anwendung von PR:

#### Application of PR

- Welches sind die wichtigsten Bereiche und Ziele von Public Relations Arbeit, welche von Ihnen angeboten werden? / Was für Klienten haben Sie?

What are the most important targets and areas of PR which are offered in your company?

What kind of customers do you have?

- **P2** Ist Public Relations Aktivität Ihrer Meinung nach delegierbar? Warum ist das so?

*(soll erfragen ist PR Chefsache oder schlicht eine einkaufbare Dienstleistung die dann in gleicher Qualität wie inhouse PR erhältlich ist...)*

Do you think PR activities can be delegated? Please explain your opinion.

*(These aims are finding out whether PR is a management task (?) or simply a service which can be acquired and which can be obtained in the same quality as in-house PR?)*

- Was sind Ihrer Meinung nach die essentiellen Voraussetzungen bzw. Rahmenbedingungen um effiziente wie auch effektive Public Relations Arbeit erfolgreich durchführen zu können?

What are in your opinion essential preconditions for executing an effective and efficient PR service successfully?

- **P2** Welche Art von Unternehmen (Klienten) sollten Öffentlichkeitsarbeit betreiben?

What kinds of companies (customers) should apply PR/Öffentlichkeitsarbeit?

- Welche Mittel (personell/finanziell) sind für Erfolg versprechende PR-Arbeit prinzipiell bereitzustellen? What resources, (personnel/finance) have to be provided for promising PR-work?

- **P2** Von welcher Seite (intern/extern-Agentur) und in welchen Fällen sollten Public Relations vornehmlich ausgeübt werden und warum?

From which side, (intern/extern – agency/company) should PR be applied and why?

- **P2** Sehen Sie Krisenkommunikation als Aufgabe der Public Relations?
  - **P2** Was sind aus Ihrer Sicht die größten Schwierigkeiten bei der Ausübung professioneller Krisenkommunikation?
 

Do you consider crisis communication to be a task within PR-work?

What is most difficult about applying professional crisis communication?
  
- **P2** Wird die Entwicklung von richtungweisenden Krisenkommunikationskonzepten nachgefragt? Warum ist das so?
 

Is the development of concepts for crisis communication facing increasing demand?

Please explain!
  
- **P2** Welchen Einfluss hat die, durch Public Relations geleitete, Organisationskommunikation auf die Unternehmensführung?
 

What impact does organisational communication, which is directed by PR, have on corporate management?
  
- **P2** Welche Bedeutung haben Agenturen im Markt für Deutsche PR-Dienstleistung?
 

What market significance do agencies have in the market of German PR-services?
  
- Können durch Public Relations, die gezielte Ansprache wichtiger Anspruchsgruppen, Wettbewerbsvorteile generiert werden und haben Sie dafür Beispiele?
 

Can competitive advantages be generated through PR? Do you have examples?
  
- Welche Servicebereiche der Public Relations werden bei Ihnen nachgefragt und können Sie Veränderungen wahrnehmen?
 

What areas of PR are currently demanded and can you recognise any changes?
  
- **P2** Inwieweit spielt der Bereich Public Affaires/ Lobbywork für Sie eine Rolle bezüglich des Angebotes Ihrer Agentur?
 

To what extent do subfields such as Public Affaires or lobby work play a role concerning the quote of your agency?

- **P2** Bieten Sie „Issue Management“ als stetigen Prozess an? Wenn Ja – in welchen Bereichen? Branchen? Kommunikationsfelder?  
Do you offer issue mgt. as an ongoing process? If yes, in which areas / sectors / fields of communication?

### **PR Ethik:**

PR ethics:

- Inwiefern haben Ethikrichtlinien von Klienten Einfluss auf die Umsetzung der Public Relations Arbeit im täglichen Geschäft?  
To what extent do ethics regulations of clients have an impact on the realisation of PR in daily business?
- Welchen Stellenwert hat Ethik bei der Ausübung von Public Relations für Sie?  
In how fare do you consider ethics when practising PR? CSR?
- **P2** Ist Ihrer Meinung nach ein bestimmtes „Geschäftsverhalten“ eines Unternehmens oder Klienten nötig, um in den jeweils angesprochenen Öffentlichkeiten glaubhafte PR-Arbeit leisten zu können? (*muss also Verhalten der Organisation mit dem Erklärten übereinstimmen?*)  
Do you think that specific business behaviour is necessary for a company to perform credible PR-work in each tailored public? (Does the behaviour of an organisation consequently have to comply with the transported information?)

### **END**

- Verfügen Sie über Materialien wie z.B. Marktdaten, eigene Studien oder anderes was aus Ihrer Sicht hilfreich für mich sein könnte? Do you have any kind of other information and sources such as market data, special, relevant research studies which might be of some help for me?
- Wen könnte ich Ihrer Meinung nach sonst noch zu diesem Thema befragen?  
Can you think of any other person, who might be helpful for the investigation of this topic?

**P2 =** means that this questions would not be asked in a short version.

## OOS / Interviewleitfaden:

- Erzählen Sie mir bitte etwas über Ihre Ausbildung und wie Sie ins Feld der PR gekommen sind?
- Für Public Relations gibt es eine Vielzahl von Begriffen. Was, glauben Sie, ist der Grund für die heiße Diskussion der Definitionssuche? Welchen bevorzugen Sie?
- Wo sehen Sie Public Relations aus entwicklungsgeschichtlicher Sicht in Deutschland verwurzelt? Wo sind die Anfänge?
- Wie sehen Sie die Wahrnehmung/Image des Berufsbildes eines Public Relations Praktikers heute in Deutschland?
- Ist die Anwendung von PR-Kommunikation in Deutschland ohne bedenken möglich?
- Wie würden Sie Public Relations im Unternehmen verorten und warum?
- Wie ist PR organisatorisch in Ihr Unternehmen eingebunden? (Stabstelle, eigene Abteilung etc.) Welche Befugnisse stehen zur Verfügung?
- Wie würden Sie Ihr Verhältnis zu Journalisten beschreiben?
- Wie hat sich bisher und wie entwickelt sich das Berufsfeld in Deutschland?
- Ist die Ausübung von Public Relations für Sie ein eigenständiges Berufsbild? Warum?
- Welches sind aus Ihrer Sicht die bedeutendsten Veränderungen für PR und warum?
- Was sind wichtige Eigenschaften eines guten PR-Praktikers?
  - Wo und wie kann er diese Eigenschaften/Qualifikationen erlangen?
- Welche Argumente gibt es für oder gegen eine Mitgliedschaft einschlägiger Berufsverbände?
- Inwieweit gibt es Veränderungen bezüglich der investierten Finanzmittel für Public Relations Aktivitäten? Welche Gründe sehen Sie dafür?
- Wie wissen Sie, dass Ihre Public Relations Arbeit erfolgreich ist? Inwieweit tragen analytische Tätigkeiten zum Erfolg bei?
- Was verstehen Sie unter einem Kommunikationskonzept und welche finden Anwendung?
- Sollten Kampagnen immer integriert gefahren werden?
- Von welcher Seite (intern-Firma /extern-Agentur) und in welchen Fällen sollten Public Relations vornehmlich ausgeübt werden und warum?
- Was sind die Hauptgründe weshalb bei Volkswagen Bereiche der PR-Kommunikation eingesetzt werden? / Welche Bereiche der PR-Kommunikation werden am meisten genutzt und warum?
- Sehen Sie Krisenkommunikation und politische Kommunikation als Aufgabe der Public Relations?
- Was sind aus Ihrer Sicht die größten Schwierigkeiten bei der Ausübung professioneller Krisenkommunikation?
- Welchen Einfluss hat die, durch Public Relations geleitete, Unternehmenskommunikation auf die Unternehmensführung?
- Haben ökonomische Einflüsse die Bedeutung von Public Relations verändert?
- Können durch Public Relations, die gezielte Ansprache wichtiger Anspruchsgruppen, Wettbewerbsvorteile generiert werden und haben Sie dafür Beispiele?
- Welchen Stellenwert hat Ethik bei der Ausübung von Public Relations für Sie?
- Ist Ihrer Meinung nach ein bestimmtes „Geschäftsverhalten“ nötig, um in den jeweils angesprochenen Öffentlichkeiten glaubhafte PR-Arbeit leisten zu können? (*muss Verhalten mit Erklärtem übereinstimmen?*)

### **ENDE**

- Verfügen Sie über Materialien wie z.B. Marktdaten, eigene Studien oder anderes was aus Ihrer Sicht hilfreich für mich sein könnte? Wen könnte ich Ihrer Meinung nach sonst noch befragen?

No.	Interviewee	Position	Agency	Place of Meeting	Date	Agency Practitioner	Anon (A) Free (F)	
1	Prof. Dr. Joachim Klewes	Senior Partner	PLEON Düsseldorf	Office at PLEON Düsseldorf	16.06.2008	X	F	
2	Dr. Christopher Storck	Managing Director	HERING SCHUPPENER Consulting	Frankfurt Airport Terminal 2	23.07.2008	X	F	
3	red	CEO	red	red	18.08.2008	X	A	red
4	green	Managing Director	green	green	26.08.2008	X	A	green
5	Klaus Küpper	Management	Jeschenko Medienagentur Köln GmbH	Office at Jeschenko Mediaagency in Cologne	26.08.2008	X	F	
6	Hartwin Möhrle	Managing Partner	A&B ONE	A&B ONE Frankfurt on the Main	28.08.2008	X	F	
7	Martin Gehl	Managing Partner	Leipziger & Partner	Office at Leipziger & Partner in Frankfurt on the Main	28.08.2008	X	F	
	Christian Dietzel	Senior Consultant						
8	Hans Ulrich Helzer	Managing Partner	ergo Kommunikation	Office at ergo Cologne	08.09.2008	X	F	
9	yellow	Managing Director	yellow	yellow	08.09.2008	X	A	yellow
10	orange	Managing Director	orange	orange	23.09.2008	X	A	orange
11	Helmut Freiherr von Fircks	Managing Director	F&H Public Realties GmbH	Office at F&H Public Relations in Munich	10.09.2008	X	F	
12	Rafael Rahn	Vice President	LEWIS global public relations	Office at LEWIS Communications GmbH in Munich	10.09.2008	X	F	
13	Markus Eicher	Managing Director	wbpr gmbh	Office at wbpr in Unterföhring	11.09.2008	X	F	
	Jochen Laub	Staff						
14	Michael Gruppe	Member of Management	Fink & Fuchs Public Relations AG	Office at Fink & Fuchs in Wiesbaden	12.09.2008	X	F	
15	Dietrich Schulze van Loon	Managing Director	Molthan van Loon Communications Consultants GmbH	Office at Molthan van Loon in Hamburg	15.09.2008	X	F	
16	Sebastian Fischer-Jung	Managing Director	PLATO KOMMUNIKATION	Office at PLATO Kommunikation in Berlin	22.09.2008	X	F	
	Dr. Kai-Friedrich Donau	Consultant						
17	Martin Dohmen	Managing Director	Publicis Consultants	Office at Publicis Consultants in Berlin	14.09.2008	X	F	
18	Dr. Alexander Güttler	CEO	komm.passion	Office at komm.passion in Düsseldorf	07.10.2008	X	F	
19	Heiko Kretschmer	Managing Director	Johanssen + Kretschmer Strategische Kommunikation	Office at Johanssen + Kretschmer in Berlin	13.10.2008	X	F	
20	Wolfgang Raike	Managing Director	RAIKE KOMMUNIKATION GMBH	Office at RAIKE KOMMUNIKATION in Hamburg	22.10.2008	X	F	
21	blue	CEO	blue	blue	22.10.2008	X	A	blue
22	Mirko Kaminski	Management	achtung! Kommunikation GmbH	Office at achtung! Kommunikation in Hamburg	23.10.2008	X	F	
23	white	Managing Director	white	white	29.10.2008	X	A	white
	white	Divisional Manager						
24	Lutz Zimmermann	Managing Partner	Deekeling Arndt Advisors in Kommunikations GmbH	Office at Deekeling Arndt Advisors in Düsseldorf	14.11.2008	X	F	
25	grey	Managing Director	grey	grey	14.11.2008	X	A	grey
26	turquoise	CEO	turquoise	turquoise	24.11.2008	X	A	turquoise
27	pink	CEO	pink	pink	25.11.2008	X	A	pink
28	purple	Partner CEO	purple	purple	25.11.2008	X	A	purple
29	Lars-Christian Cords	Partner & Area Manager	fischerAppelt	Office at fischerAppelt in Berlin	01.12.2008	X	F	
30	brown	CEO	brown	brown	03.12.2008	X	A	brown
31	Dr. rer. Nat. Detlef Geiger	Managing Director	HILL & KNOWLTON Communcations GmbH	Office at HILL & KNOWLTON in Berlin	08.12.2008	X	F	
32	gold	CEO	gold	gold	08.12.2008	X	A	gold
33	Thomas Wimmer	Partner	BRUNSWICK Group GmbH	Office at Brunswick Group in Berlin	15.12.2008	X	F	
34	black	black	black	black	16.12.2008	X	A	black
	black	black						
35	silver	Managing Director	silver	silver	18.02.2009	X	A	silver
36	Ulrich Gartner	CEO	MS&L International Public Relations	Office at MS&L in Frankfurt on the Main	18.02.2009	X	F	

No.	Interviewee	Position	Institution / Company	Place of Meeting	Date	Out Of Sample (OOS)	Anon (A) Free (F)
1	Prof. Dr. Klaus J. Haller	Prof. for communication	Owner of Haller Kommunikation	Zülpicher Platz in Cologne	23.06.2008	OOS	F
2	Prof. Dr. Roy Langer	Prof. for corporate communication	Aarhus University - School of Business	University in Tallinn Estonia	02.08.2008	OOS	F
3	Nico Carpentier	Assistant Professor Dept. Communication	Free University of Brussels VUB	Café in front of University of Tartu Estonia	06.08.2008	OOS	F
4	Prof. Dennis McQuail (emeritus)	Prof. for mass communication	University of Amsterdam	Central marketplace in Tartu Estonia	06.08.2008	OOS	F
5	Thorsten Lützer	DPRG Member & Head of research group international PR. Moreover he is manager in a department for communication within a DAX quoted company / Place anonym			08.10.2008 21.10.2008	OOS	F (partly A)
6	Andreas Meurer	concern communication - supervision and coordination / Volkswagen VW		Office at corporate headquarters in Wolfsburg	05.11.2008	OOS	F
7	Torben Werner	Managing Director	HELIOS MEDIA publishing house	Office at Helius Media in Berlin	15.12.2008	OOS	F

## **Interview with Prof. Dr. Haller**

**Independent PR manager for commercial enterprises and university**

**lecturer for Media Economics at RFH Cologne**

**Location: Zülpicher Platz in Cologne**

- Please tell me something about your education and how you got into the field of PR?

Answer: Since my childhood I have been linguistically inclined to express myself in speech and writing which I have also documented in project work in German lessons. I early had the capability to couch things well in terms to phrase convincingly. That I could turn this capability into a job was not evident to me in the beginning. That is why I started to study German studies and History with the objective of getting teacher. Then I discovered Media Studies as a subsidiary subject at the University of Münster and concentrated on studying it. Afterwards I came across the subject Journalism and I had changed my course of studies in so far that I turned Media Studies into a main subject having in mind the vocational mind to work journalistically. First studies had been theoretic but had practical parts, too. I had to do internships in the summer break, which I did at Westdeutschen Rundfunk, at ZDF, at daily newspapers as well as at Bayer AG in Leverkusen, where I had practiced Public Relations.

=> Was it already termed Public Relations at that time?

Answer: It was already termed Public Relations. They have been quite advanced. They early adopted American skills extracted from literature. I think that the Bayer AG had been one of the first in Germany, who implemented it very consistently,

which went beyond Public Relations in relation to external stakeholder groups to information of employees and neighbours. Thus you have integrated all potential target groups into your systematic communication policies. I finalised with my associate degree as Doctor of philosophy. Therefore I did my doctoral degree about communication within a company. After that I looked for a job. At first I did not exactly know where to go. Whether I would go for a job in the industry or whether I would go for a job in an agency. I pursued the agency path at ABC Eurocom for the beginning. They had been one of the first agencies in Germany and market leader back then. It had come into being as a kind of splitting-off another advertising agency. We have consequently realised, well, the advertising business is an interesting one but there additionally is a demand for text and journalistic content. Then they have authorised the well-known, journalistic-gifted Mr. Günter Thiele to found an agency. From now on it started that Public Relations has been offered as a service in Germany.

=> In which year had that been?

Answer: It started at the end of the seventies, early eighties.

- There are lots of definitions for PR out there. Why has there been so much discussion about the definitions of PR?

Right, there is indeed much discussion about how defining PR. I cannot confirm it from practical experience. I think in practice they are doing a negative exclusion. They do not implicitly define Public Relations in a positive way but they talk about it referring to overused patterns. They are trying to demarcate it to related disciplines, by claiming it is not advertising, it is not promotion, it is not sponsoring, etc.. However it is thus not consequently positively charged. It is said that Public

Relations is the attempt to establish good, active relationships to the diverse publics. This is the constructive part of it. I can live with the synonym public affairs. Public Relations is of course very extensive. It includes all relationships which a company or institution maintains towards external target groups. These target groups are even autonomously built up in parts and maintained or defined from its own view. The whole field of maintaining these relationships and providing them with communication is part of Public Relations; of course driven by a personal interest.

=> If you should decide for a theoretic, academic definition, which one would you prefer?

Answer: I do not know whether I have the overview of the entire canon of possible definitions. I define Public Relations in its original literal sense and terminology as relationships to publics, respectively relations to target groups. It deals about to define those target groups and to establish good relationships to these target groups. Good relationships is not said without thinking under the motto 'that nobody will complain' but it should indeed be understood in a way to build up confidence particularly by authentic communication in the sense of a standardised, uniform Corporate Identity in order to represent an authentic identity which can be consistently maintained.

=> Is it justified to say, that it has to deal with targeted, sincere communication?

Answer: Sincerity is most important. It makes no sense to win battles in a superficial manner but to loose the war afterwards. You have enough examples for that, where mistakes had been made, e.g. the peanuts history or the victory gestures of Deutsche Bank. You can try to build up an image "Performance through passion" for a long time, trying to strengthen confidence by colour scheme, logos and other exemplary corporate design work. In so far the whole presence has to be inherently consistent.

In well-known sense of classical Corporate Identity this is communication, the objective of Corporate Design as well as in particular the behaviour.

=> That has to be in line with the behaviour?

Answer: Right. Public Relations certainly takes over an important function in this context – though it is not the only one – to monitor, correct and continuously accompany in a constructive way.

- How would you assess the importance of PR in Germany from an evolutionary-historical point of view? Where are its roots from a business-perspective regarding the application (appliance) as an own occupational field?

Answer: Public Relations is mostly considered as a derivation from American Public Relations' history. According to this Public Relations would first start in the nineteenth century, the century of industrialisation. This is of course reduced too much.

Public Relations has always been practiced, whether churches did it or the purple. Everybody you required majorities, everybody who needed to be elected, everybody who had the feeling that he would need this public - however it represented itself – practiced Public Relations. The question actually should be: Since when did public has a function and voice? This is closely related to one another.

=> That means since when does two-dimensional, symmetric communication exist?

Answer: Right. It has to do with: Since when have we abolished illiteracy? Since when can the public represent majorities? Since when does the public have a voice? If you ask yourself these basic questions, you have to go back to Luther in our cultural history who has succeeded in making the public familiar with the Bible by

having translated the New Testament and thus to develop a responsibility and reformation.

- What connection do you observe – if there is any – between the acceptance of Public Relations in Germany and its history?

Answer: The starting shot for Public Relations has never be clearly defined that way but it is certainly the Basic Law by means of the basic rights of freedom of opinion and in general an understanding of democracy. Thus democracy actually implies Public Relations. If you look at the end of the Third Reich and the end of the Second World War and what the allies had contemplated afterwards namely the fundamentals of democracy, federalism, basic rights, freedom of speech, freedom of press which allow to practice Public Relations. After this it was not longer possible any more for any institution and company to take measures disregarding the public which would not be accepted.

- What have been the most important changes of PR in view of the German market, and why?

Answer: Basically, I see two changes.

One important change is that Public Relations is more or less consciously accepted. We register a subtle infiltration of Public Relations as well as of the critical journalism which cannot help it. It for instance depends on the phenomenon of agenda-settings that means that topics are set which then gets general topics of the recipient's agenda.

From many investigations in journalism results that the latter lacks time to do research but uses predominantly prefabricated material which is mostly generated by

Public Relations sources – such sources which pursue individual interests in favour of the employer. That is a tremendous change that society or media is kind of infiltrated of Public Relations. That cannot be divided from one-another.

The second revolution or reformation took place due to the introduction of the internet. Thus recipients suddenly become sender, too, additionally to their receiver role. They are able to found own communities and are able to express their opinions. Consequently they have become a dialogue-partner who should be taken seriously though it is not in the classical sense of a sender-receiver-structure [...]

=> the mass media and the receiver

Answer: Yes indeed, they do not necessarily have to refer to reader's letters anymore but it works simultaneously. I can react at the same time. I can do blogging which Berthold Brecht once has fondly hoped in the twentieth of radio that receivers will once get to senders. Seventy years later we have achieved this effect through the internet. In so far a totally new function has to be added to Public Relations namely that recipients equally the publics can express and solidarise themselves at any time.

You have to ask yourself in this context, whether the cards are not completely new mixed in how far companies, agencies, medium and recipient interact.

Both developments on the one hand the infiltration of Public Relations and on the other hand the introduction of the internet are the strongest ones.

=> At what point does this trend of infiltration that drastically cost-saving measures have to be taken in Journalism starts regarding time? Since when is it noticeable are things turned upside down in a way that the journalist is not doing research in a classical sense but due to simplicity or constraints refers to PR-material?

Answer: That is an internal law of economists. As long as we are not capable to divide media from economical principles, as long as media are dependent on

advertising revenues and business models which are based on advertising and revenues that means as long as media has to commercialise itself, they will remain dependent. There are hardly any independent media which could honestly claim that they are independent, unbiased and independent of individual interests. There are some such as the Washington Post which have released a wonderful ethics. However here should be scrutinised whether they can meet these high expectations for the long run.

In so far this economical infiltration of Public Relations or of economical interests is implied in the medium. According to zeitgeist, according to trends capitalism can enforce more or less openly.

- How do you estimate the acceptance and perception of Public Relations in German public? What are the reasons?

Answer: I am rather culturally-pessimistic. I think that those construction principles how media reality is created?, how media content is created?, what is truth? are not understood and looked through. I also observe that during my teaching the construction principles of reality or what you consider to be reality are not looked through by many people. Even those recognitional-theoretical considerations: What is reality? Is it constructed or does it indeed exist independently of the observer? These questions are completely new for many people.

=> That means the question whether the recipient has a chance to get a clear impression and idea or whether he remains a victim.

Answer: He is dependent on the media which again proves that we are living in a media society. Those things which are not part of the media have not taken place. This transparency is unknown to most of the people.

=> Do you consequently think, that the German population as well does not realise that it is operating in an environment of Public Relations' activities?

Answer: Yes, for the majority of the German population it is true. Certainly there is a small percentage who looks through it, starting at us, who are dealing with this profession. There may be some intellectuals who look through it but they cannot be with majority appeal.

- Do you think that practicing Public Relations is an independent profession? If possible please justify your answer.

Answer: It is indeed an independent occupational image as it is a hybrid between Journalism and Marketing. That means on the one hand I search for the truth, do research and depict different point of views and on the other hand I vend a particular interest. On the one hand I am reporter, observer, producer of topics and enlightener. On the other hand I am vender. Both functions actually have to be unified in one person. As a consequence it is a very demanding occupational image because you have to combine both: to overlook the market – which topics are suitable which ones are not – and to operate the whole package successfully in favour of the employer. The image of “being caught between two stools” is a bit overused but it nevertheless describes a third function between pure Journalism, company or sender and the mediator.

If you however say, media is already infiltrated of Public Relations for a long time it is not a counterproof, but shows that the work of those in charge of PR has become easier. But it has also become more difficult, as there is more competition among each other. It has thus become more difficult to place specific topics because everyone is staying at the entrance, sitting on the couch and waiting that you walk in.

=> May be another reason is that media has become increasingly splitted, diversified and fast moving regarding its channels which leads to reduced reaction times of PR-practitioners who can address the information faster to its organisation, its company or respective target groups?

Answer: Right.

=> This links to the question: How is an occupational image defined? At which stage is an own job field an occupation? Would you say that it increasingly includes that corresponding educational offers (such as: apprenticeships, education- and training courses or study programs) have to be provided in Germany which have to be clearly and correct labelled?

Answer: Yes, there it starts. Of course, everybody knows that Public Relations is an interesting market which arouses covetousness from diverse directions.

In the past it had been impossible to take up this profession without an adequate linguistic, presenting or rhetoric competence.

Today there are various people proclaiming they are doing PR. And then they are doing events, promotion, sponsoring but are not able to write down one right German sentence. These basic technical virtues for instance to be capable to cope faultlessly with the German language or even the English one or anyone else, depending on the country you are doing business, that is a prerequisite. Because a profound education beyond a general education on Wikipedia-level, that means you really possess present knowledge, these are all parameters which interdict to make mass profession out of this job. It provides that you possess a specific education which allows you to know what you are doing exactly when you are practicing Public Relations. As you have to know more as a journalist and even more as the company which demands it. I

think if it's formulated that drastically you can indeed claim, yes, it is an independent vocational education.

But we tend to dilution. A lot of agencies which are doing business in the Marketing, Advertising or other marketing-oriented sectors appoint somebody to a position proclaiming that this person is doing PR. If you scrutinise what this person is actually doing then it is turned out that he is doing some kind of product-PR-stories around the product with 90% promotional content and tries to put it into the redactional part via some doubtful editorial departments. That is risky. At this stage the professional association and institution PR has to oppose if it takes itself seriously by clearly defining that is not PR but advertising, cover advertising or even worse. In many areas Public Relations is not emancipated and coward. Actually it should be more clearly stated that it is a legitimate trade which should be taken more seriously.

=> Does your answer thus imply that a good PR expert needs to be a hybrid that makes recourse on diverse fields of educational background skills instead of somebody who comes from educational studies which degree is directly linked to Public Relations?

Answer: It is a hybrid function.

Basically there are two types:

There is the generalist who is quickly capable to work in different topics and fields of expertise due to its intellectual abilities. An exaggerated example would be a person who is mentoring a producer of toothpaste today and producer of wind power tomorrow.

However it could be possible as well that you need the specialist. There are for instance specialists working in the energy industry, who are perfect and know

everything about energy. They know the context; they know where the opinion leaders are.

An agency needs both - specialists and generalists.

- Where can a person, who likes to get into and work successfully in the field of PR in the future, gain these skills and qualifications? What does he have to bring along from the beginning and what can he still learn?

Answer: You should not deceive yourself: Applications pile up at the top five agencies in Germany. If an entry-level position is advertised there, they obtain 500 – 1000 covering letters. Turned to an extreme you could introduce an entry-level numerus clausus. In hard copy you have of course to deliver at least normal performance in subjects such as German, Social Studies, Economy, if it is realistically representable. Of course, the job interviews are important, too. How does the person represent itself, is he clever, interested and focussed? Is it possible that he obtains a problem in the morning and comes with a solution at night? Those characters are most wanted. Principally, today the requirement to a PR agency is to provide business consultancy not necessarily as practiced at McKinsey who might be a rather elite procedure. However, good Public Relation agencies compare themselves with business consultancies. They present themselves as the experts of communication and like to be the best on the market which is realistic. They pay very well which is certainly another argument from a materialistic point of view. Entry level salaries and especially development potential are considerably better in the PR-sector in relation to Journalism or other associated areas.

=> Where you are in shrinking markets, at least regarding manpower.

Answer: Right.

=> Are you still doing business on a consultancy basis?

Answer: Yes.

- Let me rephrase it: If you consider Public Relations from PR-consultant's perspective – would you see it as an own communicational form or field such as the Marketing? If yes, what would be decisive distinctions regarding envisaged communication targets?

Answer: Both tasks are completely different.

In Marketing you have to deal with turnover and sales and you are for instance not dealing with an impaired communication situation or how a level of awareness or image changes are built up.

In most cases I have a specific problem in Public Relations which I do not necessarily have in Marketing. If I have to launch a new product on the market and exploit it commercially I generate a growth market. At first this is rather unproblematic and is no specific task of Public Relations. In this stage Public Relations may be possible via product-PR or on an editorial way in order to build up awareness, but this is not essentially the specific topic of PR. In most cases PR-consultants are confronted with problematic cases. It is comparable to a doctor. If you are healthy you do not necessarily go to a preventive medical check-up. You need to feel a pain or realise that other people are healthier so you like to be as healthy as they are or you have a specific problem of acceptance.

- Does a customer rather go to a PR-consultant or an agency, if he has an urgent need to communicate something or likes to operate preventively or waits until a crisis might be soon approaching?

Answer: There are different situations. Customers do not queue in front of agencies. Agencies might state that, particularly if they are interviewed by associations: How has growth been during this fiscal year? What chances do you have for the next year? In those cases agencies always have plenty of orders. Well, that is going too far. [...] Of course, there are PR-canvassers who contemplate how to generate further customers. This provides that they are carefully taking note of the media, that they have a network of informants, that they will suddenly for instance realise an image problem, negative headlines, or the like. On this account they are generating an acquisition-topic.

The other way around it is possible as well that a company or association initiatively goes to an agency saying we have budget X and require an agency who is developing a campaign for us. In this case customers are doing contests.

But these are two completely different approaches.

=> The person in charge of PR consequently has to anticipate things in benefit of the customer and has to inform these points might result in this potential problem so we have to act now.

Answer: Absolutely.

=> Provided for instance Porsche's crucial part of brand identity is based on the sonorous sound of their cars. What are we doing if there are no combustion engines available anymore? How are we able to define markets correspondingly at this moment in order to present Porsche the problem implying a need for communication?

Answer: Well, this is a nice example. I am thinking of electric-Porsche in this context.

This is indeed at first a technical problem. Maybe Porsche is thinking of air scoops or the like. [...]

It is certain that this kind of anticipating things is crucial. That's why very good agencies are developing tools, monitoring-tools or any kind of opinion radars, tools which to impress the customer: Attention, there is more to come, are you prepared?

=> Would you say, without mentioning any of these tools, which it really works or works how it is communicated to the customer?

Answer: Yes, I think that this investigation of trends works. If you reduce it on Marketing – we are doing marketing-oriented business, scouting, market research – you are trying to remain the target groups and to realise where trends are going. PR scouting would make sense, too, though there are bigger trends such as “Avarice is Cool” “[transl.] Geiz ist Geil” there might follow a change when quality is again cool, that alternates. Of course, a PR-consultant has to realise it. Then he is possible to offer something to customers or potentials beyond daily business which is not yet on the agenda. That appeals to customers and creates an advance of information. It is possible to gain reputation on the market on which follow-up businesses can be derived.

=> [...] and which generates idealistically competitive advantages for the customer.

Answer: Yes, that is right. There exists of course a range of diverse activities, e.g. crisis communication which is mainly covered by Public Relations.

In that case is the child lost in the well and the client has a real reputational problem or the risk of reputational damage is imminent and the agency should try to rescue the client in kind of a fire brigade operation to win the public opinion back. However this is an approach, where the customer indeed refers to an emergency doctor. That means we have a high spectrum of potential activities. The agency can get active

without having something specific to deal with or the agency gets active in the capacity of a fire service. Then you have of course to position yourself as an agency. Today it is hardly possible to consolidate everything. Perhaps three agencies can arrogate to themselves that they have all capacities on board.

=> Would you say that successful crises communication is only restrictedly effective, at least if continuous preparatory work has not been done in advance? [...]

Answer: Yes, it is difficult to secure this differentiated theoretically.

If we look at current cases: Mr. Zumwinkel has engaged PR-consultants, too. But it could not be helped anymore. The only thing they could do was to invoice it.

If you look at the Siemens case: Of course you can try to rescue in the short run the bum, of a board or to present things in a positive way. But when they are corrupt for years, best PR cannot help it.

Thus there are different degrees of severity.

=> You cannot perform magic and make a volte-face.

Answer: No, that is indeed not possible. In this case it is wasted money to present things to a person in charge of communication retrospectively. If facts are even indictable relevant then you are no longer demanded as PR-consultant. Things are taken place and carried out on another level then.

But there are other cases as well in which something has happened for instance. I have for instance once worked for a beverage company which had splitter of bottles in some charges. That has been reported and the media is immediately on the spot. RTL-report reported in our products are glass-splitters. Before a mass hysteria breaks out you can try to restrain it via communication gain control with a calm and secure hand. This is a form of crises communication, too. But again, if we are talking about indictable incidents then it is no longer a PR-topic.

=> In this case the PR-responsible should take care that he will not get indictable himself.

Answer: Yes.

- Well, you have already once mentioned it indirectly, in how far PR work can be controlled. How can you monitor that PR work has been successful due to your professional experience? How can I tell my employer: Well, you have invested the following hourly-, daily rates or project fees and it has paid off in this or that way? How is it best-possible presentable?

Answer: There are colleagues who promise everything under the sun what they can achieve by practicing PR and communication and what they have already achieved in the past. Actually it starts with very simple things. You have to define a common objective together with the customer, which can be realistically and jointly achieved in a predefined budget and time slot. If the objective is defined you can later determine, whether it has been achieved or why not. That means before getting a signature you have to agree on any form of evaluation, an effect measuring tool of success control knowing that there are diverse parameters for success. As we know - success has many roots. As a result it is crucial that you stipulate in the beginning of your cooperation where to go. Then it is possible to measure it. It needs to be a measurable size for instance when you start with conducting a survey and after one year of cooperation you scrutinise whether something has changed, whether the image or degree of awareness has been improved or changed. Thus a measurement parameter has to be stipulated at the beginning of collaboration, which is always possible. I do not go in line with making promises, counting clippings or other short-term activities. Of course, this business is carried out as well knowing that they will

have the same image in two years as before. Colleagues are sharks at the same time. You have to live on something. Nobody says, I do not accept this order because I cannot follow it consistently for at least ten years. I sign the contract ignoring whether it is valid for only five or only one year.

=> [...] knowing, that you are usually investing in goodwill and reputation for longer periods.

Answer: or knowing that you only rescue the bum of the currently designated board, who only has a term of two years. This order is accepted as well knowing that another board will follow then.

=> Would a reliable consultant be somebody who says directly: 'Yes, I can do this job, but it would make more sense to do it under different parameters'?

Answer: Yes, that is right.

=> And if the customer still likes to be consulted, then it would be quasi the sincerity which is required by Avenarius.

Answer: Yes, everybody demands sustainability, thus we have to apply it in our Public Relations business, too. Sustainable successes, sustainable effect of our activities is demanded no superficial approach by increasing numbers of copies or some clippings, but by building up a sustainable, substantial image and thus to provide good Public Relations.

- Meantime you said that one field of PR is crisis communication perhaps even crisis prevention. Could you set an example for a case in which the use of PR paid off or the crisis had been smaller due to PR-work, which might be performed for years in advance? How could it be best-possibly proved without exemplifying customers?

Answer: The prerequisite is that you have implemented crises management into companies and institutions. One component of this crises management is crises communication. It starts with defining how and by whom decisions are taken in case of crisis. Who refers to the media? What is the underlying organisational principle? Who are the contact persons within a crisis, etc.. In most cases it is only a set of organisational parameters. In the case of crises communication it is the clear task of a company spokesman to agree upon further procedure in collaboration with the board and management. First of all it is only diligence. It can be implemented in a company without having a crisis going on, if you have the modules and invest them preventively. There is an option to sell stand-by-consultancy and offer that you are at once on hand and take over the helm to prevent damage. Unfortunately a lot of mistakes are done here: contradictory statements are made or people block and are at night in Monitor the person, who has not been prepared to comment on an issue. This can be avoided.

=> However that means, that you have to mind to be authorised with the corresponding communication rights within the respective company.

Answer: Absolutely.

- What are the most important areas and targets of PR-work you are offering?  
What customers resort to it?

Answer: I have to reply a little bit two-minded.

In my first vocational year mid ninetieth I offered all areas of Public Relations that means crises communication, company communication, association-Public Relations for associations in the energy sector for instance.

Today I focus on two kinds of customers: I work for Volkswagen for Audi for specific projects, which need not be linked to each other regarding its content. An up-to-date example is that I consult referring to the Olympics. How do you have to behave? It deals with the debate on Taiwan and the sponsoring task, which Volkswagen has taken over some years ago which is repeatedly reason as well as the problem of mankind to bring China and Taiwan together on a paper. How should a company act in this context? How are mistakes prevented in the public? It is concrete stand-by-consultancy with fixed deadlines. I consequently extract specific things and offer them. I do not make the general offer anymore, that means I do no longer compete with Pleons or Burson-Marstellers anymore, who needs to have a big order to pay their employees and other overheads, but I do very specific, targeted consultancy orders.

=> Do your customers also enquire PR-communication in political areas?

Answer: No, I am not doing this. Companies such as Volkswagen have their own Public Affairs experts everywhere whether it is Berlin or Brussels. They are positioned relatively well. In my opinion, that is a specific field, which some bigger agencies have discovered, who employ previous state secretaries or other high officials. They are subsequently trying to do lobbying via these relationships.

I do not offer political PR.

=> But you would decisively regard this field as an essential component of PR-communication, don't you?

Answer: It is a certain vein of Public Relations of personal care of relationships regardless how it works instrumentally. Of course, this so-called social networking is an important function. If it has indeed an effect, that is a different kettle of fish. Whether the legislator can be eventually, indirectly influenced via shaping of public

opinion is dependent on several parameters. I would not like to answer this finally. It is certain, that you have an impact. But a control of success and effects is required which proves due to Lobby- or Public Relations-work something has happened or not.

If there are strong social trends as for instance the smoking ban you can occupy all PR-agencies of the world and it would not work.

If we proclaim, we do not longer want any genetically modified food, we will not pass the topic of labelling as meanwhile customers expect something to come.

=> Yes, on my banana needs to be a tag.

Answer: On the contrary, you are may be making things even worse. That has for example happened to the company Monsanto, who employ since decades hundreds of people to offer genetically manipulated goods. It is an ongoing topic and they still have a bad image. The customer does not want it and he wants labelling. There one should indeed question oneself whether this kind of infiltration of lobbying is promising.

- Do you register any changes over the last years regarding those fields in which you consult and offer? Does for instance focuses shift regarding demand or does may be other fields come up, which are suddenly requested stronger?

Answer: People more often ask for outcomes. If I remember the times when Public Relations had still been in the early stages of development, it had not been very clear, what might be the final result? Evaluation as well as control of success and effects had been rather felt truths. You can compare it to the advertising spot with Henry Ford: Half of the dollars are tossed out of the window but you do not know which half of the whole. This principle had been valid for Public Relations, too. It is thus

absolutely required to set targets at the beginning of collaborations in Public Relations. With good reasons they are later demanded by customers who ask for the results and benefits. How do you prove the success? That is demanded.

That is facet how the occupation has changed.

Meanwhile people have a more professional awareness of what Public Relations can fulfil compared to the beginnings of this discipline.

Thirty additional years of experience make it better possible for us to assess does it work, is it unrealistic, is it really required or can it be relinquished.

It has become more difficult for agencies to push through flat rates or basic fees, which had been common practice in the past. Meanwhile companies are enlightened and commercially reasonable enough to monitor for the purpose of reasonable Controlling what is happening to communication funds. Concerning image - Public Relations is still an optional function in many companies. You can do it or leave it. What they are doing exactly, who knows? They are going for a meal with a journalist or suborn somebody. These prejudices still exist.

=> I now imply something: What would you say, if somebody from company's perspective says 'We are already applying the classical Marketing mix as well as classical media, why should I apply PR on top of it? Would you say that a main argument – at least regarding the option to address very specific and diversified stakeholder groups – is that much more complex content can be communicated to the relevant stakeholder group? Thus is it possible to transport much more complex messages by PR appliance compared to marketing where spaces and advert broadcasting slots are usually limited? Additionally might PR perform better regarding the expensive generation of divergence loss?

Answer: The most severe weapon of Public Relations is the media itself. If I say to a corporate management: 'If you are arranging this today you are in the Bild newspaper tomorrow not anywhere but on the cover page. Your whole life is known or you are the lead story in an unloved medium or you are not mentioned in the FAZ (German Newspaper) for the next year. Those are weapons which expose that there is basically a huge uncertainty on the part of the company, on the part of Marketing, on the part of all marketing-oriented disciplines. What does public opinion signify? What are they writing and communicating? If I tell them as PR expert, I will cope with them and keep them at bay and canalise it, if you authorise me, if you provide me with a reasonable budget, if I obtain information in time, etc.. That is the principal function. Nobody can do this in Marketing. You can try to place masses of ads and the Spiegel (German weekly magazine) but even so they have the power to kill your image next Monday.

=> Is it right, that a more complex problem or explanation of a particular situation of a company or an organisation cannot be transported via the classical media?

Answer: That is right. You can write an open letter or do other jokes in order to present it in a complex way but you actually misuse this PR-function, which has many, many, differentiated ways to manipulate, create or regulate public opinion which Marketing cannot.

Of course Marketing is writing stories around the product, too, or is doing brand coding. Suddenly a cult is created surrounding a brand, which you cannot explain. That is how good and bad Marketing can be distinguished. But this are processes which take place in the long run and on a psychological level. Long-run processes are initially useless when I run the risk of being media topic tomorrow. In this case I have to resolve it.

=> If for instance a quoted automotive company has to justify its balance sheet for some reasons which is not that good and could be misinterpreted then a PR professional would be needed. Someone who is able to address specific relevant stakeholders in Banks or Rating Agencies and provide them in a well organised dialogue relevant expert information. Someone who is able to explain why the balance this year is looking this way and why this does not mean that the company is in danger as they have made investments for the future which will pay back in coming years? [...]

Answer: Yes, that is right. You are now addressing the topic of financial communication. It has naturally its own regularities for instance if you release profit warnings you have to release them though it is not very much related to PR. You are bounded to particular journalistic forms. Profit warnings are executed via DPA (German Press Agency) or other economic services and they are followed by the big question: Why? In the area of Investor Relations you are then asked to give explanations why things evolved this or that way. Had there been for instance extraordinary incomes in the previous year or do you run another investment programme, that prospects will be positive again then. The challenge is to formulate things in a way that you do not get the feeling tomorrow will be their last day. This is a PR-task. Here is where our capabilities come in again, namely: to overview and understand an issue clearly and to develop a feeling how it could be presented without lying but saying the truth so that everybody can live with it. You have thus to build a bridge.

=> [...] this is advantageous for the strategic target of the company or organisation.

Answer: Yes, that is right and it provides that you have a certain intellectual and formulating capacity, where I am again at our causal features, which we should have

as PR-people. A good example in this context is financial communication. You know what can be done with statistics and outcomes. However it implies that the management and other people in charge of financial matters inform me reasonably in advance. It is a high art to present it in a way that people can still see chances or positive aspects without lying.

- Actually it has already anticipated a part of the answer to my next question.

What are in your opinion essential preconditions or parameters for executing an effective and efficient PR service successfully? It would imply specific professional competences, which a person needs to fulfil as well as financial resources. Is that right?

Answer: It is decisive that we as PR-people work at eye level ... with companies, associations and institutions not only in a policy unit or as an adjunct of press spokesman.

=> Where would you see the PR-man in this context hierarchically?

Answer: Basically PR-people belong to the board. That will probably never work. I do not know anybody to whom this is applicable. I think Mr. Oeckl has once managed it.

If a PR-man is integrated in the board in a company, people soon say: 'They must be in dire need.' As a consequence you will ever be on a second level. But there you will belong by all means. You have to be integrated into the board meeting as well. You have to know what happens there. You have to be fitted with sensors and antennas to be early sensitive to potential problems which might arise even in a positive way: 'We can even transform this original situation into an own advantage!'

=> That means one precondition within a company – regardless whether you belong internally to the company or join it as externally – would be that the board listens to you, right?

Answer: Yes, that is right. What is a PR-practitioner? He represents the public. He has to join the meeting as personified public and is self-evidently paid by the company. However he principally has two ears which have to listen to the medium and to the public. He reflects, how will people appeal to it? How can I communicate things positively in the long run in favour of the company? That is the basic task. When he is asked, ‘what kind of reporting might follow?’ and he says ‘I have already talked to this or that person, it works, is it accepted’ then it is essential that the company place confidence in you that it can work. That is the basic task. First of all no agency is preceding. Most agencies – I mean, every agency will claim they apply McKinsey standards – are basically only extended work benches. We should not deceive ourselves here. Brain pools are not necessarily centralised in agencies. Agencies would of course like it for the purpose of long term acquisition. They have to do it simultaneously in order to build up competence. But in many cases they are used as extended work benches; specific tasks are outsourced.

- Can you give me an example, if desired neutralised of your professional life and experiences, where a competitive advantage has definitively been generated by PR in benefit of a consulted customer? How has it worked?

Answer: You have to think twice, because the problem is: You are assuming that Public Relations work is the only responsible variable for success. I would not agree with this. I like to set an example from automotive industry. If you take a look at Audi, which hardly belongs to Volkswagen with 100%, they developed fantastically

during the last ten years. They had once been the company who produced technically well but unattractive cars, with parcel shelf at the rear windows to lay down the hat. Today they are technology leader and at least on a par with BMW and Mercedes as many factors match now. Profitability, design, high-end technology and excellent communicational work fitted perfectly together. But I would never say, Audi has become what it is today just due to good PR-work.

=> Finally it is the interaction of many factors, isn't it?

Answer: In most cases it is based on a team of people who work perfectly together, and mostly take the right decisions over a particular period of time, which makes them successful.

- What are in your opinion other, essential areas with focus on communication which have to be ensured in a company apart from PR and PR-activities in order to achieve success?

Answer: Well, if you look at Corporate Identity you realise that corporate objectives have to be clear, ambitious and achievable. Corporate philosophy has to suit as well as conduct, Corporate Design and products. There are at least five critical success factors which have to interact.

=> Can I infer from your statement that product quality is not the only parameter, but has for instance been labelled as "cool" or needs to be branded in a positive way though that might not include every generation?

Answer: That's it, it has to be fascinating. You can almost say that in case of product fascination they can nearly venture to have bad PR. Even more heretically phrased you could follow the thesis whether successful companies are those companies which do not practice PR. If you think of Ferrero for example: Nobody knows them from

the inside. They do not let any journalists into their office premises. They only sell everything which is sweet and which people demand but no PR. It is indeed very heretically thought. You cannot talk up PR like this.

=> Aldi north as well as Aldi south does not have any corporate communications either, at least nothing outward, except the weekly advertising paper which is evidently one-way-communication. They do not even have a telephone number which you can refer to or at least when you research eagerly enough but people nevertheless buy at Aldi. Does it may be depends on service in relation to product complexity which is to be enforced on the market?

Answer: That is right. I would not agree in saying that it is a critical success factor for companies which is Public Relations based which would overestimate this discipline.

- Would you agree in saying that it becomes an increasingly important critical success factor for medium-sized companies in the long run because of international interrelations and so-called globalisation you are more and more subject to offences if the company is contemplated as being a bulb in the market? Wouldn't that imply that external borders within a portfolio will be larger and higher the risk of conflicts with other market competitors?

Answer: That is right.

=> With whom you have to communicate.

Answer: There are decreasing protection areas for companies, for institutions and associations. They are public. That is why there are so many companies who do not like to publish things but prefer working concealed or from abroad where you do not obtain any information.

=> But it does not solve the problem, does it?

Answer: It does not solve the problem. However you are not that much in focus of spotlight. Nobody likes to share the public destiny of Siemens or other companies which are made fun of for months. A lot of companies do not want it. Most of them only want to earn money calmly.

=> Paul Watzlawick said once: "One cannot not communicate!" Based on that awareness it would be advisable for every company, which is operating within wider stakeholder environments, to apply professional PR services on continuous basis. Is it possible to assume that?

Answer: There are different kinds of business models.

Once you are coping with the public you have to practice Public Relations. That means if you need the public for your own sales interests or other targets – regardless of whether you are doing business on a political or entrepreneurial level – you have reversely to inform the public and get in closer touch with it.

If you have however to transfer hidden funds you do not necessarily have to deal with the public. The public reversely does not expect anything from you, because it may not even know you.

However companies which are doing Marketing, which are selling items have of course to practice Public Relations as a confidence-building measurement. Everybody is vulnerable. Protection areas which we might had once when publics had not been that emancipated or equipped with options such as the Internet or investigative journalism, those times are gone. Actually companies are transparent and are additionally declarable due to statutory regulations.

On the other hand they also use options such as press conferences, investor conferences or other institutions in order to pursue their goals and messages. It is give-and-take.

- Where do you see the most important changes of PR in the next years and in which timeslot on the background of your vocational experiences? Will anything change considerably which will have a tremendous impact on PR or change it?

Answer: You can clearly recognise it. The trend is pushed by the media which is basically our stage.

If you are planning an event, you are not doing to celebrate a local incident but to make it covered in the news. That means the stage is the media. If you look at media content over the last years and decades and compare it, the trend clearly goes towards entertainment that means to the disadvantage of information and infotainment in favour of pure entertainment. This can be exemplified by the Kölsch-advert (German beer) slogan “Fun before pleasure”. We have consequently become a fun-society and are still increasing becoming one. As a result media formats and contents are strongly targeted at entertainment. As a further result PR-offers also get increasing entertaining in order to be part of the media coverage. Nobody likes to have boring treatises anymore. People like to be entertained. They like to have fun and distraction. They have to emotionalise their content which does not everybody like. But this is apparently zeitgeist. Cultural critics are very sceptical proclaiming that they are totally uncritically societies and manipulable at any time. Money talks - that is an apparent trend. As PR-responsibles we have to contemplate how we interact in this circus. We have thus to attract attention via entertainment, or other once called ad specials.

=> What do you think, in what period will this trend be severely recognisable?

Answer: We are still inside. We have already become an entertainment-driven society.

It may be explained psychologically. We have the longest peace period of our history and are in a prosperity process for over sixty years now. We are a multinational, free society and everything is allowed which makes fun. In so far, no recipient, no reader likes to cope with problems over and over again, but prefers entertainment, escapism, joy and distraction.

- To what extent do ethics regulations of clients have an impact on the realisation of PR in daily business?

Answer: Are you talking to me as somebody of an agency right now, don't you?

=> You can refer to any aspect of your vocational experiences.

Answer: There are of course those customers of whom you know that they are earning money with dubious and doubtful methods. It is in your sole discretion to decide whether you like to work for these customers because they are paying or not.

=> That would be ethical behaviour from a consulting point of view?

Answer: Yes. The Göttinger group for instance, which is now more or less in a closing process, where the public prosecution department is doing research, had searched PR-agencies for years, which should whitewash them in public. There are colleagues who did it and others who refused.

There are of course also clear attitudes as for instance an lobby circle regarding nuclear energy, which had been a great problem following Chernobyl where consultancy had been urgently required to make nuclear energy socially acceptable again. Here you can again decide to work for the nuclear energy sector or not.

Or the Catholic Church searches for agencies to defend Catholic values or to bind more people to it.

These are all elementary ethical reflections which you have to deal with as service provider.

Other reflections are more technically based. If a customer says: 'You certainly have ways and means to manipulate a journalist ... here is the cheque book or invitation. You know that it works I do not have to tell you.' and you reply 'No, it is not working like that. I sell news values but I do not bribe journalists. We have thus to think of a story otherwise we will lose our reputation.' We cannot deal with cheque books.

=> [Have you experienced this once personally during your working life?](#)

Answer: I have not experienced currency exchange but the huge area of extraordinary benefits has been mentioned several times even of customers. Or certain expectations have been built up resulting in offers like: 'We are now successfully doing business for such a long period...' and similar, hidden hints, implying that you are expecting any form of recognition which goes beyond business which might be: invitations, invitations to business lunches, pleasant hotels, journalists travels or any kind of other material extraordinary benefits.

Often offer agencies things like that self-motivated in order to propitiate the customer.

You are very cautious with presents and benefits although it is part of the sector depending on the area in which you are doing business. Sometimes it is even standard to indulge in something.

If you are for instance carrying out a press conference in benefit for the automotive industry and you have invited hundred journalists from all over the world, from

Saudi Arabia, from Corsica, from Sardinia in order to execute test runs then those people will be accommodated in hotels which they could never afford personally in holidays. They will be catered and equipped with give-aways. What is it? Is it ethics or moral? For many colleagues starts bribery even earlier with the invitation to a press conference. They wonder whether they have been invited and fear whether somebody might plant something on them.

It is for sure that you have to talk about ethics which is a very important issue and beyond it you have to question yourself what you are actually doing when practicing Public Relations. However have to confine it again because we are living in a capitalistic system: no clients, no agency. You are “stretching” yourself and trying to remain in business or enter into business. Ethics does not necessarily rank first.

=> Ethics is luxury?

Answer: Ethics is important when the whole society is talking about it, such as: ecology or sustainability. Then the PR-sector joins it. But it is a rather opportunistic behaviour.

I must say, that it annoys me personally, that a lot of values are trampled all over.

- What significance do ethics have for you when practicing PR-work?

Answer: I personally set great value upon ethics though I have to admit that I am sometimes opportunistic myself. You do not have a choice. You are living in an economic, economistic society. If you insist on ethics you will be knocked out of the business. That needs to be weight up against each other.

=> That means that it is the subconscious answer, that people are realising that it might be sometimes an ethical borderline but people think if I am not doing the job someone else will do it.

Answer: Yes, you can indeed ask yourself this question. Tomorrow I am in the car village at Volkswagen and will be confronted with sales figures of 6.5 million cars per year. I will meet hundreds of people who crave to get the next new car. I am asking myself if this is really the right way to go for. Does everybody need to have a jalopy to cruise with? Does it solve our problems of mobility in the long run when everybody has an automotive engine below his buttock? Why electric-powered cars are initially launched in fifteen to twenty years? We could already offer them. You could indeed develop a certain cultural pessimism, by saying: ‘totally decline of values, everything pivots on money, profit, profitability and production lines are ceased if they are not creating at least 50% ROI, regardless whether positions will be lost or not.

As a consequence you can reflect about many elementary topics of our society.

It has been organised according to capitalistic principles because other business models are apparently not working well. There are few alternatives. Dictatorships are to be condemned. Communistic constructs have not proven themselves.

However we have to take care that we do not forget social aspects in our former „social market economy” and only act according to market-based principles; catchword: grasshoppers.

- Would you say, that Christian values or moral behaviour such as how to deal with employees who are not highly qualified will be reclaimed though capitalistic, economic parameters are prevailing? How is it possible that 1/3 of staff of renowned automotive manufacturers is carried out by temporary workers who are doing the same jobs but who are living from hand to mouth with hourly rates of € 6,00 because they are loaned by temporary employment agencies?

Answer: Yes, these are indeed issues which are not necessarily put on an agenda. Public Relations is certainly a luxury function of some capitalistic countries in the world. We have not talked about real problems such as child labour, poverty, etc.. We are talking on a meta-level about how capitalism can be made more smoothly by means of Public Relations.

=> Is it something which is outside PR because of pragmatic reasons and because of honesty? Is it like that?

Answer: Yes, certainly. It is outside that area. We are an extra function of companies in order to integrate, adapt and establish companies or institutions more smoothly into society. This is the core function.

The sector does not exist to change the world. What ethics definitely implies is to rethink: What are you doing each day when practicing PR? What values do you represent? It is sad to say that euro signs have priority.

Thank you very much Prof. Haller for this interview.

# PLEON

## Interview with Prof. Dr. Joachim Klewes

### Senior Partner

### Location: PLEON Düsseldorf

- Please tell me something about your education and how you got into the field of PR?

Answer: My humanistic studies within a study program for teachers and followed by my doctorate brought me into the field of PR. After my doctorate period I participated in various job interviews as well as Assessment Centres of renowned international companies. On the occasion of one of these Assessment Centres one assessor advised me to look around in the field of PR. Till that date Public Relations was not known to me in spite of my economic studies. I followed his advice and applied unsolicited to agencies.

- There are lots of definitions for PR out there. Why has there been so much discussion about the definitions of PR? Which one do you prefer?

Answer: I think there are a variety of definitions in order to differentiate oneself through specific focuses or innovations of new buzz words from competitors. This is particularly the case for practitioners but surprisingly for academics as well. There is no established “Body of Knowledge“ or “Body of Theory“ on which you can refer to or in which conceptualities are clearly fixed. I personally

think, that the effort to differentiate as well as an economic interest are the reasons for this phenomenon.

Furthermore I think, that the inflation of different definitions or conceptualities in our business cannot be explained with common efforts to distinguish oneself. However it is similar to other consulting sectors in which one seeks to dub similar or identical contexts with new definitions or procedures. The definition I favour depends on the respective practical context. Consequently I do not use an abstract definition but those definitions are only categories for me which can be more or less useful. If my auditorium or my counterpart is more used to "Public Relations" then I am glad to apply this term. If he is however more used to "Corporate Communications" or "Unternehmenskommunikation" then I apply them. I rarely use the terms „Business Communication“ or „Organisationskommunikation“.

=> Is it because these definitions are too imprecise as they state all-or-none?

No, that would not bother me, as you could blame PR definitions for it as well depending on the respective interpretation. The reason is that those definitions are not that established and I do not want to confuse my interlocutors. As I conduct a lot of conversations which do not take place in an academic context, I have to take care that consensus is achieved. That means that the choice of terminology is adjusted to the preferences of respective interlocutors.

- How would you assess the importance of PR in Germany from an evolutionary-historical point of view? Where are its roots?

Answer: Provided you consider that question free of ideology and without the ordinary thesis that the dissemination of American companies in Germany as well as affiliated opinions of democracy are involved it is primarily about the evolution of the mass media. Thus we are in a historical period which is much earlier as we start usually. Even in the late 19<sup>th</sup> century initial forms of PR have been applied on political level as well as from companies such as chemistry groups or Siemens. Though there did not exist any fixed organisational units or individual responsibilities times ago, mass media has already been applied to foster acceptance by means of special topics or to stimulate attitudes of specific target groups.

Extensive use of PR: that's right, of course as well after the Second World War.

- What are in your opinion the ties between the acceptance of PR in Germany and its history?

Answer: What do you mean exactly with acceptance and particularly for whom?

=> On the one hand I think of the acceptance by your customers and on the other hand of the acceptance of your communicative output in the population or in addressed target groups.

I think that regarding the acceptance of output in view of the target groups it is a very interesting but not targeted perspective to explore, as the target groups rarely realise that they are part of PR activities. It might be that they should not notice it in every case. Regarding the acceptance of professional services of PR I perceive less connection with national history. However aspects such as the question in

how far outsourcing is common or uncommon and how long do such services already exist prevail.

Although the roots of PR go back into the 19<sup>th</sup> Century, PR is first more widely applied from the Second World War onwards. Some Anglo-Saxon might have been ahead here with 20 and 30 years. May be this head start is necessary to enforce professional services. Today I do not see any problems of acceptance.

=> That means you do not see any conflict for customers that on the one hand they purchase professional PR services but on the other hand they like to secure that those PR services remain concealed to the environment?

In my opinion that is more or less irrelevant. If I look back on the last 25 years it has not been a pivotal problem, too. Today, actually the opposite is the case. That means the commissioning of agencies is no taboo topic but is discussed. This entails various advantages: You are not personally blamed for mistakes and you can represent yourself as a professional employer. To sum up the advantages predominate clearly.

=> My research lead me to this assumption whether on account of a special national history – particularly at the time of the Second World War – there are resentiments in Germany vis-à-vis PR which do not exist in other countries. Possibly this depends on the respective generation involved. Elder people for instance might have slightly more negative associations with terms like leadership or direction of opinion as they link it with persuasion and manipulation. Due to their experience with history although from an academical point of view it is not morally reprehensible as the application of advertising.

I do not think that this is relevant as a broad phenomenon.

- What have been the most important changes of PR, and why?

Answer: For the time being the most important changes are that we are in a historical situation which is unique as the mass media loses its dominant impact. That's why it is necessary to depict the increasing importance of recipients in the single online media and in other media, too.

Classical tools such as "Pressearbeit" will lose importance for PR in contrast to others even though it is not separately applied but nevertheless can be counted among core tools.

=> Which fields or tools within PR do you consider as being increasingly important?

I perceive two opposed tendencies.

On the one hand I think that the field of Live-Communication will gain importance as companies and brands are enabled to offer their clientele exclusive access to events. It is distinctive of events that they are better in shaping information, attitudes and behaviours than the reception of a medium. Whereas a hand-bag can be faked an event cannot. Insofar it is a tendency which suits all forms of Live-Communication starting from "Public-Viewings" like the current European Football Championship till small Corporate Events where companies - motivated by image reasons - offer small, top-class target groups access to internationally renowned experts.

The second development takes place in the field of digital media. I think that in the field of Social-Web and Social-Media as well as user-generated content

worlds there will follow years of experimentation till you will know what is important and what not.

There will be an increasing importance regarding user-generated content worlds as well as for instance those services which provide a strongly geographical or local connection.

GEO-Marketing and in this sense GEO-PR will be transferred on “Mobile Devices” and will boom in the following ten years.

=> Do you think that the market will still extend in the field of Social-Network-Platforms (SNP)? For the time being there are concerns coming from the classical mass media, that data protection is not paid sufficient attention to and user become unintentionally transparent.

Might this lead to a turnaround from euphoria to scepticism in case of younger target groups who use these platforms?

No, I do not think so. User will learn how to deal with this facet of the medium just as they will adjust to the conditions. If my children e.g. refer to these SNPs they use dog images or likewise. So-called “Faked Identities” who make only visible a part of which should be made noticeable, are not used. Thus the complete focus on the specific personality remains prevented.

In this context beyond target groups companies need to learn an appropriate usage. I would however not interpret decreasing user numbers of numerous communities as a negative trend reversal. However we are in an experimenting period. We have to wait and we will learn with melting time what will assert. As for instance “Second Life” could not assert till now it might be that it will later under different technical conditions (as we have not achieved the end of this experimenting process yet).

- How do you estimate the acceptance and perception of PR in German public?

Which reasons do you see?

Answer: First I have to remark that the public does not exist, but there are varieties of the public.

There are without doubt special opinion-leaders of the public in which the use of PR or specific forms of PA (Public Affairs) are regarded.

Examples are among others from a democratic-theoretical point of view the impact of special social patterns or for instance the lobby-debate. On the contrary in broader publics such as recipients of TV entertainment formats there can be registered an skyrocketing acceptance of the business field PR. Since multiple soap programs introduce PR consultant or PR coaches the whole business field becomes noticeable to a broader audience. This affect has not been achieved over decades though they were determined by much effort and input.

That means the approach to PR becomes much more self-evident.

- Do you think Public Relations is an independent occupation? Why?

Answer: That question is difficult to answer as PR is no consistent business field but which is like others subject to changes. Besides it is not consistent as it contains of diverse intersections with other job descriptions such as Marketing or Journalism. Characteristic about PR is coping with content as well as the respective relevant target groups. This includes professional modification of special content areas in view of special target groups or specific situations in

which those target groups are involved. I think under this description almost all scopes of PR can be clustered.

- What are essential attributes of a competent PR practitioner?
  - Where and how is he able to gain these attributes and qualifications?

Answer: I think there are big differences between the PR practitioners acting for organisations, for companies or those acting for an agency. A PR practitioner within an agency is always to a major part salesman as a provider of services. If it is a good agency all levels of sale are covered. However PR practitioners who provide services for companies have to work more closely content-based and have to adjust their work. The attributes differ accordingly. Thus the PR practitioner working for companies needs to be stronger in bearing lean periods and has to bring along an affinity to adjust topics and processes. He may be a stronger net worker as well. Beyond this he is compelled to think, plan and act intensively against the background of domestic political enforceability. He is presumably also more cautious or sensitive and is more specialised in specific details of a topic.

Perhaps the PR practitioner working for an agency is tendential more creative and courageous regarding the input of new ideas as well as more experienced in recognising situations in order to conceptualise them as those scenarios are more frequently the case in companies.

=> That means a PR-practitioner is always a kind of „lawyer“ for his company, his organisation or his clients. He seeks to represent a specific individual interest

to achieve a particular communicative goal of an addressed target group. Can we put it that way?

In my opinion the metaphor of a lawyer for an organisation or a topic within the process of shaping public opinion can be applied. Beyond this it can be relieving for the self-image of PR. As a lawyer needs to adopt special roles it is simultaneously possible that lawyers for clients needs to represent specific positions regarding topic, processes of shaping public opinion. It serves to make one's voice heard as there are enough counterforces out there who make their voices heard for diverging opinions. It can be contemplated as a useful way to equalise imbalance. By the way, I think that in the process of shaping public opinion is the influence of "lawyers" who work for the organisation compared to outside influences in the creation process of public opinion, less powerful. Examples would be topics like Corporate-, CSR- or environmental issues. Manpower and financial resources are often bigger than the limited resources of a company. Usually you do not think about that if you see financial resources in the range of millions but the leverage affect on side of the company is much smaller.

- Provided we regard PR as a communication tool such as marketing (in a different context!) What are decisive distinctions regarding communication goals in this context?

Answer: Today modern marketing terminology is so broad that I have no problem to subsume my work under it. There are different "opinion markets" such as employees, customers, finance- or acceptance markets on which a company has to convince. Any of these markets is subject to modern marketing

strategies which are applied by Marketing. Depending on the chosen perspective which implies a certain terminology I agree that PR tools can be deployed for marketing focuses such as HR or location marketing. At the same time I can conversely agree to a rather relations-oriented approach which entails the usage of Marketing tools such as advertising and others for PR. One does not exclude the other.

=> Are there consequently overlaps between the communication fields Public Relations and Marketing regarding their application?

Yes, I won't follow traditional antagonism here.

=> Is Marketing however the big opposing field to PR (apart from Journalism – which is another big opposing field to PR? (- even if this cannot be realised in daily-business in your agency.)

I think it is not clever to talk about opposing fields. Only in our agency there are at the same time those who apply the classical marketing mix and those who work in the field of PR. Some teams work from the start interdisciplinary and thus elaborate topics in a holistic way. There are extra prizes which honour and foster disciplines to work integrated. We deal with an allocation we loses its abstract meaning.

However the following three allocations are relevant:

- First: What tool is used and which experts do I require? That means do we need Online-, Print-, Advertising- or e.g. event manager.
- The second specialisation refers to the business sector. There might be for instance experts for energy, chemistry, medicine and others.

- The third specialisation refers to the content-related approach. There might be for instance experts for change, crises, marketing (provided sales activities are involved), distribution, trade and much more.

=> Could I subsume that overlapping cooperation takes place between both fields? Does differentiation consequently happen more through literature?

If this is manageable– generally yes. However here are diverging opinions, too, particularly if it deals with the battle of resources, budgets and best manpower. However this conflict is not fought out by abstract disciplinary differentiations of Marketing or Public Relations. Let's make me an example: The department "Political Communication" evidently has different interests than the department for energy and the latter again different interests than the department, which deals with a tool such as Online. There are rather organisational units and geographical locations, which shape interests and identities.

=> In this context, would you state that less is more (depending on project and task)? Can you get closer to communicative goals by excluding experts in order to avoid friction losses?

I think this is applicable for organisational units regarding their complexity but antagonism do not really affect it. That means sometimes a team with general skills, can be preferred to a coalition of highly-specialised individuals.

- How do you know when your work is successful?

Answer: I have to plan in advance which objectives I like to achieve.

If I do not define, quantify or operationalise my objectives in advance, I do not know later whether I have reached our settled objectives or not. It can happen

that an alleged objective such as the establishment of acceptance in stakeholder groups, have been failed however another one, may be a more important objective like the creation of publicity, has been reached.

Hence it is very general question which cannot be clearly answered. At the moment I am writing a paper for a house internally organised event regarding this question. At the moment there are about 30-40 different measuring methods for PR which are applied. The person in charge who knows exactly what has to be measured, is able to do it.

=> Do you have a common method, which is currently applied?

An unconventional but advanced method, which will increasingly establish is the “multivariate analysis method”. This method enables to ascertain the contribution of single communicational tools for the turnover of a company. The categories input, output and outcome will not be considered anymore but outflow variables. Thus hard economic performance indicators will be contemplated in order to show the impact on sales and the relation to PR tools.

These methods make it possible to differentiate clearly regarding “Return on Investment“ of applied Media Relations in comparison to outdoor advertising, to Advertising TV, Events or others. We know, at which point of a budget communicational methods with a particularly high marginal utility can be substituted by those methods which show a smaller marginal utility with the overall aim to achieve an optimised budget.

- What are the most important targets and areas of PR which are offered in your company?

What kind of customers do you have?

Answer: This is difficult to answer due to the fact that we are market leader and consequently broadly positioned and cover almost all areas.

Meanwhile we work for more than a half of the DAX-values and serve almost 200 companies in total. Please let me make a negative differentiation. We less frequently operate in areas which are called "Commodity-PR". That means we rarely organise press conferences or press releases. Besides we less frequently collaborate with sectors in which no high margins are achieved such as tourism, cosmetics or fashion-PR. The latter are rather genres in which smaller market participants operate.

=> Where are the focuses of your communicational services? What are the reasons why some sectors are demanding special PR facets?

First I would name the fields "Corporate Communications" and "Political Communication". Afterwards I would name the second liga or category which can be rather called marketing-supported Change and may be Finance Communication. However even the labelling is highly problematic regarding the differentiation of fields. A differentiation according to tools is rather difficult for us as we use our tools simultaneously even in case of huge etats.

=> Is crisis communication a service area, which you would consider separately? That means not only when a crisis has happened but also as a preventive investments?

I deliberately have not named this as a major view of activities. Of course, there are etats for crises which are interesting and in special situations fairly big and could offer attractive margins.

=> In which sectors this demand is predominant?

This is applicable for all sectors. I do not see any focuses in this context as crises are evidently inventive how they can affect a company. Of course there are specialised crises teams, too.

However this is only the hard core of experts which deal with the prevention of crisis and crisis overcoming. Thus it is difficult to estimate the significance of those areas. Particularly in the situation of a crisis resources of different teams of excellence are rather combined. That means you have industrial experts, different experts who can operate with the tools and perhaps one management expert who is part of the crisis team. Of course parts of “Governmental Relations” or “Corporate Communications” can be counted among crisis prevention as well. I would be cautious to give it a big label as a crisis is an exception and no rule.

=> However there is the readiness of sectors to invest for those situations though at first glance there is no occasion or reason – money is invested to be prepared?

Yes – that’s right.

=> Would you thus agree that it is not use to consult experts if “the child has dropped into the well“ and no preparatory work has been done in advance to prevent that the crisis will be later more difficult to manage?

No – I would not agree. If “the child has dropped into the well”, it is particularly difficult to save it from drowning by reflecting in how far it can be put out of the fountain. Of course the best is to construct a fountain grid in the beginning that means to invest in preventive measurements in advance. Has the crisis happened, saving measurements are of course particular interesting.

=> Is it easier to regain control within a crisis, if preventive crisis measurements have been done in advance?

That depends, it can be that a company has done a lot of prevention and felt quite safe. I think the amount of manpower which can be mobilised during a crisis to get out of it is decisive.

Sometimes this could overcompensate the best preparatory work.

However there is one aspect which could even not been compensated by high use of energy: this is relationship building and network which companies can establish in quiet times.

One example: There is one big French retail business which has contracted 500 doctors crosswise the country which will be informed simultaneously via faxes and respective announces as well as hotlines in case of a crisis such as the salmonella poisoning of a product. This is a network of 3<sup>rd</sup> parties which cannot be realised within a crisis and is thus a big advantage.

- What are in your opinion essential preconditions for executing an effective and efficient PR service successfully?

Answer: The most important thing is to have access to power of decision. If a company is able to make decisions quickly regarding the use of the right communicative approach, this will be the most important point in comparison to all other preconditions. Besides resources such as time and last but not least financial resources are the most important aspects.

- Can competitive advantages be generated through PR? Do you have examples?

Answer: Generally, yes. In this context all above-mentioned fields could go over and proved with adequate examples. Please let me give you two examples:

For instance competitive advantages can be generated if a company uses political PR which prevents specific legal rules which could affect this industry overproportionally. The automotive industry is a good example. Thus a company of the automotive industry has rendered a special type of mud flaps obligatorily by using PR for important associations among others the ADAC and existing legislative procedures. However these had been only manufactured in respective specifications of this company. That means it is a clear competitive advantage which usually had not occurred.

Another example would be to make special topics socially acceptable. In this context I think about the topic of erectile dysfunction or impotence. To free such a topic from taboos and beyond this to make it dicussible via special communicative work generates tremendous competitive advantages for the market leader or –pioneer.

- What areas of PR are currently demanded and can you recognise any changes?

Answer: There are changes at many points of times in the last years and in many dimensions as well. An important change is the intensified use of “Onsite-Teams“. That has to do with annulment between strict agency services at the agency headquarters and operations which are done by our client’s staff. Teams of two till 15 persons will be delegated to customers to work on the spot being equipped with business cards of our clients and their names. This could cover

periods of two weeks during a crisis, twelve weeks during a restructuring or even a whole year during a long-term capacity problem. A change regarding content will take place in a different dimension. I am thinking of setup specialised expertise in the field of “Online-Relations“ including the buildup of teams of software engineers or experts for the distribution and spread of digital news.

=> Do expert teams, which are provided to the clients for a limited period, count still completely to the agency regarding remuneration? Are they only counted to the client regarding image arguments?

Primarily it is cheaper for the customer as he has to pay reduced prizes for work. The agency has a higher, more stable workload. At the same time the agency learns as their employees gain a deeper insight into customers. In addition it makes the first contact between agency and customer possible. For our employees it is interesting, too, as they gain experiences from customers if they do not obtain job offers through enticement from which they can benefit regarding their professional advancement.

- To what extent do ethics regulations of clients have an impact on the realisation of PR in daily business?

Answer: Unless clients have ethical guidelines and they would communicate them, they would have an enormous impact on the implementation of PR-work as they define more clearly than today what is doable. As those guidelines hardly exist from customers' point of view we have established our own guidelines.

=> Do you have any examples on account of your professional experience that reversely your ethical standards have collided with customer ones?

To put it neutrally: There had been situations in which customers expected communicative services which had been rather marginal. This covers the passing on of information which validity is rather doubtful. As a consequence we have got used to cross check special information of customers including advisory or scientific research.

=> What are consequences, if you ascertain discrepancies?

In those cases the customer has to learn that he is apparently wrong. As a rule this is a communicate translation problem within the company and no bad will. The reasons can be purely linguistic or communicative ones between different departments. Otherwise the customer can be sensitised and convinced that short-term publicity bear no relation to anticipated damage regarding the credibility of a company. Of course, there are still sectors such as the fashion or tourism sector – in which we do not operate – in which PR activities are supported by donations. However I do not know it of our business.

=> If ambiguous information from customers' point of view does not depend on mistake but on scienter wrong information would you risk loosing the customer if he insisted on the communication of critical content?

Answer: In this case we would have a topic which had to be discussed intensively. In case of doubt respective conclusions had to be drawn. Eventually the agency does not have to work for everybody but can select. Furthermore it happens in daily business that we have to separate us from customers. Sometimes competition requires to separate from a customer in order to support another one. This is consequently a common procedure in our business.

- In how far do you or your agency consider ethics when practising PR?

Answer: This question is difficult to answer if it is taken literally. I think there is no PR altar on which fresh flowers are placed every day. However in our company every employee possesses a file of policies and copies of codes in which the ethical requirements are fixed. He also knows that a serious infringement against these codes would lead to a loss of job. Thus it is a tool to strengthen the compliance with these guidelines. However I do not know a case which required law-and-order response. In most cases potential behavioural conflicts are solved in advance through discussions of different notions within a team.

In addition PLEON has for many years its own “process of values” in which the implementation and integration of special company values inwards and outwards is actively pursued. These are not compellingly purely ethical values however they are present in daily business.

***End of 59min.***

### Extra questions of long version P2:

- To which subordinated scientific field would you allocate „Public Relations“? (e.g.: Communication or Publizistik or as a sister of Journalism? Or completely unique? Or as a daughter of Journalism (?) and particularly WHY???)

Answer: From an epistemological point of view it is controversial whether Journalism belongs to sciences but this problem exists for other disciplines such as Public Relations, too. I would like to sort it under communication studies and as a part of social studies.

- What are the most important impacts of PR on the German society in general?

Answer: It is potentially the fact that we have a certain richness of content in the media.

Today there are investigations which expose how many percent of coverage are PR-induced. Would you distract this amount there would only remain little. Thus a whole part of your social and communicative live transported via the media is PR-based. This might sound a little bit exaggerated but the richness would be definitely confined in a strong way.

=> Would you thus agree in saying that one reason for the increasing share of PR in the media is that journalists have less money and time to fulfill extensive journalistic work?

Absolutely right. This is a banal connection which can be perceived in practical life. There are less resources available in Journalism which leads to an increase of amateur, blog- and online journalists. The later one increasingly fulfill journalistic functions. This will even augment in the future.

=> As your agency is broadly positioned and reflects German economy comprehensively in view of your supported customers – can you register an increasing demand or willingness to invest in Public Relations during the last ten years?

Definitely; yes. There are considerably risen budgets compared to the past and much more people, who are doing business in this sector. Furthermore the current educational system floats more and more people on the market who want to be integrated. There are more and more compartments in organisations, companies, hospitals or even museums, which are integrating Public Relations as an organisational function.

=> Is one reason for middle-sized and large-scale companies the fact that increasing PR demand on national or international level with cut-throat competition requires to pursue strategic business objectives?

Yes – this is not only applicable on an international level of competition but for local competition such as the communication on a communal or cartitative level, too.

- What are the pros and cons for a membership in relevant professional associations?

Answer: Unless a company is committed eagerly they can have an impact regarding professional-political messages and tendencies. As an individual you have the chance to gain profile and get known within the sector as well as to think out of the box. From my point of view I can state that not all associations in the sector are doing good business. However you have to distinguish between associations in which companies and those in which individuals are committed. To have an impact it is advisable for companies to be member of an association.

=>Would the GPRA be a noteworthy branch association?

We are committed, active member of the GPRA and due to the above-mentioned reasons we pay attention to have it in order to use this association as differentiation from the remaining market.

- Can Public Relations be strategically planned? If yes, how is it planned in your company?

Answer: Yes – strategy always is about to achieve special objectives best possible. That is why it starts with the objectives. If you want to proclaim a clever strategy you should preferably have enough information about behavioural patterns of target groups and their mechanisms of effect. These information have to be combined, analysed and a strategy has to be built in the next step. Generally it is difficult to answer, as there are very different tasks and targeted situations. In my opinion most important is the process in which the strategy is embedded. In addition it is important how the whole process is organised and that much experience of different expertises and disciplines should be efficiently integrated. It is furthermore important to lead the process in appropriate time to concise

solutions. That is important, because especially big agencies would run the risk of losing money in the stage of strategy formation. As customers generally do not pay the biggest part of this stage the relation is of crucial importance.

- From which perspective (internal of a company / external of an agency) and in which cases should Public Relations be principally applied and why?

Answer: Most important is to find out whether it is a constant job, which requires an intensive network with other business functions.

If this is the case, it makes more sense to act economically and contentually internal. If it is not a long term job, but necessitates special work, special aspects, special address of the target group involved, professional sector experience or geographical know-how, then the purchase via an agency makes sense. Agencies are often consulted in initial situations such as market entry or a complete new entry into a new range of topics. If the customer has gained a sufficient overview he might continue himself. This is a normal process. Of course it is a philosophical question, too, whether you tend to delegate tasks internally or externally. There are companies which did not have an autonomous press office for 20 years, but they have it outsourced for independence reasons. This has to be completed by the aspect of flexibility; an agency can be more easily changed than an own spokesman.

- What significance do agencies have in the market of German PR-services?

Answer: From a quantitative approach the biggest part of the market can be found in companies and organisations themselves. The second biggest part can be found in freelancers or freelancers plus two or three assistants. This scenery provided then I would see the German landscape of agencies.

- To what extent do Public Affairs/ Lobbywork play a role for you regarding the offer of your agency?

Answer: We employ approx. 100 people in Berlin plus a small team in Brussels. It is consequently an essential scope of duties for us.

=> If you see the portion of Public Affairs services; do you work more for clients who belong to free economy sectors or more from the side of actors like political organisations or parties?

There are less parties but political organisations are of course employer of communicative programmes, as they are in parts lawfully bound to implement respective information programmes. Our jobs to inform balance each other regarding their impact on politics and conversely.

Thank you very much for this insightful, competent discussion and your generous time slot.

Ending by 1.16.h.

## **OOS Interview with Prof. Dennis McQuail and Martin Duch**

MD: To which subordinated scientific area would you allocate Public Relations?

McQ: Well, I think if there is a sub area of applied communication or planned communication I would place it there in this territory. It has a special place within the total field, at least how I see it. There are different ways of specifying or placing it.

MD: At least in the academic field there are lots of definitions out there. Why has there been so much discussion about the definitions of PR itself? And which definition would you prefer and why?

McQ: Well, I don't have a personal preferred definition. It is about the relationship between Public Relations and Public Communications or broad especially mass communication. PR, as I understand it, is an applied communication as I said. It is a special application that is not necessarily or exactly in the public sphere and that is ... distinction within the whole field of communications between what is public, what is open and what is personal and on the other hand exceptionally private. PR has a mixed place between the two service applications. It is hard to distinguish from mass communication. But on the other hand it is also a special targeted and limited application of communication to selected individuals. So it moves into a somewhat different category. It is about some ambiguity about the note of status – it had not anymore it has been. It has been a debate around the status especially as ethically questions arise/could arise about the attention behind Public Relations because it has a relationship with propaganda which original definition is simply also a kind of applicational communication for spreading

particular messages. It required a certain reputation because of the distortion that has been practiced in propagandas ... which are not especially proved...

I think that had always been a bit of in the history perhaps especially in Europe where propaganda had a rather negative 20<sup>th</sup> century. From the beginning of the 20<sup>th</sup> century it had an association projects of the state usually in relation to war, imperialism or certification or military. I think PR then tried to establish its innocence. This innocence is perhaps against forms of communication and applied communications. It seems in principal or technically the same but actually different according to their contexts. So it's a contextual matter, I think, as much as anything. Well, things have changed at least, that's hopeful. So what the historical matter - the definition of PR is also problematic, because of its varied forms and purposes. It isn't a simple thing it is usually a complex of activities that are very different as forms of communications that is at least as far as I understand it. Therefore it ranges from straightforward transmission of messages to the question of the relations-part, actually – manipulating establishing, manipulating controlling, building relationships and so on. So it is actually a more complex process than mass communication which at least you can define it in a general way. I think the other ambiguity about Public Relations lies in certain definitions of communication which imply a kind of redirection and balance between the sender and the receiver and a commonality of interests whereas in Public Relations there is usually some imbalance in the resources available to the sender and the receiver usually more concentrated at the side of the sender. The intention of the communication is decided by the sender not by the receiver. That is some problematic definition of communication.

MD: You might remember that I am researching the role or importance of PR as a service field for German communication agencies. My nationality is German. The historical thing there is still a question, if there is some impact which is linked to our history. The acceptance of PR in an official way, besides the question who is applying this, is a bit different as it is the case in Great Britain or in other parts of Europe or the USA and that this might be linked to our history and especially to the Second World War because of the link to persuasion, manipulation, the guidance of opinion and in that way linked to propaganda. My first personal impression and feeling is that it has still something to do with our history and that the public wants to stay in distance to that. That might result in the fact that bigger companies are applying PR but that do not necessarily label these people who are working for as they are our PR people.

McQ: I am not sure; there surely are some differences according to the national context or the history-background. I think the American place is different I think much greater acceptance and recognition of PR entirely neutrally as a skill that has been [...] and taught within programmes of communication. But that is not the case in Britain. It hardly has gained recognition I don't think in communication schools. I don't think that has to do with the suspicion of propaganda's dimension. I think it's partly a certain snobbery and a kind of attitude to advertising. That is negative for reasons of [...] It is a kind of snobbery but not a social snobbery, but an intellectual snobbery perhaps. That has tended to well it is not just PR but in this position journalism, too, is regarded as a suitable subject for [...] education in England

I don't think this connection with propaganda in history has particularly to do with the war or that bit of history. I think the image of propaganda has been established after the First World War. There are a lot of books and writings about propaganda in English language in the 20<sup>th</sup> and 30<sup>th</sup>. I had been discovered that it was along with the mass media, film and radio and pressing posters and mobilisation and advertising/mass advertising but then mobilisation for war in national, different countries. Different purposes had created a belief in propaganda and an opposition, negative attitude to it as well but at the same time a belief in the power, empathy and criticism of it. That was a sort of context that is linked a little bit with PR. But I must say, my presence of PR, probably a bit out of date, I don't there is any stigmata in the United States. I think in large areas of Britain as well as the territory of research and study it does not anymore have any application except anymore negative impression. You are more likely to find it in business schools I suspect than in academic areas [...] of communication.

McQ: May I ask you a question because I wasn't quite clear when you mentioned the purpose of the research enquiry. You said use of PR by German communication agencies. I was not quite clear what you meant by communication agencies because for that means probably PR firms, companies that take on professional communicators. Could also mean media; Reuters?

MD: We are not talking about Reuters or other information agencies. It is a little trick I tried to use because when I started to map out this market as a service field – offering PR services for any kind of third parties: business organisations, NGOs, I found out that this market is not consistent that you

can say that there is just one kind of service agency on the market. So you have lobbyists, freelancer, you have people who call themselves just consultants; you have traditional subsidiaries from advertisement agencies like Grey, BBDO and others and they have sub-companies which are dealing only with PR services. They are only PR companies. In order to have the chance to frame them I used the term communication agencies and I tried to define it as clear as possible in the methodology chapter in order to state I made a sampling of the thirty strongest market participants. Then I will try to ask them how they think about the field and so on [...] but as you have said they are only PR agencies

McQ: I thought you probably mentioned that - something like that - because it was not exactly recognisable to me.

MD: [...]

McQ: My most recent notes of PR comes from a very good conference, a new European association, it was held in Brussels last year [...] it was “professionally communicated” or something like that [...]

My impression was that there was a whole new ground, confirm and my impression that there is a very new large area opinion polling, advertising PR and that is a complex of activities suppose that you are in that area you are talking about [...] a set of activities practices

MD: Let me go back to term itself: the German word “Öffentlichkeitsarbeit” [...] the problem is - it is not a good way to translate it just directly because if you translate it “Öffentlichkeit” would be just public and “Arbeit” is work means working with the public.

McQ: It means a bit more than public, doesn't it?

MD: The meaning behind it is in German language a bit different as the understanding in the German society is different. If someone makes Öffentlichkeitsarbeit in the German society then the first understanding would be you have just someone who is the press man in a company and is then dealing with any kind of questions or comes from journalism. Of course, this would not cover [...] under our understanding of the role that someone is really doing professional PR-work by keeping relations to diverse stakeholders in order to establish trust and so on [...]

That's why I just like to ask you whether you think that PR as this kind of term would in a more or less acceptable way label this kind of activity of a job in that part of the communicational field?

McQ: [...] my understanding of the term PR is rather narrow. In my own impression it has to do with commercial, favourable images e.g. anything that will achieve that end: giving Christmas presents, inviting people to the opera, sending them mailings, anything that is promoting a positive view of an objective, firm, institution. [...] that how I tended to understand it [...]

Somehow there is a certain dissonance because [...] I am not quite sure how fare the public is with the correct word because the public imply some general [...] the more the emphasis is only the public and less on the relations

MD: I am thinking of the stakeholders.

McQ: I am thinking the more you are [...] the more you are talking about PR you are in the field of personal contacts and manipulating the environment in which the client might be, it is more personal than public. What does PR stand for it is Public relations not personal relations? That is the whole dimension to me -personal it is a tension.

MD: What have been the most important changes of PR? What do you think?

McQ: My first impression would be that the main changes have been the integration of activities, the bringing together of different of methods, of means, of channels and activities [...] it is more complex for instance PR would see now to evolve more research into the context beginning and the more monitoring of what is going on, more evaluation [...] opinion polling, focus groups, [...] that have positive outcomes for the purpose [...] it is also a matter of scale but there are many more techniques.

MD: Did I get you right, when you indirectly say that they are going more and more in line with classical marketing activity – so if someone is planning a communication campaign that they are trying to optimise [...] ?

McQ: Yes, in a sense it is like marketing. But it is selling rather a reputation than a product... that involves different goals and matters ...

MD: It is more the interest of the creation of immaterial value, right?

McQ: mh [...]

MD: Do you think Public Relations can be considered as an independent occupation? Or is it just a part of the puzzle with some overlaps and does not reach this stage?

McQ: I am not sure. To answer it I need to know more about what it actually is. If it is an occupation – it could be considered one – I think it probably is [...] as a designation of a ground work [...] if you asked what an occupation was and [...] you said what does that involve [...]

MD: What are – in your opinion – essential attitudes (attributes) for someone who likes to work as a competent PR practitioner?

What skills does this person necessary require? Where and how can this person gain these skills?

McQ: In neutrality, I would say an open-mindedness [...]

MD: Would you think it should be necessary knowledge which is obtained at a university?

McQ: Well, I think they are pretty much the same as for any for the communicational occupations [...] all the relevant skills [...] which involves: a technique of putting together messages or a programme of message, skills of understanding the context of the target group and the larger context, there are some essential skills of social sciences, sociology, psychology, at least it could be quite a few other possibilities branches [...] of social sciences, of course creative skills as well, imagination is also one of the skills which is not easy to gain too, but you will need it.

MD: A kind of flexibility?

McQ: Flexibility and imagination and flair of ideas. The image of PR, of having the personal and attractive personality to transport positive views [...].

MD: What kind of companies or organisations should in our view apply PR for their activities?

McQ: Well, it is absolutely clear that every organisation does it (universities, hospitals, children's nursery schools and so on). There is still some link between using Public Relations and trying to change things in your own interest I can't say in general that is a bad thing for any organisation. The question is whether it takes enough account of those who are dealing with, the self-presentation of an organisation - it can become misleading by a mission [...] it inevitably less than complete. So there are areas in certain times of

situations where it might not be appropriate PR transparent in a sense for ethical reasons that it should be clear PR is been engaged that is usually just normal, everyone who gets involved usually in this context is fully aware of this [...] between the sender and the receiver [...] it needs to be sensitive to that [...] It is a normal experience to see some presentation [...] you know [...] number of serious failings [...] just pointing to the fact [...] the job of PR advocacy is not the same full and frank information [...] it is selective [...] reaching this ideal.

MD: Do you think that there can be some factors for applying PR in-house or giving it away?

McQ: I can't answer that. [...] There are certain issues, cases where it might be risky to let it out of your control, the control of the core message, the forms of words, - [...] it is an absolute question.

MD: My next question is related to crisis communication. Do you consider crisis communication to be task within the field of PR?

McQ: Well, it depends on whose point of views you look at it. [...] for the victims of crisis there might be some suspicion towards PR [...] there is no legitimate face of it [...] so I think there is a place within [...]

MD: Would you say that professional crisis communication in that sense of PR has to be applied continuously? Let's say that you are running and thinking about a crisis case in advance or is it just something that starts when it is too late?

McQ: There are various kinds of crises and think that has to be decided. I am thinking for flood crisis for example [...] the risk is known and therefore you have programmes activated for dealing with them [...]. I think PR has a place where something is no planned breakdown of a system, as a way of avoiding

panic for instance, some unnecessary response, a filling of communication [...] does have a place in that context.

MD: Is the appliance of PR able to create competitive advantage for an organisation?

McQ: Yes, I think so.

MD: Do you have an example in mind? It can be a neutral, of course without naming any names.

McQ: In politics for example.

MD: Do you think that specific business behaviour is necessary for a company to perform credible PR-work in each addressed public or stakeholder? In other words does the behaviour of an organisation have to run consequently in line with the transported information how they present themselves?

McQ: Yes, it should leave ethics aside in the end it's going to be contra productive in the short running [...] if it doesn't [...] in the long term it has to be consistent.

MD: Mr. McQuail, due to the fact that the conference programme which I have to attend has started some minutes ago, I have to say thank you very much for your time and the answers you gave me. It was a pleasure for me to have the chance to talk with you personally at such a very nice place. (*old Tartu city*)

McQ: You're welcome and hope I was able to help you within this topic. I will take your card and send you an e-mail once I am back at home with some helpful links. MD: Of course, I would be pleased if you have any further information in your mind which you think would be helpful for me or any persons you know I might consider (?).



**Volkswagen AG**

**Interview with: Mr. Andreas Meurer**

**Company spokesman / Head of Communication at Volkswagen**

**Location: Corporate headquarters at Volkswagen in Wolfsburg**

Answer: I have studied Journalism (Publizistik) in Münster. When I had studied there were still not many courses of study in Germany which dealt with PR or Journalism. There was one school for Journalism in Munich, one Institute for Communication in Dortmund and something else in Hamburg. However it was more or less confined to this. Journalism had been relatively theoretical studies. That is why I always tried to benefit from all offers which had been with a practical orientation. At that time the head of the School of Journalism had been on the spot in Hagen, where he gave us documents about how to write press texts. I tried to be in line with that. There is a table reserved for regular guests who have studied together with me. All my former fellow students went into the media.

However I realised from the early beginning, that I would choose the industry. In retrospect this has turned out to be a right decision. My former fellow students are now employed at Lüneburger Volkszeitung and are doing the national newspaper part.

=> Where or when had this special interest for PR-communication evolved? As it is usually something where one is not directly lead to in Germany though you are interested in communication?

Answer: I am not pretty sure, where that has come from. It has been the common career. During schooltime I have already contributed to the school magazine und have been committed in the drama group. My journalistic handicraft surely dates from this period. In addition I always had good German marks. These early characteristics versus natural sciences in favour of the other subjects early emerged which predefined what has followed. I have never dreamt of working at Spiegel and being the big investigative journalist. However I realised that this field in industry might be a quite interesting one. In retrospect and comparison to my mates I certainly covered the broadest media field. You are doing cover pictures with a photographer of Time-Magazin, you are doing printing work, you are dealing with TV and you are busy in every kind of media type. I have been some years abroad together with this company. [...] I am certain that I have seen much more in sense of different topics, countries and media than other journalists in the same allrounder function. They are usually completing their education, doing a traineeship or studies and are subsequently going to any kind of newspaper where they are growing old.

=> On which professional path did you get to VW?

Answer: It was by coincidence. During my studies I did empirical things at Prof. Dr. Mertens which included VW-related things in PR. That means empirical things such as data collection on exhibitions. That had been my initial points of contact with this topic.

=> Congratulations to your changed job position.

Answer: I am now a kind of „Old-antisocial“.

=> And are you happy with that?

Answer: Yes, indeed.

=> ... it always depends on the phase of life.

Answer: You will notice it when you are doing PR. There are always various phases.

In my first VW-time about twelve years I wrote everything which left the company on its press page. Thus it was clearly confined to writing press releases. After that I supervised those people, such as photographers, television crews, etc. who went into factories. [...] Thus it has been a rather supervisor job.

=> Did you have to check, that they abide to given agreements?

Answer: It was about showing and explaining things, conduction interviews, let somebody take board photos in the production hall, knowing what happens to trainees and engineers in the stores, etc.

For a while I have been a company spokesman. That has been the time in which Hartz become apparent as well as the “four-day-week” and Lopez. In this period I talked to the media the whole day. I had no longer had to write or to do research regarding internal figures and other things. Other colleagues now adopted it for me. I represented things outside and fulfilled a pure company spokesman function.

=> I guess it is difficult to do both at the same time as one day has only its known 24 hours.

Answer: Then I had been in Hong Kong. There my focus was on organisation: I built up mailing- and distribution lists, briefed different importers of VW and provided them with materials. It had been a purely organisational job, where journalists had been only indirectly involved. It consequently changes with time.

Now I am hardly exclusively dealing with budget and human resources topics as well as crises PR. Daily business, for instance how many employees are working in Wolfsburg? ... Does not count to my tasks. I even do not know it.

- *My following questions will now address different areas and corners, which partly are not much concerned with practical, daily business. That is why I have meanwhile a relatively profound overview of literature due to one year of German literature research and another one of Anglophone literature research and I now know what has been written and what is still missing. Some questions might sound banal or obvious; however I pose those questions because till now nobody has answered them. It is not meant to push you in any direction. You can answer it positively as well as negatively or skip it. I like to have your statement – as though I can reflect about them and have my own opinion – I cannot reference on me. That is not academically.*
- As you are already dealing with the field of communication for a long period, you will certainly know that there is a variety of terms which are used to describe Public Relations, which is the internationally valid term. From an academical point of view there is a vivid discussion about the definitions of PR. It is about how it separates itself within the field of communication. I would like to know which term do you prefer in daily business and why? Perhaps you can provide me with an assumption why this is the case and why it is debated?

Answer: If I have to explain to somebody in English what I am doing then I am talking about PR = Public Relations which is understood.

In German it is a little bit more difficult: Generally we are using the term corporate communications. We are communicating everything which the company communicates outside. Otherwise I would apply the old term Öffentlichkeitsarbeit (Public Relations). Of course, I know that there is much discussion but it is a highly academically one, which purely and simply does not interest practitioners like me. In contact with other people you notice that there is the danger of causing misunderstandings. When I am saying: "I am working in communication" it is not enough. I have to specify that I am for instance not dealing with advertising but that I am dealing with classical corporate communications which sometimes results in consequences such as last week:

An agency of Hanover liked to acquire orders. They knew my role and already knew me from further businesses in my former function. They presented me diverse projects which they liked to carry out with us. Unfortunately I had to say after half an hour: "Your presented ideas are in my understanding of VW part of Marketing. You have talked to the wrong person." That even happens to agencies which personally offer communication. They walk right into a trap and waste energy on my person as they have talked with the wrong one. There might be some exceptions: If corporate communications is totally convinced by something it might be the other way round and Marketing will be later come in. But this way is usually too complicated. This chaos of defining the term reflects what is happening in the market. I think it triggers a huge uncertainty on all fronts.

In USA the PR-week magazine for instance carries out a survey among Marketing people once a year to find out which tool is best qualified and suited in Marketing, classical advertising, direct speech or direct mail to fulfil which task.

Meanwhile Marketing people often think that classical PR is the better tool for hardly anything they are doing where classical advertising fails. It is a trend which proceeds in the USA for some years and which has already slop over to us. We are then generally talking of “integrated Marketing communication”. Such things are constructed to make Marketing people think it is no longer working what they are doing classically.

In Germany there is a variety of television channels: If we are promoting a new car on TV, we always spend huge amounts of money and never address our target groups. The same applies to the print media. Once there were only two weeklies: Stern and Spiegel. Now there is Focus, etc. [...]. The whole media landscape increasingly splits up be it TV or print with Internet. A simple, classical advertising always fails. Car manufacturers react to this phenomenon. If I sell Mars, Tempo handkerchief or Coca Cola it is again different. Everybody tries to address the customer directly. Topics such as direct mailings, direct customer approach, events at agents and distributors in order to make the product come alive have become more important. People try to avoid those spreading losses as well as spending huge amounts of money for TV spots but to ask themselves where my customer is and consequently address him directly.

*=> Ok, I got your point here. As you can see I have a special educational background in this context (I showed him my business card)*

Do you think that, apart from trend, PR is indeed a prerequisite for success or might it be over-enthusiastic as you still address people to some degree by applying the classical Marketing Mix?

Answer: What happens is a struggle for power.

Corporate communications is a function of the CEO; at least in big companies. Marketing is a sub-function of the sales department. As a consequence Marketing people fears to loose ground and try to make everything „integrated“. This is aggravated by the fact that media becomes increasingly accessible for it. For the time being hardly any medium cries for redactional support for classical advertising. That ends up in a person of of Hessian broadcast who is jailed for two years. Product placement and paid editorial work rises, because the pressure rises in this field. That puts the Marketing man in situation that he has a million of advertising budget which helps to buy a bit of editorial work. In the past publishing firms had steadfastly refused it with weeping eyes. But nowadays it is common, wherever.

=> Ok. I cannot comment on that.

Answer: Nowadays you can almost buy into every bigger magazine.

=> Is it taken out in a way that content is more or less predefined before?

Answer: If there is an advertising budget which has to be used for half a year, editorial parts will be coincidentally integrated.

=> Well, the limit of viciousness is buoyantly and may start at the point how it starts journalistically?

Provided a renowned car manufacturer such as Volkswagen regularly books particular medium places by investing money then it might be an important customer which certainly results in a relationship of dependence. Then it will be a difference if this medium has corresponding special journalistic, is doing journalism and tests the new Golf and reports about it by providing its impression and view, regardless of customer relationships behind it or whether it is rather the results are influenced by the producer of the tested product.

That is now the question between theory and practice.

Answer: Yes, so far the theory. It is not about car tests but whether they take place. That is the topic. It is not that much about a journalistic judgement or whether they are reporting positively about us in every article, but it is about whether it takes place or not. There are lots of cooperations. Marketing people of course appear in this consciousness true to the motto we are buying some place “here and there” for you.

=> Thus it is to provoke a certain in-house gratitude.

Answer: Yes, indeed.

=> I briefly like to come back to this question of definition. Would you agree in taking the German translation Öffentlichkeitsarbeit as a synonym for Public Relations or does it depend on the person you are talking to? Do I talk to somebody who knows the subject and the sector and thus understands PR-communication and Öffentlichkeitsarbeit or do I talk to somebody who understands it as a company spokesman?

Answer: Öffentlichkeitsarbeit is the eldest term and causes least misunderstandings. In case of Öffentlichkeitsarbeit everybody thinks somebody is talking to the media. Once you are speaking of communication it becomes buoyantly. Corporate communications includes this word, too and should be thus clear. As soon as you are talking of communication the border becomes buoyantly as Marketing and classical advertising do not longer name themselves as Marketing but as communicators or doing communication though they are not doing it. They expensively buy a white page and paint something on it.

=> Ok, from a purely scientifically perspective that is a form of communication, too.

Answer: Yes, sender-receiver-channel-medium, yes indeed this stuff.

Marketing has diverged from its old, classical terms towards “integrated”.

Therefore the term corporate communications cannot be taken easily without producing confusion.

=> Ok, in so far I can follow. Based on my research and I can add in my defence that I not yet belong to a football club or government which defend the field of PR or Marketing; I am open-minded here. After my studies I directly started with this research. I however think that it is possible to cluster a lot of different fields under this term Public Relations if it is considered from an internationally perspective. This includes:

- Crises communication or crises prevention
- Agenda-setting
- Issue-management
- Change
- Political communication, etc.

As I see it, there can be a lot of diverse areas allocated within the communicational field and thus it is much more than just everything among the traditional stakeholder concept of relevance. In my opinion you can cluster a lot of communicational areas under it. If they are professionally applied they cannot be supervised and guided by one person or unity. When I walked along your corridor I have seen that it is not the case, as it cannot work.

Answer: The communication department is not here. Everything which you have recently mentioned: Agenda-setting, Issue-management, etc. is covered by us but we term it differently. Please hang on a minute, I will show you our organisation

chart. This is a general one. At the top there is a head of corporate communication. Leave me aside. Furthermore we cover the following fields:

- Investor Relations
- External relations
- Government Relations
- Lobby work
- Sport communication, as we emerge as sponsor for many projects as well as
- Corporate communications which classically copes with topics such as: finance, human resources, sales, sites as well as the whole range of internal communication including publications, Intranet and our Internet portal.

I am responsible for navigating everything. And there is a boss above it respectively.

- In addition there is a communication for the brand and product. Those people deal with the topic VW, as well as the products of the brand VW. They also have to talk about cars with Automotorsport and Autobild.
- A historical communication, an archive exists, too, as VW looks back on a long history.
- Last but not least there is an international communication which is the link to suppliers and subsidiaries abroad.

All these points are covered in communication. VW communicates within these areas and the whole external communication of this company is navigated here, exclusively the classical Marketing. That is excluded. That is the valid structure of our department. It also includes representative offices such as Automobilforum

in Berlin, which belongs to me. There is a visitor's service, which guides 30-40 people and shows them VW. Such things are integrated, too. Everything is carried out under the catchword: Corporate communications. The topic Agenda-setting and Issue-management is in charge of these persons and is for instance called Environmental communication. There is a so-called media desk / news room, where such topics are dealt with

=> That is an enormous communication flow, which goes over your lock.

Answer: That is the whole communication outwards. They are not all accommodated here, but the major part of communication is accommodated in another site in the nearby village. That covers 180 employees.

- I would be interested in a historical question: How would you assess the importance of PR in Germany from an evolutionary-historical point of view? Where are its roots? What does this entail (mean for) the communication field of PR, today?

Answer: Now it is about theory which is not so much my topic. As far as I know the whole topic started with a kind of Frühstücksdirektoren at huge conferences. That means Krupp, a BASF, etc. early had people in charge of talking to the media. Those people were frequently associated to the executive board or CEOs. If you e.g. look at VW in 1983/1984, without being absolutely sure about the figures, two spokesmen, who dealt with all economic, finance and other topics. Furthermore there were two spokesmen, who dealt with all product topics around cars and its launches. They were again surrounded by ten to twelve people. That has been standard for a German stock index (DAX)-company in the eighties.

Now there are 180 instead of 20 people. A lot happened. In the beginning it had certainly been a director or assistant, who had been allocated to the executive board and management and who had been in charge of talking to the media.

=> Do I have this right, that PR, as an extra field beside classical Marketing- or advertising activities, has been first contemplated this way following the Second World War?

Answer: That is right. It had been the matter for the boss before. The director did such things.

=> *Would it be possible to get a copy of your organisational chart or is it a confidential, in-house document?*

Answer: *No, that is no big deal.*

=> *If you like, I can keep it neutrally. But in any case it will help to understand things when I transcribe them.*

Answer: *No, big deal. We can do it.*

- I now demand a very, personal estimation of you. Where do you see today as expert of Public Relations the perception and image of this profession in Germany?

Answer: I know these field studies of different professions. Since recently there is a federal association of press spokesman (= Bundesverband der Pressesprecher), who yearly presents its analysis. Do you know it?

=> Yes, I do, though I have not read it yet. However I am informed about established associations in the field. As my focus is on agencies, the relevant two are GPRA and DPRG.

Answer: Yes, they are well-known bodies.

I do not think that there is a problem concerning image in sense of somebody tells a company what it wants to hear and tries to manipulate journalists which would be a negative setting. In my opinion communication is en vogue as a profession. If you look at all those people who are trying to get into this field. Those are plenty. It is a profession that has become much more feminine and younger. I am consequently an old bone in it. In ten years there will be more women than men within this field and it will become incrementally younger. For the time being communication – however understood, there are still a lot of misunderstandings among students, too – is held in high esteem. However back in the eighties and nineties it has rather be contemplated as something, where somebody had to manipulate journalists. From a journalist's point of view it was more like: "I do not like talking to them and prefer instead to talk directly to somebody of the company, as they are fulfilling a particular task." I think this contemplation is out-of-date, today. It had certainly been a period in which journalists rather tried to circumvent the press department. Nowadays they know that is fulfils a kind of service function. There are rarely discussions about what we are doing, whether we are doing it right and nice and whether it is justified.

- I like to prepone something. How would you assess your relationship to journalists in daily business?

Answer: That strongly depends on the respective persons. It is a human business. In our company you can find those colleagues who are held in high esteem in the market and as well those outside which are not that much appreciated. In our case reputation and company are always involved.

=> I assume, on account of your experiences, that you know the reason that some people are held in high esteem in the field and others not. That certainly involves particular behaviour patterns?

Answer: Yes, that is due to particular behaviour patterns. Let me give you a little negative example: I once did a mistake and worked at Bosch GmbH, for about ¾ year in Öffentlichkeitsarbeit as spokesman. Up to that point I did not know that renounces communication, but had been in the period shortly before 2000 an office for press defence.

=> But that had not been officially titled that way, had it? (laughs)

Answer: No, but it had been an office for press defence.

It for instance had the following consequences: a manager magazin called and said: „Mr. Meurer, you are now at Bosch, couldn't we do anything now?“ Then you have to learn: „No, we are not doing business with them, because in 1993 they have once written a negative story about us“. Of course, a Bosch, which is supplier and regarding its self-image rather cautiously operating that means it concentrates on OEM [Original Equipment Manufacturer = Original-Hersteller] and thus the car brand and is furthermore not listed in the German stock index, but being a GmbH, can proclaim: „I don't care about the economic press!“

=> „We are dealing in B2B-business.“

Answer: ... B2B and not quoted. Of course, it can proclaim: „World's press can do what they want, we don't mind. We are befriended with the Stuttgarter newspaper and the rest of mankind: Who cares? They could approach this topic differently, but they get used to this kind of Öffentlichkeitsarbeit and people are this introverted, reserved, reluctant, however you like to phrase it.

=> Does it imply that it has been refused, when you tried to explain to the corporate management that it is not the right strategy?

Answer: It has been rather clear that the Meurer had to leave it quickly as he had otherwise damaged his own image. As you are representing a company and it is not credible to state: “I am now the cool one and will communicate like the devil”, but you have to work in line with the standards and specifications of the company. It damages your own image.

=> I guess you have not resigned at once but tried for awhile to explain that we are on the wrong track and it will not improve our image in the long run but it would be better to change the communication strategy?

Answer: No kidding, I have recently met the former Bosch manager. They do not have an executive board but a corporate management. He mused for awhile: “Meurer, in my days, I did a lot of mistakes. We should have done much more. Now the new one is doing it fairly good. But me, well...” Thus he exposed his hindsight. You quickly notice when the whole corporate culture is different. That can be turned around by a single person.

One remark to my attitude to work: I know how media works and I know under which circumstances and time- as well as performance pressure they are working. You have to react quickly, call back quickly, report and answer quickly, do research quickly and be correct in all of it. You are consequently not allowed to lie. Every journalist knows that there is a point where Mr. Meurer does not report or only reports in excerpts those things which are publically suitable. Professionalism is most important. I think it will lead to good relationship.

=>That means there is a kind of mutual acceptance, because it is clarified in the understanding of one's role, that you represent similar to a lawyer an individual

interest, which does not imply that you are lying but which means that you are trying to push things positively in favour of your client or company and which suits the communicative, strategic aim. It may be that things are omitted which does again not imply that you are lying. It should be clear from a journalists' perspective that they have to do their homework by doing the end of research; so far the theory. I think, that it might not be given in real life, because time and financial resources lack which again leads to dependences as the information is directly taken even due to the fact of competition and it is released without much finetuning and rework.

Answer: Yes, indeed. Those times where people did research are over, if they had ever exists.

=> Aren't there any exceptions?

Answer: No. Even those huge topics, which the media has picked up, [...] I guess, it is absolutely misleading to think that a journalist sits down anywhere and says: "I will do research for a topic and I will see where I will end up." All huge topics have been initiated of somebody with an individual interest; be it Watergate or anything else. It is not about single, nobles and journalistic ability, but somebody has an interest that a certain topic gets going and pushes it a bit. That is what happened to most topics. Particularly VW is a company of political interest: the country Niedersachsen now Porsche, strong works council, strong IGMetall, etc. There are again and again individual interests which make aware to the media that there might be topic. It is subsequently our job to do research and inform to a justifiable extent, but of course not as far as it would be possible. Every journalist understands it. If you tell him: "Yes, I could tell it, but I am sorry, I am not allowed to." Everybody understands as well, if I say: „Sorry, I do

not know yet. But I will inform myself.” Or: “Forget about it, that is not true.” There are always topics which take place on this level. I am not doing daily business anymore. Nobody calls me and asks: “I need the number of Golfs which you have sold in England.” Every journalist knows that I would do nothing more than to give them a contact which will provide them with the relevant data. I get calls when it is about: “Mr. Meurer, I need some orientation.” What I am doing is basically pure background-communication or Spiegel and Focus are coming on Saturdays with any topic. Then agency journalists are calling me and say: “Well, Spiegel has written this or that what do you think of it, Mr. Meurer? Does it make sense to pick up this topic? Is it true or not?” It consequently deals with the topic guidance or orientation. It is not about making an agency announcement and they are writing a spokesman of VW says: “xyz”. As a consequence of trust, this journalist will cite than with a good feeling on something e.g. the Spiegel has said.

=> Well, I think it depends how detailed and dept the questions is which is exchanged?

Answer: No, it is about the big political lines, such as Porsche. It is about those topics or about the long kept secrets which premise factory location will VW choose in the USA? Will it be west coast, south coast or east coast? Then sometimes a journalist said: “I will now write down this town name.” and I countered: “do not write it, it is wrong.” He had written it nevertheless. Afterwards diverse agencies called me to ask: “Is the place right?” and I replied: „No, the place is not right.” No other agency wrote it and the single journalist was pranked. The following day we published the place. This person will never

write a wrong report again, when I am saying it is not true. I do not reveal the place, but I say that his place had been wrong.

=> Is the media able to put pressure on companies in this context? If the telephone would be ringing all the time but you will still assure: „No, that is not right.“ but would be put a certain external pressure on you to make the place nevertheless public?

Answer: No. (*after some hesitation*)

=> Are most topics or issues externally driven and you have to do with coordination and guidance with these or those topics, which will be proactively picked up; or may topics also be initiated actively by the company?

Answer: It is a mixture. We are strongly externally driven via media enquiries or things which happen in the company and attain to the outside world. It is strongly externally driven. That is why I cannot answer my wife's question: „When will you come back, today? “I do not know it, because I do not know what will happen. I do not have any percentages, but this is may be half of the business.

The other half deals with things, which the company like to make aware to the public. Tonight is for instance the awarding of the Golden Steering Wheel (Goldenes Lenkrad). We are getting awards, speeches are conducted, a press release as well as pictures will be published tonight.

=> there will be warm words (smirks). It is not an unpleasant event.

Answer: This is are planned events or there might be negative things as well: Yesterday we had to dissolve the Auto 5000 (= Car 5000). It will be integrated into public limited company (PLC = AG) and this will be communicated. That is one half of business. The other half is externally driven.

- Another short thing, on which you only have to give me short answers. At least considered theoretically if you like to explain to young students: What is PR? The conceptual understanding, that the company, organisation or customers are located in the middle thought as an agency and we consequently have our stakeholder-groups, which undermine “spider web concept” (Spinnennetzgedanken). Is it something that complies with your conceptual understanding or would you say, may be or not?

Answer: If you look at our organisation chart you can see our stakeholders. That are analysts, investors and journalists, the common groups. They are the mediators and within visitor’s service it basically is the customer who collects his car.

=> I like to add something: Would it be fair to say that the conceptual picture I drew on misses that on the one hand all relevant stakeholder groups could be listed but on the other there is no ranking of relevance and importance to see? In my opinion this is rarely the case. Firstly reality changes dependent on how the topic evolves and secondly they are not equally relevant and there might be cross-linkages between some stakeholder-groups, which nowadays exist, right?

Answer: Regarding VW it is on the one hand exposed by the size of department: Investor Relations consists of six to eight people, Corporate communications consists of twenty people and Product communication consists of thirty people. You need for instance less contact persons for analysts because the target group is smaller. Those aspects are considered. Of course, there is a different importance which traditionally leads to mistakes. Today, the topic Internet is certainly underestimated. You can analyse and carry out media analyses, etc.. But as far as I am concerned I can live and sleep well today knowing that there will

be no important topic which will find its way from the Internet into print media. Then I might have lost about 24 hours or else it had already been in the Internet but I can be certain that some journalist will call and make it known to me. Leaving the topic Internet-monitoring and monitoring of blogs aside, if something is important it will find its way into the classical print.

=> Well, that is possible if the topic is externally driven. But if it is something where you like to publish information you might steer the way of informations presentation, the amount of details and might prepare it in a suitable language style for the targeted audience. I guess that an investor would get other information compared to someone who would be addressed via a RTL-TV-spot or a VW internal Newspaper. My question is if you have to consider more these days as these groups are partly linked today. Could it be that you are running the risk that special informations - originally just for a specific audience – jump over to other stakeholders and by this becoming public before it was planned?

Answer: We consider that at any time. Meanwhile there is no economic journalist anymore who does not call an analyst if we present the topic. There are lots of analysts who call economic spokesmans too, in order to get to know their more boisterous view of things. It might be that the focus from our perspective is not so much on numbers but we can tell more detailed things about strategies and what's going on inside the company. There are overlaps. Today it is so that we invite directly journalists when we plan to have an important investor relations conference via phone. These kinds of conferences running with security loggins but we decided to give journalists directly the chance to participate because we know that they know that this meetings happen. If they wouldn't have the chance to participate directly, they would contact their analyst's afterwards and so it is

better they got their information directly from the first source. Of course there are links via Internet and internationality which makes the wheel run faster. There are lots of cross-linkages. That is the reason why the whole function of External Relations is consolidated under one person.

In many companies they are divided. Investor Relations is allocated to the area finance, etc.. In such a context you consequently have more need for coordination, because they are belonging to different corners within a company.

At VW however it is all unified. The head of Investor Relations is spokesman of financial topics at the same time. It is one voice which speaks with analysts as well as economic journalists. It is a kind of mutually intercommunication. If for instance a „auto motor sport“ is doing his webpage on which they are publishing a variety of economic topics around cars then we have to get involved. Beside this they will be interested to hype their webpage and present topics which they like to integrate at news agencies, too: “As auto motor sport reports online...” this or that. This is entangled and we have to consider it if we like to make use of it.

- Do you think that the application of PR-communication is nowadays possible in Germany and it is titled like that? Or is our society or parts of it not ripe for PR? How is the acceptance regarding your target groups? I mean, in some cases it is evident. If you talk to journalists and they know they are talking to you, everything is clear. What about target groups which are in focus of PR-communication but usually – if it is professionally applied like in your case – they do not obtain anything of this focused situation but obtain information addressed to them. Is it necessary to cope offensively with such a fact?

Answer: I think that many people out there do not understand for instance what I am doing. When I am at home on an old farm where I am often in contact with craftsmen and they ask: “What are you doing? “I am spokesman at VW.” Then you realise exactly, that they don’t have any idea about my job.

=> It remains reduced to the word spokesman.

Answer: In case of a blacksmith or bricklayer it is clear, what they are doing. But I do not think that the broad public know what a spokesman of a company is doing and what is subsumed under it. There is relatively much need for explanation.

=> Would you say it is due to the fact that in many companies – basically you also name it communication or overall corporate communications – the term PR is avoided because there are many negative German connotations which are connected to it? Confined to content nothing would change, wouldn’t it?

Answer: It is the American term and it is a bit too broad. Corporate communications that means it is communicated for a company is imaginable or press spokesman. That is why I personally prefer the term press spokesman as it is clearer: “I see somebody who represents VW by speaking with the press.” Everybody understands it. The term Public Relations is too broad.

=> It is to shorten the discussion and to simplify it, isn’t it?

Answer: Yes, that is right. It does not exactly comply with my job.

=> Yes, it does not comply with reality.

Answer: Yes, but it is nearly clear, though a little bit vague what I am doing. I think that you can not really benefit from the term Public Relations outside the world it belongs into.

=> I like to explain how I get up to it. It is not to make the topic negative but based on my literature research I got the impression that abroad – anyway whether this might be Great Britain, the USA, etc. – there is generally a much more relaxed dealing with the topic Public Relations and it is seen as self-evident compared to us. We have increasingly noticed the significance and it is also applied professionally at VW and others. However it is nevertheless titled differently which fits, too, and can be justified to prevent further discussion. I like to add a further supposition to prove it, but which is unfortunately not written yet. Maybe it is especially an issue in Germany and has something to do with historically applied ways of guided communication during World War II. Of course I do not assume that propaganda techniques of these days have something to do with your business today but the historical aspect might lead to the answer why the German society has a different understanding. It might be that it has to do with the way how a citizen on the street sees the role of media. This might be more critical as you and I would see it by giving the media a role as an independent fourth power which is able to strengthen and control critically a democratic system. It is not of note if you agree in this but it guides to the question if a profession which task it is to inform – and automatically influence – journalists and by this function being seen a bit sceptical within the German public, receives by this a more critical image compared to other parts of the world.

In the USA is the media ruled by just a few media moguls. That is in fact nearly the same in Germany but I know from abroad that company running their own PR departments as a matter of course. Even my University has an own Public Relations Officer and that's absolutely normal and accepted.

Answer: I think it is rather the misunderstanding about the term Public Relations. What does it mean? I think the term Public Relations, öffentliche Beziehungen might appear a bit political outside and it is not deeply understood what it implies. I am sorry, but Public Relations and propaganda in a sense of the Third Reich: those people do not live anymore.

=> [...] There are also increments to the extent of accompanied opinion guidance without equating it to manipulation.

Answer: Abroad it certainly is much relaxter.

=> Even it is difficult to free oneself completely and try to think neutrally about it [...] when I am forwarding information to journalists, regardless whether they are positive or negative, right or wrong, I influence them because they will use these information. Due to this new information which they obtain from companies they might think differently about a topic or the article might evolve differently. Up to this point it is neutrally considered nothing contemptuous.

Answer: Yes, of course, a baby is crying in his cradle to manipulate his mother to take it out, yes, of course.

=> The understanding of opinion guidance is obviously different between those who apply it.

Answer: In my opinion people simply do not know – excluding young people, students or those taken their decisions, etc. – its effects. In Germany you can still perceive a relatively high bondage towards the media.

=> Yes.

Answer: Some years ago I heard it by my daughters: „Dad, it was written in the newspaper.“ Mostly my reaction had been: „If your father had not manipulated it personally, it is better not to believe it. Only because it was written in the

newspaper. That does not mean anything.“ It can be wrong. It can be a misunderstanding. There is at least a very small part which is right of it.

=> Is it in conclusion possibly a simple and truly human reaction that people don't want accept that even in a democratic state is no chance to inform yourself ballanced and correct in order to be able to create your own opinion?

Answer: There is no neutral information.

=> It is obviously something which even more intelligent people do not want to acknowledge themselves that it is reality.

Answer: No, the topic is a different one. There is no topic, which is not that complexe, so that I can present it. Every topic regardless its size is too complexe to be presentable.

If you look for instance at the bus accident with twenty fatalities last night, you can of course analyse it. If you really like to investigate what was going on you will require more than five hundred lines. What does the Bildzeitung have? Twenty lines. These twenty lines include a fraction of information which you would need to understand what happened. In addition I would rather wait till everything has been completely analysed and investigated and eventually say: “It was like that. That is the truth. That has happened. That is reality. But the media lack this time.

=> The reduction of information on provided time slots and program palces...

Answer: it is too fast

=> ... does not reflect the impact and channel of information of which it is feeded. Answer: Thus a picture of truth is created at the expense of those effects.

If you are inviting nowadays to a press conference about environmental protection in-house that means about question, such as: We have hear waste

water and outlet air – how do we deal with that? For the time being you cannot draw somebody from the woodwork. If I would invite to such a press conference, then only ten to fifteen people would arrive although it would have been done with the market- and brand power of VW.

If however the BASF would have had a big accident tomorrow and barrels would run into the Rhine and huge amounts of fish would die and I would invite in the name of VW to a press conference about “Environmental protection in-house” in Wolfsburg, hundred people would sit here.

=> Yes, that is clear.

Answer: Journalists strongly take into account topics which are en vogue now. I remember – I am doing these crises-PR topics – there had been a year in which a severe bus accident had happened. A bus had fallen on one side over a crash barrier and decapitated some people. Since that moment the whole summer had been full with news items: „Again a severe bus accident in ...“The topic was suddenly sexy and suddenly every accident which would have happened statistically just as often become a media hype.

=> Bus accidently happens now equally often apart from the fact that they are at the top of the headlines.

Answer: Or it is the other way round. We are in a silly season: Nothing happens. In the Andes a lorry falls in any chasm. Then it is suddenly in the daily news: Tagesschau. What is the relevance? The relevance is not at all. The fatal bicycle accident within a pedestrian area in Munster would be much more relevant for a daily news viewer instead of this stupid lorry in the Andes.

It shows that the selection of topics is arbitrary and agendas are set. These are effects where we strongly have to take care that if such an agenda is set that you

either join this agenda topic provided it is in your own interest or you ensure that you will not be involved in it. You may remember the Mercedes-test driver who tailgated on the motorway which resulted in the fact that a woman and her baby died

=> Yes I remember, she allegedly jerks the steering wheel as a result.

Answer: However it has happend. Anytime there have been court proceedings. On the first day of court proceedings another test driver – from another brand than VW – drove with its heavy vehicule through a garden against an exterior wall of a house into a living room. If the car had not been removed quickly and the family had not been paid off correctly, that they would not have had any reasons to go to newspapers – you will have a big headline in Bild newspaper the next day: “Now there has been a speeder of brand XYZ, too...”. Thus the vehicule has to be removed quickly, photos and pictures have to disappear quickly and they have to be paid off quickly with a huge amount of money to prevent that something even worse would happen.

=> Tomorrow the bricklayers have to come (laughs).

Answer: Yes. Agenda-setting is very important. In this context journalists behave like lemmings. They are running after those topics which are currently en vogue.

=> ...because they have to sell reports?

Answer: Yes, that's it. If you have for instance a chemical spill and a local news editor of Kassel is calling and asks: „What would happen, if Kassel's plant would burn down?“ because he likes to confront his reader with such a scenario. But it is no disgraceful plant. Yes, but it might be.“ As ill luck would have it you have to build up such a scenario. How many firemen would be available? How many oil depots are available?

=> I assume that your only chance is to create a pro-business scenario?

Answer: or a realistic one.

=> Yes, of course, but a scenario which does not present it as a monster at the end but shows that VW in Baunatal would be well prepared, if a fire would break out.

Answer: Yes, exactly.

- Which rights and functions does PR has within VW? On this diagramm it ends up with the head of corporate communications.

Answer: There is only the directorate. He reports directly to the CEO and is member of the corporate management.

=> This often is the litmus test in Literatur.

- Where does this communication function have to be located? Even the best staff will remain effectless, if it is at a place where even people with good skills cannot report their knowledge up to the top management. The other way around decisions taken from the top should be discussed with employees within the communication department. How is it carried out at VW?

Answer: That is why we recommend our subsidiaries and importers outside: the press spokesman or the departments belongs to the managing director, president, or however named but directly to the corporate management. It is realised this way at VW.

It is fatal for a company if communication is subdivided under Marketing which is again part of the sales department. Then it usually gets fatal. It is fatal enough, if it is integrated into Marketing.

We also plead for – sometimes we have to push it through in our subsidiaries – that a direct report to the managing director is ensured. That is the formal aspect about it.

But most important is acceptance. Then it is again a human business. How good is the relationship between head of corporate communications and the big boss who finally decides things, in confidential matters? It is not necessarily a question of hierarchy or linkages but it is a human business.

There are companies in which the CEO does not completely trust his head of press. That is fatal. That may evolve but it is in any case fatal. It is one of the reasons why CEOs normally exchange their publicity manager.

=> ... like in politics (laughs).

Answer: Absolutely. (laughs)

=> The closest circle accompanies.

Answer: Absolutely. (laughs).

It is to realise that every crisis issue which has to be communicated outside the company is passively driven and often the opinion of a committee. Provided there is trouble with a car: a recall story. The engineers in our R&D department will always say: “We did everything right. The car is great. The customer is stupid.”

=> Yes, it does not mean anything, if a window of my Golf falls down during drive.

Answer: The sales department would always say: „Do not talk about the cars, because I have to sell them. “The jurists would say: „Oh, product liability in the USA! It would be best to concede everything“. There are consequently many different fractions which represent different interests and opinions.

=> ... as it entails different consequences for them.

Answer: Somewhere in this conglomerate there is corporate communications which would say: „We quickly have to talk to the public and treat them honestly“. Then the question arises who will prevail? At VW corporate communications would prevail because the relationship between head of corporate communications towards the CEO is very confidential.

=> Thus we are again at the point that it strongly depends on the persons and the relations among them.

Answer: Yes, exactly and that is not necessarily a question of hierarchy.

=> Is it also given the other way round – regardless the rapport function?

Answer: Yes, the management has to inform the head of corporate communications about everything which happens, too. The head of corporate communications joins all board meetings.

=> Ok, that is sufficient for this point.

Answer: But it is again no topic of hierarchy but of confidence. I have once experienced it in another company with a crisis topic. Sometime there had been a huge telephone conference with jurists, the USA and technicians, etc. and after it the CEO asked thoughtfully: “Mr. Meurer, who lies to me?” Then he personally does not know anymore, what to think and only has one person left to ask. If the relationship is like that you can work to the benefit of communication.

- Do you think that practicing PR is an own profession? If so, why? From which point onwards is it seriously possible to speak of an own profession? What parameters and criterias have to be prevalent? Is it already the case for you?

Answer: I think it is the case by now. As I have started, there had been no specific profession. In my generation it had been all business economists who had been anywhere in Sales or Marketing and had changed or it had been former journalists who had changed. Professionalisation comes from other areas.

[...] I do think, that it is right how things are running at the moment that you have basic studies in the field of media where journalists and PR people are still together and are later specialising themselves on TV, print or the business/company side. How professionalisation is for the time being is quite ok. The question is what people are educated in university? From time to time I am giving lectures and I sometimes ask myself: Who is sitting there in front of me? The selection of people is still a bit difficult. Communication studies which are en vogue quickly have a NC which is quickly at 1,2 or else [...]

=> Can I conclude that there are still not enough experienced lecturers and teachers out of your field and age who can teach unbiased?

Answer: No, it is about the topic who gets into this profession. You are standing in front of 30 till 40 people and immediately realise that 2/3 are not qualified for the job as they are 1,2 high-school graduates: upright, silent girls who have never been drunken in a pub. That are people who will neither be qualified as journalist nor as press spokesman because they are extremely introverted and are usually not good in socialising. Sorry, they can learn the profession but they will never be happy. They can layout brochures or create webpages but they will hopefully do no journalistic work, no research for a daily newspaper and hopefully be no press spokesman. That is why many universities started to execute aptitude tests which make certainly sense.

=> ... if they will bring it to light (laughs).

Answer: (amused) Yes, they have to take care that things are fitting.

=> You certainly know that leading professional associations such as the Bundesverband deutscher Pressesprecher (Federal association of German press spokesman) tries to define consistent educational standards for the field of communication. A recent commitment is driven by the PZOK. [...] this organisation tries with assistance of the three most important occupational PR bodies, as well as diverse chairs, to define educational standards.

Answer: Could you please explain to me again, what does PZOK exactly stands for?

=> Examination- and Zertification organisation of the German Communication Economy. If you are interested in it I can email you some information. In fine: Does it make sense?

Answer: Standards would surely make sense.

However especially the societies which you have named first make a mark with never-ending meetings, minutes and society-ado. Most of spokesmen employed in companies take no stock in choral societies, pigeon breeder societies and the DPRG because they are those needless babble societies which nobody really requires. It is of course pointed.

What is the BdP (Federal association of press spokesman) doing? It is eventually a small gangster organisation. I know the boss of this gangster club very well and appreciate him very much. What have they done? They purely and simply noticed that there are no press spokesman clubs in Germany on a local, urban basis: in Munich there are for instance two: one of Siemens and the other one initiated of BMW; there is another one in Hannover led by the ADAC press spokesman. There are consequently loose pools. What are they doing? It is a

platform for getting jobs. It is a platform where you are talking and drinking beer. The BdP has realised to submit to press spokesman such an offer on a federal level which they really want. It is a platform to talk to each other and to look whether there might be nice, young ladies anywhere in the organisation. Furthermore it is a platform of job rotation. Those things had been demanded instead of never-ending meetings over years about theoretical questions regarding the profession.

=> I apologise for that. I cannot comment on this. I neither have deeper insight into the DPRG nor the GPRA.

Answer: But the BdP is doing it right.

=> I guess that it includes a kind of networking?

Answer: Yes, that is right.

=> Can I conclude, that you basically think a membership, no matter to which body, is a usefull thing?

Answer: DPRG and GPRA consist of numerous agency employees.

=> Well, it is not relevant for you as you are working in a company and the GPRA is an association for communication agencies.

Answer: As a student I still looked in this direction but I relatively early abandoned it.

This BdP makes the kind of job which this profession needs.

=> At least for the BdP we can consequently summarise that you think: It makes sense.

Answer: Yes indeed, they are gangster but it makes sense. (laughs)

I could tell you how they have come that long way and something about the business model behind it....

- What are essential attitudes of a competent PR practitioner? Where and how is he able to gain these skills? I like to add something to explain it in more detail: We have just now spoken about whether it makes sense for the field or not to define educational standards. I basically think that it is an area of communication which is today compulsively dominated by lots of people with journalistic background, business economists as well as people who have studied politics and entered the field as so-called lateral entrants. The number of these people will certainly decrease the more there is a specific alignment whether this might be an education or course of studies. This will presumably change. The decisive question will rather be: Is it beneficial for the field? Anyway whether you are operating for a company or an agency you always have a limited time slot for education and studies and if I would learn the handicraft in either company or agency I would have brought another subject from the start. These are opportunities which are limited. In that case you wouldn't be economist attorney in consequence of opportunity costs. It may not be necessary to make recourse to a molecular biologist who is simultaneously good at media – that might be too meticulous – but I think that these hybrid persons are productive?

Answer: I think a lot of interdisciplinary capabilities are necessary. It is rather necessary that the type suits and that they are more or less open-minded, communicative, may be even extroverted people which cannot be taught at a university. What you can teach there is a basic understanding: How to write an

article, how the media works, how are the processes behind it, etc. That certainly makes sense.

Another way could be to study “Technical writer”. You learn how to break down a technically complex matter on an understandable level. There are lots of things which can be professionally learnt and which make sense as part of studies.

In addition it sometimes makes sense to learn: How does the economy work? This is sometimes neglected. Basic economic skills are very, very important for sure.

The rest is much about learning by doing. We often perceive it. I had an assistant for some time now who came from a different field of the company and who had been convinced I will watch the Meurer doing his job for two years and then I will replace him. However it took some time to explain: Sorry, but you have never executed the handicraft. You have never before written hundred lines about a topic, you have never before written a speech for a board, you have never before been two days with a camera team in a factory, you have never before did the whole range of technical things which are part of the job. Positive about huge companies is that they offer to learn these technical things there.

=> Does he do it now?

Answer: Yes, he is doing it now. He is now in another site in charge of communicational topics. He has to deal with local mediums, care for local sponsoring and has to release the internal information sheet of the site. That means he personally has to write. That is a kind of basic education. Then you can of course contemplate which things are necessary at an international level.

=> Does it mean that beside some professional skills and practical adoptions from elderly colleagues, it is important to have some useful characteristics like the option to communicate with empathy and rhetoric competence?

Answer: Or may be a bit brusque.

I once had to choose a woman for Audi for the field Lifestyle Communication that implies a contact person for: Vogue, Elle and Gentlemen's Quarterly. That would not be my cup of tea. It is a kind of editors I have little use for. There had been three ladies who were doing an Assessment-Centre for three days. At the end they got a mark. Everybody got the same mark. But I could already have told you the first day which lady settles the race. There had been two good girls and one cheeky blonde woman. Sorry, but who will have to cope with Lifestyle-media: not those good, well-behaved girls. That does not work. They would never be happy with it which would finally not be make fun and pay off unless they would be mouldable to 100%.

=> ... which is uncertain. That is why you prefer to decide yourself for the person who already puts it across.

Answer: Yes that is right, the person who lives it and has the right behaviour.

- Inwieweit gibt es Änderungen hinsichtlich der investierten Finanzmittel für PR-Aktivitäten? Was für Gründe sehen Sie dafür? Ich habe jetzt suggerierend vorausgesetzt, dass das nicht immer gleichbleibend ist. Ich weiß auch nicht, wie es bei Ihnen im Unternehmen ist, ob Sie einen Kommunikationstopf oder Etat haben, an den man denke oder ob das schon gesplittet ist in Etats für Marketing und PR?

Answer: I am not allowed to mention the amounts. But classically Marketing has five till ten as high budgets as Corporate communications which is a DAX-average.

=> But you think in separate budgets?

Answer: Yes, we do. Each of our units has its own cost centre. Regarding an area such as corporate communications of VW you have of course to think about what is involved? That is a respectable organisation, which for instance includes sponsoring and the Berlinale. It covers a three-digit amount of millions per annum which we are using up.

=> Which definitely depends on the enormous company size, too. Can you roughly comment on the weighting of allocation? If you are not allowed to, never mind. I do not cause any difficulties.

Answer: corporate communications in proportion to Marketing is: 1:7 or 1:8. Within communication we have a clear focus at product communication, which are doing launches or big events for huge amounts of money. It includes exhibitions in Paris, Detroit, Genf or Frankfurt or the launch of the VW Golf. Millions are needed for it. If you are speaking of 100 millions it is not much. If we have ten new cars, etc. – it consumes a lot of money. Product communication belongs to expensive fields.

In case of corporate communications media analyses is carried out which is not cheap. We are organising press conferences each year, general meetings, etc. which is expensive.

=> Does VW predetermine which tasks are carried out inhouse and which ones are outsourced to external service providers or agencies to a predetermined financial extent?

Answer: It strongly depends on the company and the person in charge of communication. Some would never authorise agencies to do strategical work for us that they could tell us what we have to do. We consider agencies to be legs and arms. [...] We are doing the contents and say who has to come. Then there is one agency which carries out invitation management; another agency carries out exhibition stand construction, planning, etc.; another agency cares for technics and there is finally someone at the end who prints everything. So work like this is provided by agencies.

=> Thus it complies with the idea of an extended work bench.

Answer: Yes, of course. In product communication it is carried out equally. Which care is placed in which way? Who is to be invited on an event? What kind of event is actually envisaged? These issues are discussed inhouse. A world has to be created consisting of exhibition stand construction, technics, logistics, etc., which we purchase.

=> I like to add a question: Do your work with any criteria to decide at which point it makes sense to go for an outsourcing strategy and when it's better to do it inhouse? Is there a side to be preferred?

Answer: It is simply about when will things have to be outsourced. We have a layouter. However necessary equipment, workshop, computer, etc. is not made available for her. Her job is to judge and assess things, talk to agencies. But it is not possible for her to print (paper) boards for me because of the missing infrastructure such as printer. Of course there is somebody inhouse responsible for TV and video. But this is as well nobody who has cutting places there for e.g.

cut things just right there. We additionally require external craftsmen for events and we require those persons who are planning and executing it.

=> It is thus something which is decided situationally?

Answer: Yes, of course. We for instance know next week is L.A. There is a certain lead time in which things have to be prepared and people have to be pushed. It is followed by Geneva and a huge management conference will take place in Dresden before Christmas, etc.. Events are planned with suitable agencies.

- How can you find out that our PR-work has been successful as you are covering a wide range of communicational activities? In how far does analytical work contribute to success?

Answer: We do not say anymore that we rely on our gut feeling which had surely been normal for a long time. We make media analyses. That means each of our markets, each of our subsidiaries makes media analyses. We are doing quite extensive analyses together with the FAZ Institute Prime.

=> Is media resonance analysis involved in here?

Answer: Yes, exactly. We evaluate each corporate event, each big exhibition, each production launch and thus carry out a quarterly analysis for all large markets.

=> Can you tell me, which portion of costs within a stipulated budget that you are using for a certain instrument does evaluation take in?

Answer: I cannot answer it for each event. It is a question of where you make a breakup. Media resonance analysis comprises approximately 1,0 % of the whole budget for communication. Then the topic of clippings via Observer, other

agencies, daily press reviews and evaluations is relevant in advance which comes on top and will be additional 1,0% plus/minus.

=> How often does it come across that you went further as a normal media resonance analysis can go and asked for direct feedback within your target groups?

Answer: We are doing it sporadically. You certainly think of surveys among journalists and stuff like that. We are doing it sporadically.

=> Or if you have addressed investors or staff with anything?

Answer: That has already happened. Investors have already been contacted and about journalists we still think over. But it takes place roughly every two years that you win a complete picture.

=> How is it carried out? Are questionnaires sent or interviews conducted?

Answer: It consists of a wide range of methods: Investor Relations carries out questionnaire actions as well as analyses of employees. That means which impact does the company magazine have on its readers? In this context a large survey among readers is executed. We do as well comparisons within the industry. It is subject to an industry wide standard. There are lots of industrial companies which are doing it that way.

=> In what dimensions does it take place? How many people are interrogated?

Answer: About 1000 and more. We have a quite big sample for internal information. Investors are a small community. In the field of journalists we had a sample of 300 people in 2005. That means here is again need of updating.

=> I like to add a classical question I always add if somebody tells me that he carries out media resonance analysis. Mir ist auch bekannt – insofern kann ich Ihnen da auch den Druck von den Schultern nehmen (laughs) – es gibt weder im

akademischen Feld aufgrund meiner Recherche noch in der Praxis jemand, der den heiligen Gral gefunden hat. Thus media resonance analysis is the most useful and least evil what you can take because it does not make you completely happy. In my opinion it is rather a comfortable crutch because this measurement ends up at a point which does not really interest me as a company, does it?

Answer: Yes indeed, it ends up before you reach the customer with the medium.

=> [...] Of course it is nice to know where the money has gone and that it has had this or that effect. But actually I like to know how has it affected my target groups?

Answer: Yes, this cannot be ascertained. This can be ascertained via circulation figures which provide me with a rough indication about the amount of recipients.

=> I have heard, that there are modifications such as the balanced score card systems where a weighting of quality in media reflection is tried to be integrated.

Answer: Shall I show you one?

=> (...) I'd be glad to.

Answer: This one refers to Paris and is still incomplete because the aftershow and the core magazines are still missing. You can see a very close sample period concerning the six European markets including the USA. The sample is bigger for online media.

=> That is quite extensive.

Answer: Then we evaluate certain points. One is for example the tonality regarding products and relevant corporate themes – 2009 crisis -, where nobody knows what will happen.

Here you can see trends of the last years, e.g. Coverage of small cars, coverage of alternative electrical drives. In earlier times there has been a peak and now there is a clear tendency.

That is show coverage. The following thesis underlies it: We tend more and more to take cars out of the main show and doing something else with them such as making photos and sending them around. So, we have a stronger focus on pre-shows today. This time we arranged barely doing any pre-show but therefore focusing on the main show.

Here you can see how our cars are performing in comparison to our competitors' ones. Golf is very, very well-placed and has been very successful which is partly due to the fact that it has been exposed in Island at the same time. Thus this peak is achieved.

=> Aber weil dieses Modell für Volkswagen als „Volumenprodukt“ so wichtig ist, bekommt es doch auch einen anderen kommunikativen Schub, nicht wahr?

Answer: Yes, that is right.

=> That means it is not treated equally fair compared to other products?

Answer: Yes, of course, we are putting more effort into such a car than into others.

=> Insofar is the success of the Golf reflected as VW is investing a higher effort to communicate this product?

Answer: It is for sure more efforts are made. You can for instance see such an effect here. If you are doing too many pre-shows, you will loose on the main show. We know that of course and as you see here the chart is showing that.

That is the trend analysis. It is about how the different cars are evaluated. On a car show all cars will be evaluated positively in principle.

=> Who ascertains this study?

Answer: FAZ Prime Institute.

This evaluation is structured according to brands. This is about the Trennung of classical media towards online media. Here we know that we have still to catch up.

Regarding the list of the 95 top online media you can notice which cars worked well.

=> There are certainly aspects which have to be considered for a longer period or over and over again to realise what is relevant to me and what is not.

Answer: Yes, of course.

=> I think, it will be for instance nice to know how a Lamborghini behaves within the media but it would presumably not be of great importance.

Answer: No, but Lamborghini will now intensively filter and check its Lamborghini figures. This is only a rough analysis for me as a company.

=> Yes, that is clear.

Answer: The figures are made available for it. These are the groups. We consciously did not conduct any interviews with executive boards. I consequently cannot expect any corporate coverage. I never wanted any, because it was foreseeable that everybody had started with this „crisis cant“. Then I prefer to shut up and remain in a moderate area here but the volume of coverage remains relatively low.

If we take a look at how our bosses have performed? How did they perform in each media type? We did zu too little TV with the CEO which we know and we know why this is he case. We are working at this topic.

Here all trends are exposed that means what happens: It goes in the direction of small- and compact cars. These are the analyses which are executed continuously for all kind of occasions.

=> Many thanks for this insight.

Answer: No big deal. Now you can of course extract a lot from it and compare it to others. You can compare different brands and based on this data you can arbitrarily go into detail.

=> Can you please explain to me in rough steps what VW understands of a communicational concept in your area? How is it applied?

Answer: There is an overall communication plan which concentrates and orientates itself on the developments which take place regarding our products. We are a product-driven company. The biggest corporate events are integrated into the overall communication plan which includes: plant openings in Russia, JPKs, general meetings, different brands as well as product events. Then we have the big motorshows where the GTI and the Polo will be presented in a “emerging markets” version for India and Russia. There is a time schedule on which informs about these communication events. For each event you ask yourself: How do we contemplate the car? How do we like to place this car in the media? It will be broken down to: How will the car be photographed? If I am talking about an Audi A6 as a sporty urban limousine this car will be photographed in an urban environment for the press.

=> Yes, indeed.

Answer: In addition the message has to be taken in to consideration: Is a car presented as valuable, innovativ, etc.? It will be all defined. These aspects will be integrated into overall communication plans which are again synchronised with

overall marketing plans. This runs parallel. After that these plans go to the markets and countries and will serve as a basis for PR-practitioners who have to plan for the coming year.

=> Regarding this aspect, do you consider it important that communication is entirely integrated and runs as a synchron system?

Answer: Yes, there are committees which ensure it. There are committees between communication and Marketing which talk about these matters among each other and finetune these plans.

- What are the main reasons why VW has established areas of PR communication? Which areas are most commonly used and why? I assume that there are focus areas?

Answer: Yes, there are focus areas such as Investor Relations.

In addition we are a DAX-quoted company on which doubtlessly had kept an eye on for known reasons.

As commercial enterprise the area of Personalstandorte is very important for us. In Germany we are one of the biggest employer. Where we are represented by plants we are in any case the biggest one. That means we strongly focus on our feature as automobile manufacturer as well as employer.

However the main focus is certainly on our products. The advantage of product topics is that they can be controlled. All other topics are rather approached to us. Product topics are usually positively controllable. It would be fatal to provide much more money for business communication and in return reduce money and staff for product communication. We live thanks to the product and communicate

the product, too. In terms of budget there is certainly for both most money in this line of products.

=> Regarding the significance of topics I have noticed that you are also dealing with the area of representative offices. In my understanding it includes monitoring political issues to secure crises prevention, which would be Public Affairs, Lobby work or political communication. Is it especially important for you? And can it be located in the area of PR?

Answer: You are talking of the topic Issue Management.

=> [...] instead of crisis you could as well speak of monitoring or prevention.

Answer: Yes, the question remains whether it evolves like this.

In Brussels and Berlin at the VDA (Verband der Automobilindustrie = German Association of the Automotive Industry) we of course pursue matters such as: How does legislation evolve regarding CO2, noise, pedestrian protection, etc.. Conclusions of it are forwarded to the executive board and technicians to check what we have to operate in the long run (five to ten years) with our cars fall in line with legislation. Where is legislation going to? Those matters are collected, pursued and edited. Furthermore in our function of business communication we have to form an opinion together with our colleagues: What is our opinion to this issue? What is our position?

=> What information do we like to provide our decision makers.

Answer: We are talking about topics such as tax exemption of automotives – if it will come – or the scrapping premium, etc.. There are positions which are primarily developed here: What is our position towards it? We prepare this and setting standards for communication. It serves as a basis for representatives outside the company who have to comment on such topics. In advance to each

bigger exhibition or each bigger event as well as in advance for each appearance of our executive board abroad – yesterday for instance Mr. Winterkorn had been in Berlin at the Automobilwoche (= Automotive week) on an open forum – they are provided with information how they can comment on the topics A, B, C as well as all other topics which we can anticipate to be asked by journalists. On account of our experience we collect which topics might be en vogue for journalists? What questions are asked to us, to spokesmen? These collections are subject-specific subdivided into environmental topics, plant topics, social topics, etc. and are resumed. How do we comment on each topic? These collections are updated every few weeks.

=> Please apologise that I have to return to it, because it is an extra issue I have to focus on and which is treated like this in literature, too: Would you thus locate areas such as Political communication, Representative offices (branches, Repräsentanz), Crises prevention or tax-critical topics in the field of Corporate Communications Public Relations? Is it right?

Answer: Yes, that is located here separately within external areas. (showing map)

=> Regardless the fact that you are Volkswagen-member and spokesman for this company but also based on your professional experience, do you think it belongs into that field?

Answer: It is a form of external communication which belongs into that field as the interconnections are very close. Every day we are talking to our colleagues there because the sector is dynamic and changes every day which results in communicative reactions from our part.

Example: Barack Obama is elected. Of course, we have now obtained enquiries of business editors: What is the opinion of VW regarding this topic?

=> What does it mean for us?

Answer: Yes, of course. We have to agree on what we are proclaiming. Do we like to snub Bush by saying: „Eventually we have a decent one.“ or do we go without. (*Both are laughing*) It is strongly related to each other.

- What is most difficult about applying professional crisis communication?

Answer: It is again about the value of communication within the specific company. In how far does a relationship between board committees, other committees and corporate communicators exist in a positive way? The better corporate communicators are informed and the sooner their voice is heard, the better a crisis can be managed.

In the past I often perceived that even at other companies the communication department has not been informed sufficiently or has only been informed about a part of the truth. This entails a kind of rearguard actions: Wherever something new pops up in the media the communication department is again and again forced to confirm and comment on ...

=> To release matters in homoeopathic doses ...

Answer: Yes, that happens to some companies. It especially concerns those companies with social unrest, where change of leadership or a huge staff cuts have been executed, etc. Those companies tend to seep information out of the company via different ways. Thus it is considerably important that the relationships are alright. It is a prerequisite to guarantee open communication. My motto is always: It is better to communicate fast and comprehensive – it is about “tabula rasa” – instead of postponing issues over weeks and being run over and over again.

=> And being again and again under fire.

Answer: I prefer a period of „Grit your teeth and get to it“ instead of a period in which experience again and again new peaks. This is endangered if you have not been extensively informed.

=> What is consequently the significance of PR-driven Corporate Communications for the corporate management?

Answer: If there is mutual trust it is very important. Regarding VW it would be certain that there would not be any occasion in which the head of communication would not be consulted.

=> Have economical impacts in this context changed the significance of corporate communication during the last years?

Answer: No. If a whole company economises then it covers all areas including Communication, Marketing and Production. No direct effect can be noticed here. In the course of growth of the corporate group the communication department has certainly risen, too – from 20 up to 180 employees. The significance of communication has generally increased in Germany and of course for VW equivalent to the growth of its company. 2009 will be a difficult year, as everybody might know. It is certain that budgets will now grow (bis ultimo) but that each person will be asked to make economies though it does not mean that things are interrupted, stopped or killed.

- Is it in your opinion directly possible to create competitive advantages via professional PR or in your case “Corporate Communication”? Do you have any examples for that?

Answer: Yes, of course. What are human beings doing? We are consumers who are buying products or we are graduates who are looking for a job. We have different reasons to look for a company. You certainly prefer buying a car of a company, which is well off, enjoys a good reputation and is economically strong instead of referring to a looser company. When you know that the brand Rover dies a retailer has a problem and has to ask himself: How will I still sell the car? VW has passed such a period, too. If you look at the development of the last years, Bernhard had said: „The Golf is too expensive, doors are too complicate, it is al to difficult and I have to close the factories for components. “ This has an impact on sales. I like to draw a rather primitive comparison. The Media Markt boss positions in the middle of his shops and announces in front of a camera: „Those TVs which I offer here are too expensive. Half a year later I will have better ones in my product range.“ Will he still sell anything?

=> This will presumably not have any positive effects.

Answer: Rather not. 1,5 years ago we consciously revived, relaunched the brand VW in a sense that staff can be proud on its work and the brand VW. The Golf 25 Mio. has been celebrated. This has been an important topic. We consciously presented the brand differently and much more positive. Lo and behold, the Golf V sold very well till the very last second. There is indeed a direct link between the outward appearance of a brand and the excellence of its Junior-engineers which can be acquired and how good products can be sold as well as many other aspects, etc....

=> Sure, it is certainly a question of attractiveness.

- What significance do ethics have regarding the practice of corporate communications?

Answer: In the beginning we already spoke about it. I have to deal open-minded, realistic and free of lies with the media.

=> In retrospect are there any situations in your expert life and your professional experience where somebody confronted you with something where you might not be liable in terms of the criminal code or might not be involved in any further conflicts due to ethical profession standards but where you nevertheless decided against?

Answer: It did not happen to me because I have worked my whole life in the car- and car parts supplier industry.

I principally would not work for the tobacco industry. There are some industries for which I would not work. I would never work for politics. In my opinion politics is an extremely dishonest business which is not my world. I would never do it. The insurance business would be for instance too boring. There are certain industries I would have problems with.

There is an American film where a head lobbyist or head of PR of a weapon lobby organisation, a head-lobbyist of the alcohol industry and another one of the tobacco industry are meeting weekly in a loose club to go for a drink together. Once a female editor smuggles in, seduces one of the men and thus gets all confidential information which she is broadcasting in TV. It is a comedy. It's again those persons like the tobacco representative who present themselves in a TV show with a child suffering at cancer and argues till the world is safe and everybody cheers.

*(Film: Thank you for smoking!)*

=> Do you think that certain business behaviour will be indispensable to practice credible PR-work or Corporate communications for the addressed publics?

Answer: Those are again topics such as credibility, honesty, etc.

=> It was not meant as a worst-case-scenario – I preach that I will build a super recyclable car which will compost after 50 years, etc. but it turns out to be different and bad. The overall question is whether it always has to run in line or is it possible to give a company gradually a different communicative image where reality only has to follow? It may be already realised by retailers or the market or we know we already have some things up one's sleeve and we start right now to work on improving our image or media appearance. Answer: You have to treat it very sensitive. If you exaggerate you are convicted of lying which would cause tremendous damage.

A topic where it becomes clear is: „innovation“. Volkswagen says: „most innovative volume brand “. For the time being it is difficult to deliver innovations to our target groups. There are lots of innovations in cars but it is all in an evolutionary area hardly exclusively in terms of Software. A new ESP which works more accurate, precise and sensitive is invented over and over again. But these are software topics which you cannot sell anymore outside. You consequently require icons. One icon exists which is not on the market yet. But woe we do not deliver in 2010 (*the UP!*). We are talking about the e-car. There are pilot production models which prove to do a good job right now. But we still have to deliver and it does not have to spread apart too much. You have at least to deliver in a foreseeable temporal horizon to prove it.

There are companies which currently exaggerate it and they endanger to fail. For instance BMW and Mercedes are doing attempts with e-cars: BMW with its Mini

and Mercedes with its Smart. They have a few hundred cars running. The battery generates temperatures up to 500° degree and be neither extinguished with water nor with foam because they produce oxygen by themselves. We are waiting for the first accident with such a car, where a Smart drives against a lorry in London and the battery will burst. Then the fire brigade will have to see how the battery will burn in the street metre by metre.

We think it is irresponsible to launch such cars.

Now Mercedes is well off: We have got the e-car. Big attempt [...] but they can terribly fail. We are very cautious before surrender something to customers. In any case pilot vehicles are sloted ahead before surrender it to customers because it would damage us, too, as it would unjustifiably repulse the topic of e-cars. It is a field where you have to be very sensitive.

I cannot announce economic or technical potence over years without delivering. That does not work. I have at least to consider the temporal horizons behind it.

=> In case you would have the feeling that it could be calculagble, the communicative potential would be there?

Answer: Yes, we are doing it: It is a topic such as Up! or e-car [...] for the coming year. That is Up!. That is the e-car. That is blue-motion. You can do this when it is possible to make reliable calculations. If it happens once it is no problem to postpone it if it explained in a honest and frank way. But you have to deliver in the end. Only claiming without delivering does not work.

=> Ok, Mr. Meurer I do not like to bring you in real trouble.

Answer: Yes, I have to leave. I will copy it for you.

=> That is very kind.

Answer: Please have a quick look, whether you need it. I think it might be interesting.

*(...Conversation with his secretary)*

Answer: Please take this one, too. It is very interesting. It covers some questions, which you have asked, too.

=> The title is known to me. I just wrote down the version.

Answer: They are publishing it yearly.

=> Yes, Mr. Bentele is very active there. Many thanks.

Answer: Is it the professor, who is doing this study?

=> Yes, I have already met him. Thank you very much for this informative conversation, your help as well as the time, which you have taken for me!

## Gesamtranking 2007 (131 Einträge)

PRINT

Rang 2007 (2006)	Agentur (Hauptsitz)	Honorar 2007 (2006) in Mio. €	Honorar +/- in %	Gesamt- umsatz 2007 in Mio. €	Mit- arbeiter 2007 (2006)	Mit- arbeiter +/-	Pro Kopf Umsatz 2007 in T €
1 (1)	<b>Pleon 2)</b> (Düsseldorf)   	50,70 (42,50)	19,3	k.A.	366,0 (315,0)	51,0	147,0
2 (2)	<b>MEDIA CONSULTA</b> (Berlin) 	29,29 (24,68)	18,7	36,44	263,0 (196,0)	67,0	116,7
3 (4)	<b>fischerAppelt Kommunikation</b> (Agenturgruppe) (Hamburg)  	24,10 (18,20)	32,4	39,70	212,0 (166,0)	46,0	120,5
4 (3)	<b>Hering Schuppener</b> Unternehmensberatung (Düsseldorf) 	22,75 (19,62)	15,9	k.A.	119,0 (110,0)	9,0	196,1
5 (5)	<b>Scholz &amp; Friends PR Group</b> (Berlin) 	21,06 (16,08)	30,9	k.A.	200,0 (151,0)	49,0	117,0
6 (6)	<b>A&amp;B Communications Group</b> (Frankfurt am Main)    	13,30 (13,70)	-2,9	k.A.	105,0 (115,0)	-10,0	120,9
7 (7)	<b>Oliver Schrott Kommunikation</b> (Köln)  	11,85 (10,76)	10,1	22,97	75,0 (73,0)	2,0	160,2
8 (11)	<b>Borgmeier Public Relations</b> (Delmenhorst) 	10,37 (8,61)	20,5	15,97	128,0 (110,0)	18,0	86,4
9 (10)	<b>Jeschenko MedienAgentur Köln/Berlin</b> (Köln) 	8,52 (8,92)	-4,5	k.A.	60,0 (62,0)	-2,0	146,8
10 (12)	<b>F&amp;H Porter Novelli</b> Internationale PR-Agentur (München)   	7,80 (7,45)	4,7	11,00	58,0 (58,0)	0,0	134,5
11 (16)	<b>Edelman</b> (Frankfurt am Main)	7,30 (6,00)	21,7	11,50	74,0 (61,0)	13,0	104,3

12 (13)	<b>Fink &amp; Fuchs Public Relations</b> (Wiesbaden) <input checked="" type="checkbox"/> <input type="checkbox"/>	6,50 (6,30)	3,2	8,63	74,0 (74,0)	0,0	90,3
13 (15)	<b>komm.passion</b> (Düsseldorf) <b>.GPRA</b> <input type="checkbox"/>	6,30 (6,10)	3,3	8,70	80,0 (71,0)	9,0	84,0
14 (14)	<b>CP/COMPARTNER</b> Agentur für Kommunikation (Essen) <b>.GPRA</b> <input checked="" type="checkbox"/>	6,20 (6,20)	0,0	14,80	96,0 (81,0)	15,0	79,5
15 (20)	<b>Faktor 3</b> (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/>	6,00 (5,10)	17,6	10,91	88,0 (85,0)	3,0	68,2
16 (25)	<b>ergo Unternehmenskommunikation</b> (Köln) <b>.GPRA</b> <input checked="" type="checkbox"/>	5,82 (3,77)	54,4	7,67	65,0 (44,0)	21,0	121,2
17 (18)	<b>Euro RSCG ABC</b> <sup>2) 3)</sup> (Düsseldorf) <b>.GPRA</b>	5,60 (5,50)	1,8	k.A.	50,0 (50,0)	0,0	112,0
18 (19)	<b>Leipziger &amp; Partner</b> (GPRA) L&P Kommunikationsgesellschaft <sup>3)</sup> (Frankfurt am Main) <b>.GPRA</b> <input type="checkbox"/>	5,38 (5,28)	1,8	k.A.	48,0 (48,0)	0,0	112,0
19 (23)	<b>häberlein &amp; mauerer</b> (München) <input checked="" type="checkbox"/>	5,20 (4,17)	24,6	10,50	83,0 (60,0)	23,0	70,3
20 (21)	<b>wbpr Gesellschaft für Public Relations und Marketing mbH</b> (Unterföhring) <b>.GPRA</b> <input checked="" type="checkbox"/>	4,50 (4,60)	-2,2	5,05	48,0 (48,0)	0,0	93,8
21 (33)	<b>LEWIS Communications</b> (München) <input type="checkbox"/>	4,28 (3,05)	40,3	k.A.	37,0 (28,0)	9,0	129,7
22 (24)	<b>MCG Medical Consulting Group</b> Gesellschaft für Medizinberatung (Düsseldorf) <input checked="" type="checkbox"/>	4,20 (4,15)	1,2	8,22	34,0 (37,0)	-3,0	120,0
23 (27)	<b>Johanssen + Kretschmer Strategische Kommunikation</b> (Berlin) <b>.GPRA</b> <input checked="" type="checkbox"/> <input type="checkbox"/>	3,82 (3,58)	6,5	4,78	40,0 (47,0)	-7,0	90,9
24 (26)	<b>KOOB Agentur für Public Relations</b> (Mülheim a.d.R.)	3,73 (3,72)	0,1	4,82	44,0 (40,0)	4,0	88,7

	<b>.GPRA</b> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
25 (28)	medical relations Kommunikation im Gesundheitswesen (Langenfeld) <input checked="" type="checkbox"/>	3,72 (3,54)	5,1	5,22	30,0 (30,0)	0,0	124,0
26 (29)	Engel & Zimmermann Agentur für Wirtschaftskommunikation (Gauting) <input checked="" type="checkbox"/> <input type="checkbox"/>	3,67 (3,50)	4,9	4,20	25,0 (20,0)	5,0	146,8
27 (22)	Publicis Consultants   Deutschland 2) (Berlin) <b>.GPRA</b>	3,60 (2,88)	25,0	k.A.	25,0 (30,0)	-5,0	120,0
28 (30)	Molthan van Loon Communications Consultants (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	3,40 (3,48)	-2,3	4,20	30,0 (33,0)	-3,0	113,3
29 (32)	ECCO Deutschland (Gruppe) (Bellmann, Gröning + Partner; EC Public Relations; PRGS; relatio PR) (Berlin) <input checked="" type="checkbox"/>	3,30 (3,07)	7,5	k.A.	44,0 (36,0)	8,0	82,5
30 (38)	PSM&W Kommunikation (Frankfurt am Main) <input checked="" type="checkbox"/> <input type="checkbox"/>	3,21 (2,90)	10,7	3,58	32,0 (32,0)	0,0	100,3
31 (39)	muehlhaus & moers (Köln) <b>.GPRA</b> <input checked="" type="checkbox"/>	3,20 (2,80)	14,3	4,10	34,0 (29,0)	5,0	94,1
32 (37)	Maisberger Whiteoaks - Gesellschaft für strategische Unternehmenskommunikation (München) <input type="checkbox"/> <input type="checkbox"/>	3,12 (2,96)	5,6	3,66	37,0 (32,0)	5,0	89,3
33 (45)	JP   KOM (ehemals JP:PR PR-Beratung) (Düsseldorf) <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2,96 (2,52)	17,5	3,26	33,0 (28,0)	5,0	98,7
34 (41)	Haas & Health Partner Public Relations + SanCom Creative Communication Solutions Connecting Healthcare Communications (Eltville) <input type="checkbox"/> <input type="checkbox"/>	2,88 (2,73)	5,6	4,75	28,0 (27,0)	1,0	110,8
35 (35)	MasterMedia Beratungsgesellschaft für Kommunikation (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/>	2,83 (3,05)	-7,1	3,68	24,0 (23,0)	1,0	118,0

36 (53)	<b>achtung! kommunikation</b> (Hamburg)   <input checked="" type="checkbox"/> 	2,80 (2,10)	33,4	3,93	45,0 (34,0)	11,0	70,0
37 (43)	PR-Partner Societät für Öffentlichkeitsarbeit <sup>3)</sup> (München)  	2,69 (2,64)	1,8	k.A.	24,0 (24,0)	0,0	112,0
38 (33)	Kaltwasser Kommunikation (Nürnberg)	2,62 (3,05)	-13,9	k.A.	25,0 (31,0)	-6,0	93,8
39 (109)	<b>Raika Kommunikation</b> <sup>3)</sup> (Hamburg)  	2,35 (0,92)	157,0	k.A.	26,0 (16,0)	10,0	112,0
39 (40)	HBI Helga Bailey International PR & Marketing Communications Services <sup>1)</sup> (München)	2,35 (2,78)	-15,4	k.A.	21,0 (21,0)	0,0	112,0
41 (49)	w&p Wilde & Partner Public Relations (München)	2,34 (2,32)	0,5	2,73	19,0 (16,0)	3,0	129,7
42 (47)	metropress Agentur für Kommunikation Agentur für Kommunikation (Frankfurt am Main)  <input checked="" type="checkbox"/>	2,31 (2,42)	-4,3	3,00	9,0 (12,0)	-3,0	210,0
43 (46)	Westend Public Relations (Leipzig)	2,24 (2,48)	-9,8	2,56	25,0 (26,0)	-1,0	89,6
44 (84)	<b>Media Concept</b> Kommunikation im Gesundheitswesen <sup>3)</sup> (Duisburg)  	2,24 (1,32)	69,7	k.A.	23,0 (12,0)	11,0	112,0
45 (54)	MediaCompany - Agentur für Kommunikation (Berlin)  <input checked="" type="checkbox"/>	2,21 (2,09)	5,6	3,50	26,0 (24,0)	2,0	88,3
46 (55)	impact Agentur für Kommunikation (Frankfurt am Main)   <input checked="" type="checkbox"/>	2,10 (2,02)	4,0	3,21	19,0 (19,0)	0,0	110,5
46 (60)	Serviceplan Brand PR (München)	2,10 (1,80)	16,7	2,40	21,0 (16,0)	5,0	105,0
48 (51)	Heimrich & Hannot (Dresden)  <input checked="" type="checkbox"/>	2,04 (2,17)	-6,0	7,98	48,0 (47,0)	1,0	42,5

49 (31)	Kuhn, Kammann & Kuhn Unternehmens- und Finanzkommunikation (Köln)	2,00 (3,10)	-35,5	3,10	20,0 (19,0)	1,0	100,0
50 (68)	Circle Comm Agentur für Gesundheitskommunikation (Mühlal bei Darmstadt)  <input checked="" type="checkbox"/> 	1,95 (1,66)	17,1	2,50	18,0 (16,0)	2,0	129,7
51 (78)	SCHWARTZ Public Relations Agentur für Kommunikation (München)  <input checked="" type="checkbox"/>	1,93 (1,40)	37,9	2,15	14,0 (10,0)	4,0	160,8
52 (64)	Schröder+Schömb's PR (Berlin)  <input checked="" type="checkbox"/>	1,91 (1,74)	9,9	6,58	30,0 (30,0)	0,0	63,7
53 (97)	pr nord corporate communications 3) (Braunschweig)  	1,90 (1,12)	70,0	k.A.	20,0 (15,0)	5,0	112,0
54 (58)	Krug und Petersen (Tübingen)  <input checked="" type="checkbox"/>	1,90 (1,88)	1,1	2,55	19,0 (17,0)	2,0	105,6
54 (93)	<u>Profilwerkstatt</u> Public Relations, Corporate Publishing, Direct Marketing (Darmstadt)  	1,90 (1,20)	58,3	k.A.	24,0 (18,0)	6,0	79,2
54 (56)	<u>vibrio. Kommunikationsmanagement</u> <u>Dr. Kausch</u> (Unterschleißheim)  	1,90 (1,90)	0,0	2,00	20,0 (17,0)	3,0	100,0
54 (56)	<u>index-Gruppe</u> index Agentur für strategische Öffentlichkeitsarbeit und Werbung (Berlin)  	1,90 (1,90)	0,0	k.A.	30,0 (30,0)	0,0	63,3
58 (66)	Hotwire Public Relations Deutschland (Frankfurt am Main)	1,89 (1,71)	10,5	2,43	18,0 (16,0)	2,0	111,2
59 (62)	Krauts PR (München)	1,87 (1,78)	5,1	2,93	24,0 (24,0)	0,0	77,9
61 (63)	MPR Dr. Muth Public Relations 1) (Hamburg)	1,79 (1,76)	1,8	k.A.	16,0 (16,0)	0,0	112,0
62 (65)	UMPR Ute Middelman Public Relations (Hamburg)	1,79 (1,74)	2,7	2,52	21,0 (21,0)	0,0	85,1

	<input checked="" type="checkbox"/>							
63 (70)	Communication Consultants Engel & Heinz (Stuttgart) <input checked="" type="checkbox"/>	1,74 (1,64)	5,8	2,48	24,0 (23,0)	1,0	72,3	
64 (0)	Plantamedium Agentur für Kommunikation, Konzept und Gestaltung 1) (Warendorf)	1,68 (0,00)	k.V.	k.A.	15,0 (12,0)	3,0	112,0	
66 (89)	<u>FLUTLICHT - Agentur für Kommunikation</u> (Nürnberg) <input checked="" type="checkbox"/> ⓘ	1,60 (1,25)	28,0	k.A.	11,0 (9,0)	2,0	160,0	
67 (59)	MMK Markt- & Medien-Kommunikation (Hamburg)	1,60 (1,82)	-12,3	k.A.	17,0 (24,0)	-7,0	93,9	
68 (91)	COMEO Werbung PR Event (München) <input checked="" type="checkbox"/>	1,57 (1,22)	28,3	2,95	23,0 (18,0)	5,0	74,6	
69 (74)	<u>Dorothea Küsters Life Science Communications</u> (Frankfurt am Main) <input checked="" type="checkbox"/> 😊 ⓘ	1,50 (1,45)	3,4	2,09	15,0 (15,0)	0,0	100,0	
69 (80)	KopfKunst Agentur für Kommunikation (Münster)	1,50 (1,39)	8,3	2,10	18,0 (16,0)	2,0	83,3	
71 (75)	Storymaker Agentur für Public Relations (Tübingen) <input checked="" type="checkbox"/>	1,49 (1,44)	3,2	1,79	17,0 (17,0)	0,0	87,6	
72 (88)	<u>rheinfaktor agentur für kommunikation</u> (Köln) <input checked="" type="checkbox"/> ⓘ	1,48 (1,30)	14,1	2,16	17,0 (15,0)	2,0	98,9	
73 (0)	Straub & Linardatos (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/>	1,47 (0,00)	k.V.	k.A.	23,0 (0,0)	k.V.	63,7	
74 (73)	<u>equinet Communications</u> (Frankfurt am Main) <input checked="" type="checkbox"/> ⓘ	1,46 (1,58)	-7,8	1,54	7,0 (7,0)	0,0	208,9	
75 (95)	Convensis Research, Marketing and Communications 1) (Stuttgart)	1,46 (1,16)	26,1	k.A.	13,0 (11,0)	2,0	112,0	

76 (69)	PRESSWORLD COMMUNICATIONS, INC. (Ölbronn-Dürren)	1,45 (1,65)	-12,1	k.A.	12,0 (15,0)	-3,0	103,6
77 (67)	<u>ad publica Public Relations</u> (Hamburg) 	1,44 (1,68)	-14,5	2,36	24,0 (24,0)	0,0	59,8
78 (82)	Faktum Marketing & Kommunikation & Public Relations (Heidelberg)	1,41 (1,36)	3,6	2,26	9,0 (9,0)	0,0	156,9
79 (84)	Topcom Communication <sup>3)</sup> (Frankfurt am Main)  <b>.GPRA</b>	1,34 (1,32)	1,8	k.A.	12,0 (12,0)	0,0	112,0
81 (83)	<u>Sympra</u> Agentur für Public Relations (Stuttgart)  <b>.GPRA</b> <input checked="" type="checkbox"/>  	1,30 (1,35)	-3,7	1,35	17,0 (16,0)	1,0	76,5
81 (86)	xmedia agentur für markt-kommunikation (Heilbronn)	1,30 (1,30)	0,0	1,50	8,0 (7,0)	1,0	162,5
83 (104)	AxiCom (Puchheim)  <input checked="" type="checkbox"/>	1,28 (0,96)	34,0	1,61	12,0 (11,0)	1,0	116,4
84 (124)	RENATE SEIFERT public relations <sup>1)</sup> (Leinfelden-Echterdingen)  <b>.GPRA</b>	1,20 (0,71)	68,0	k.A.	12,0 (10,0)	2,0	120,0
84 (96)	Cyrano Kommunikation (Münster)	1,20 (1,15)	4,3	k.A.	14,0 (12,0)	2,0	92,3
84 (0)	Hansmann PR (München)	1,20 (0,00)	k.V.	k.A.	16,0 (14,0)	2,0	80,0
84 (101)	Zucker Kommunikation (Berlin)  <input checked="" type="checkbox"/>	1,20 (1,04)	15,4	1,50	18,0 (18,0)	0,0	66,7
88 (98)	crossrelations <sup>3)</sup> (Düsseldorf)  <b>.GPRA</b>	1,19 (1,11)	7,2	k.A.	17,0 (15,0)	2,0	74,4
89 (127)	Cramer Gesundheits-Consulting (Eschborn)  <input checked="" type="checkbox"/>	1,10 (0,70)	57,1	11,85	14,0 (12,0)	2,0	78,6
90 (101)	Dr. Haffa & Partner Public Relations (München)	1,09 (1,04)	4,8	1,24	13,0 (12,0)	1,0	k.A.

91 (90)	Medizin & PR Gesundheitskommunikation (Köln) <input checked="" type="checkbox"/>	1,09 (1,23)	-11,9	1,42	9,0 (9,5)	-0,5	120,8
92 (81)	WEFRA PR Gesellschaft für Public Relations (Neu-Isenburg) <input checked="" type="checkbox"/>	1,08 (1,37)	-21,0	1,65	10,0 (10,0)	0,0	108,2
94 (107)	Interface Public Relations (München)	1,01 (0,94)	6,9	k.A.	17,0 (15,0)	2,0	62,9
95 (112)	<u>Scheben Scheurer &amp; Partner Agentur für Kommunikation</u> (Hürth bei Köln) 	1,00 (0,90)	11,1	1,25	12,0 (12,0)	0,0	83,3
95 (112)	wilhelm innovative medien (Wuppertal) <input checked="" type="checkbox"/>	1,00 (0,90)	11,1	k.A.	18,0 (16,0)	2,0	58,8
97 (105)	Spree-Presse- und PR-Büro (Berlin)	0,99 (0,95)	4,2	1,19	13,0 (10,0)	3,0	90,0
98 (118)	eastside - agentur für kommunikation und marketing (München) <input checked="" type="checkbox"/>	0,98 (0,88)	11,6	1,46	20,0 (17,0)	3,0	54,3
99 (117)	pr+co (Stuttgart) <input checked="" type="checkbox"/>	0,97 (0,88)	11,0	1,03	10,0 (9,0)	1,0	108,1
100 (110)	Dederichs Reinecke & Partner (Hamburg) <input checked="" type="checkbox"/>	0,97 (0,91)	6,6	1,36	17,0 (15,0)	2,0	57,1
101 (106)	PR-Agentur Trostner (Filderstadt)  <input checked="" type="checkbox"/>	0,95 (0,94)	0,5	1,21	20,0 (20,0)	0,0	47,5
102 (114)	RA&P Marketingkommunikation GmbH (Stuttgart)	0,92 (0,89)	3,1	1,23	12,0 (13,0)	-1,0	76,5
103 (76)	Part of Success Media Advice Management Communication 1) (Berlin)	0,90 (1,43)	-37,3	k.A.	8,0 (13,0)	-5,0	112,0
104 (103)	Kohl PR & Partner Unternehmensberatung für Kommunikation (Bonn)	0,88 (1,03)	-14,3	k.A.	11,0 (12,0)	-1,0	80,4

	<b>.GPRA</b> <input checked="" type="checkbox"/>						
106 (125)	Kommunikations-Consulting Topp PR (Düsseldorf)  <input checked="" type="checkbox"/>	0,85 (0,71)	19,2	1,90	6,0 (6,0)	0,0	141,0
107 (125)	<u>Press'n'Relations</u> (Ulm)  <input type="checkbox"/>	0,84 (0,71)	18,3	0,88	12,0 (9,0)	3,0	70,0
108 (123)	Communication Harmonists (Heidelberg)	0,82 (0,76)	8,3	1,02	13,0 (10,0)	3,0	74,8
109 (119)	Gianni Public Relations (Frankfurt am Main)	0,80 (0,80)	0,0	12,00	7,0 (7,0)	0,0	114,3
111 (133)	talkabout communications (München)  <b>.GPRA</b> <input checked="" type="checkbox"/>	0,75 (0,59)	26,5	0,79	12,0 (12,0)	0,0	62,4
112 (131)	Fortis PR Lahl Melzer Public Relations (München)	0,74 (0,66)	13,0	k.A.	6,0 (5,0)	1,0	123,3
113 (129)	Laub & Partner (Hamburg)  <input checked="" type="checkbox"/>	0,72 (0,66)	9,1	0,95	16,0 (12,0)	4,0	51,4
114 (99)	Conosco - Agentur für PR und Kommunikation (Düsseldorf)	0,70 (1,10)	-36,4	k.A.	11,0 (10,0)	1,0	63,6
115 (0)	MT-Medien <sup>1)</sup> (Hannover)	0,67 (0,00)	k.V.	k.A.	6,0 (5,0)	1,0	112,0
116 (132)	Public Relations v. Hoyningen-Huene (Hamburg)  <b>.GPRA</b> <input checked="" type="checkbox"/>	0,63 (0,60)	5,2	0,74	10,0 (9,0)	1,0	69,9
117 (134)	pr/omotion Gesellschaft für Kommunikation (Hannover)  <input checked="" type="checkbox"/>	0,62 (0,55)	12,4	0,96	9,0 (10,0)	-1,0	69,1
118 (120)	<u>TEXT-COM</u> Publishing and Automotive-PR <sup>1)</sup> (Tausenstein)  <input type="checkbox"/>	0,60 (0,77)	-22,1	k.A.	7,0 (7,0)	0,0	100,0
119 (135)	noble kommunikation (Neu-Isenburg)  <input checked="" type="checkbox"/>	0,58 (0,52)	10,5	0,87	6,0 (6,0)	0,0	96,5

120 (146)	BALL : COM Communications Company (Heusenstamm) <input checked="" type="checkbox"/>	0,56 (0,35)	58,4	1,09	15,0 (10,0)	5,0	37,3
121 (144)	antwerpes (Köln)	0,54 (0,37)	48,0	0,72	6,0 (4,0)	2,0	108,6
123 (138)	Möller Horcher Public Relations (Offenbach) <input checked="" type="checkbox"/>	0,49 (0,44)	11,2	k.A.	10,0 (8,0)	2,0	60,7
124 (140)	Kommunikation Schnell (Dresden) <input checked="" type="checkbox"/>	0,46 (0,42)	9,0	0,63	7,0 (6,0)	1,0	75,9
125 (148)	wildstyle network (Dresden) <input checked="" type="checkbox"/>	0,45 (0,30)	50,0	0,89	17,0 (12,0)	5,0	37,5
126 (0)	IDEAS events + kommunikationskonzepte 1) (Hamburg) <input checked="" type="checkbox"/>	0,45 (0,00)	k.V.	k.A.	4,0 (4,0)	0,0	112,0
126 (0)	nexthop communications 1) (Unterhaching)	0,45 (0,00)	k.V.	k.A.	4,0 (3,0)	1,0	112,0
128 (139)	good news! Marketing + PR Consulting (Stockelsdorf)	0,43 (0,42)	1,9	k.A.	6,0 (6,0)	0,0	71,7
129 (145)	redRobin Strategic Public Relations (Hamburg)	0,39 (0,36)	9,1	0,66	5,0 (5,0)	0,0	78,8
130 (141)	Nolte Kommunikation Visuelle Konzepte und PR (Berlin)	0,38 (0,40)	-5,5	0,69	6,0 (6,0)	0,0	63,3
131 (147)	<u>prdienst.de Kommunikationsagentur</u> Schrader Public Relations for e-companies (Hannover) <input type="checkbox"/>	0,36 (0,35)	4,3	0,42	6,0 (6,0)	0,0	60,3
132 (142)	TBN Public Relations (Fürth)	0,36 (0,40)	-10,0	0,42	5,0 (5,0)	0,0	72,0
133 (148)	Sage & Schreibe Public Relations (München) <input checked="" type="checkbox"/>	0,35 (0,30)	16,7	0,56	5,0 (4,0)	1,0	87,5

136 (153)	UGW AG (Wiesbaden)	0,29 (0,25)	16,0	0,59	5,0 (5,0)	0,0	58,0
137 (0)	<u>Agentur Lorenzoni</u> Public Relations (Erding) 	0,27 (0,00)	k.V.	k.A.	3,0 (3,0)	0,0	89,2
138 (154)	pressto - Agentur für Medienkommunikation Eckelmann & Liedtke (Köln) 	0,24 (0,20)	0,0	k.A.	3,0 (3,0)	0,0	81,7
139 (156)	denkBar - PR & Marketing (Bremen)	0,17 (0,14)	21,4	0,20	5,0 (5,0)	0,0	34,0
140 (158)	inMedias Kommunikation Markus Bartha (Lohmar)	0,10 (0,07)	50,0	0,18	3,0 (3,0)	0,0	34,0
Summe:		430,51 (378,55)	12,09		4205,0 (3728,5)	453,5	

Die Angaben in **Pfeffers PR-Ranking 2007** beruhen, sofern nicht anders vermerkt, auf der Auswertung der Meldungen der PR-Agenturen. Sie erfolgte nach bestem Wissen und Gewissen - eine Haftung wird nicht übernommen. Der Rechtsweg ist ausgeschlossen. Redaktionsschluss für die Meldungen zum **Stichtag 16. April 2008** war am 05. April 2008. Änderungen, Ergänzungen und Neueinträge bitte an [ranking@pfeffer.de](mailto:ranking@pfeffer.de) melden.

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#### Die Erläuterung der Fussnoten und Icons:

	Agentur ist <b>Mitglied</b> im PR-Wirtschaftsverband <b>GPRA</b> Gesellschaft Public Relations Agenturen, Frankfurt am Main.
	Agentur hat über die Richtigkeit der Zahlen zu den Honoraren und Mitarbeitern ein <b>Testat</b> ihres <b>Steuerberaters</b> /Wirtschaftsprüfers vorgelegt/nachgereicht
	Agentur hat im Bereich " <b>PR-Agentur-Porträts</b> " des "PR-Journals" ein Porträt für 180 Euro Jahresbeitrag gebucht. Der Link führt direkt zu diesem Porträt.
	Agentur hat im Bereich " <b>PR-Agenturdatenbank</b> " des "PR-Journals" ihre Daten auswerten lassen - für einen Jahresbeitrag von 240 Euro. Der Link führt direkt zu diesem ausführlichen Datenbankeintrag.
k.A.	Die Agentur hat hierzu <b>keine Angabe</b> gemacht.
k.V.	Wegen fehlender Angaben ist ein <b>Vergleich</b> z.B. zur Vorjahreszahl nicht möglich.
1)	Agentur <b>meldet nur Mitarbeiterzahl</b> . Das Honorar wurde hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von 112.000 Euro aus 2007.
2)	Die Angaben dieser Agentur werden durch das <b>Sarbanes-Oxley-Gesetz</b> der USA beeinflusst (noch nicht an der NYSE (New Yorker Börse) gemeldete und von der SEC (Börsenaufsicht) noch nicht genehmigte Zahlen dürfen nicht publiziert werden). Die Daten wurden von Gerhard A. Pfeffer ermittelt/hochgerechnet.

3)

**Agentur meldet nicht selbst.** Der Honorar-Umsatz 2007 wurde von G. Pfeffer recherchiert und hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von 112.000 Euro aus 2007.

Bei einigen Agenturen wurde **trotz gleichem Honorarumsatz kein gleicher Rang** ausgewiesen. Dies ergibt sich aus dem Eintrag des kompletten Honorars in der Eingabe-Datenbank. Für die Ausgabe wurden die Honorare auf zwei Stellen nach dem Komma gerundet. **Die Vergabe der Ränge erfolgte aber nach der tatsächlichen Eingabe.**

## Gesamtranking 2010 (142 Einträge)

| Drucken |

Rang 2010 (2009)	Agentur (Hauptsitz)	Honorar 2010 (2009) in Mio. €	Honorar +/- in %	Gesamt- umsatz 2010 in Mio. €	Mit- arbeiter 2010 (2009)	Mit- arbeiter +/-	Pro Kopf Umsatz 2010 in T €
1 (1)	<b>Ketchum Pleon</b> Düsseldorf 2) 3) 4)     	42,02 (50,20)	-16,3	k.A.	320,0 (360,0)	-40,0	110,0
2 (2)	<b>MEDIA CONSULTA</b> Berlin   	37,78 (37,03)	2,0	49,12	334,0 (325,0)	9,0	116,6
3 (5)	<b>fischerAppelt</b> Hamburg      	26,30 (25,75)	2,1	41,50	234,0 (232,0)	2,0	114,3
4 (4)	<b>Scholz &amp; Friends PR Group</b> Berlin  	20,07 (26,03)	-22,9	k.A.	185,0 (234,0)	-49,0	95,6
5 (7)	<b>Oliver Schrott Kommunikation</b> Köln    	14,07 (10,76)	30,8	25,44	102,0 (79,0)	23,0	167,6
6 (6)	<b>A&amp;B ONE Kommunikationsagentur</b> Frankfurt am Main    	12,40 (12,50)	-0,8	k.A.	108,0 (110,0)	-2,0	120,4
7 (12)	<b>Edelman</b> Frankfurt am Main  	10,38 (8,25)	25,8	20,22	116,0 (87,0)	29,0	98,9
8 (8)	<b>Weber Shandwick</b> München 2)     	10,12 (10,03)	0,9	k.A.	88,0 (95,0)	-7,0	115,0
9 (13)	<b>Jeschenko MedienAgentur Köln/Berlin</b> Köln   	9,15 (8,21)	11,5	k.A.	54,0 (52,0)	2,0	163,5

10 (9)	<b>Hill &amp; Knowlton Communications</b> Frankfurt am Main 2)    	9,02 (9,20)	-2,0	k.A.	82,0 (80,0)	2,0	110,0
11 (16)	<b>F&amp;H Porter Novelli</b> München     	8,06 (7,20)	12,0	10,12	55,0 (52,0)	3,0	146,6
12 (26)	<b>serviceplan PR Group</b> München  	8,04 (4,71)	70,4	k.A.	63,0 (51,0)	12,0	133,9
13 (14)	<b>Burson-Marsteller</b> Frankfurt am Main 2) 	8,03 (8,05)	-0,2	k.A.	73,0 (70,0)	3,0	110,0
14 (10)	<b>achtung!</b> Hamburg <b>.GPRA</b>     	8,01 (8,55)	-6,3	k.A.	97,0 (101,0)	-4,0	83,4
15 (14)	<b>Grayling Deutschland</b> Düsseldorf 2) 	7,92 (8,05)	-1,6	k.A.	72,0 (70,0)	2,0	110,0
16 (19)	<b>Faktor 3</b> Hamburg <b>.GPRA</b>    	7,60 (6,60)	15,2	14,00	115,0 (95,0)	20,0	76,0
17 (22)	<b>MSL Group (Publicis Consultants / MS&amp;L )</b> Berlin <b>.GPRA</b>   	6,90 (6,30)	9,5	k.A.	62,0 (58,0)	4,0	111,3
18 (18)	<b>häberlein &amp; mauerer</b> München   	6,80 (6,70)	1,5	14,10	104,0 (98,0)	6,0	66,0
18 (25)	<b>ergo Unternehmenskommunikation</b> Köln <b>.GPRA</b>   	6,80 (5,21)	30,6	9,30	73,0 (61,0)	12,0	95,8
20 (17)	<b>Fleishman-Hillard Germany (Gruppe)</b> Frankfurt am Main 2)	6,60 (6,90)	-4,3	k.A.	60,0 (60,0)	0,0	110,0

	 						
21 (20)	<b>Atkon</b> Berlin  	6,23 (6,59)	-5,5	15,51	64,0 (74,0)	-10,0	90,3
22 (24)	<b>komm.passion</b> Düsseldorf <b>.GPRA</b>     	5,70 (5,62)	1,4	k.A.	65,0 (70,0)	-5,0	86,4
23 (23)	<b>CP/COMPARTNER Agentur für Kommunikation</b> Essen <b>.GPRA</b>  	5,60 (5,70)	-1,8	12,80	92,0 (86,0)	6,0	65,9
23 (21)	<b>Fink &amp; Fuchs Public Relations</b> Wiesbaden     	5,60 (6,55)	-14,5	7,03	60,0 (72,0)	-12,0	82,4
25 (28)	<b>Kirchhoff Consult AG</b> Hamburg 	5,54 (4,40)	26,0	k.A.	51,0 (51,0)	0,0	108,7
26 (27)	<b>LEWIS PR</b> München   	5,32 (4,60)	15,7	k.A.	52,0 (50,0)	2,0	102,3
27 (29)	<b>MCG Medical Consulting Group</b> Düsseldorf   	4,36 (4,30)	1,4	6,45	37,0 (31,0)	6,0	128,2
28 (35)	<b>Engel &amp; Zimmermann</b> Gauting    	4,23 (3,76)	12,4	4,47	28,0 (25,0)	3,0	151,1
29 (37)	<b>Euro RSCG ABC</b> Düsseldorf 2) <b>.GPRA</b>  	4,18 (3,45)	21,2	4,18	38,0 (30,0)	8,0	110,0
30 (32)	<b>ECCO Deutschland (Gruppe)</b> Berlin <b>.GPRA</b>   	4,12 (4,10)	0,5	k.A.	46,0 (42,0)	4,0	91,6
31 (30)	<b>wbpr Gesellschaft für Public Relations und Marketing mbH</b>	3,90 (4,27)	-8,6	5,35	44,0 (48,0)	-4,0	88,7

	Unterföhring    						
32 (31)	<b>Johanssen + Kretschmer Strategische Kommunikation</b> Berlin      	3,74 (4,15)	-9,9	5,38	43,0 (47,0)	-4,0	87,0
33 (34)	<b>MediaCompany - Agentur für Kommunikation</b> Berlin   	3,52 (3,77)	-6,7	4,01	32,0 (32,0)	0,0	110,0
34 (40)	<b>Heimrich &amp; Hannot</b> Dresden   	3,48 (3,24)	7,2	k.A.	51,0 (48,0)	3,0	68,1
35 (38)	<b>Molthan van Loon Communications Consultants</b> Hamburg      	3,41 (3,40)	0,2	4,06	29,0 (29,0)	0,0	117,6
36 (42)	<b>Kaltwasser Kommunikation</b> Nürnberg    	3,39 (2,99)	13,4	k.A.	29,0 (26,0)	3,0	116,9
37 (47)	<b>JP   KOM</b> Düsseldorf    	3,30 (2,70)	22,2	k.A.	25,0 (25,0)	0,0	132,0
38 (41)	<b>HvG Consult (Haas &amp; Health Partner und SanCom CCS)</b> Eltville     	3,24 (3,02)	7,2	k.A.	31,0 (32,0)	-1,0	107,9
39 (39)	<b>medical relations</b> Langenfeld   	3,18 (3,30)	-3,6	4,12	28,0 (29,0)	-1,0	106,0
40 (45)	<b>KOOB Agentur für Public Relations</b> Mülheim a.d.R.      	3,08 (2,83)	8,8	4,21	40,0 (36,0)	4,0	77,1
41 (43)	<b>PSM&amp;W Kommunikation</b> Frankfurt am Main    	2,98 (2,92)	2,1	3,40	33,0 (36,0)	-3,0	87,6

42 (50)	<b><u>Klenk &amp; Hoursch</u></b> Frankfurt am Main 	2,97 (2,51)	18,3	3,39	31,0 (26,0)	5,0	114,2
43 (36)	<b><u>muehlhausmoers kommunikation</u></b> Köln <b>.GPRA</b>   	2,90 (3,50)	-17,1	4,00	30,0 (34,0)	-4,0	96,7
44 (51)	<b><u>w&amp;p Wilde &amp; Partner Public Relations</u></b> München   	2,80 (2,48)	12,8	3,30	21,0 (21,0)	0,0	133,3
45 (46)	<b><u>Media Concept</u></b> Duisburg 3) <b>.GPRA</b>  	2,79 (2,76)	0,9	k.A.	25,0 (24,0)	1,0	111,4
46 (0)	<b><u>Bell Pottinger-Harvard</u></b> München 2)  	2,75 (0,00)	k.V.	k.A.	25,0 (0,0)	k.V.	110,0
47 (47)	<b><u>HBI Helga Bailey</u></b> München 1)  	2,70 (2,70)	0,0	k.A.	21,0 (21,0)	0,0	128,6
47 (52)	<b><u>Maisberger</u></b> München     	2,70 (2,30)	17,4	3,00	30,0 (27,0)	3,0	100,0
49 (49)	<b><u>Schröder+Schömb's PR GmbH</u></b> Berlin   	2,62 (2,62)	0,2	9,12	36,0 (42,0)	-6,0	72,9
50 (77)	<b><u>Patzer PR GmbH</u></b> Ismaning 	2,40 (1,50)	60,0	3,10	18,0 (15,0)	3,0	141,2
51 (56)	<b><u>Krauts PR</u></b> München  	2,36 (2,11)	11,8	3,30	28,0 (26,0)	2,0	84,3
51 (52)	<b><u>3K Agentur für Kommunikation</u></b> Frankfurt am Main    	2,36 (2,30)	2,6	k.A.	20,0 (17,0)	3,0	124,2

53 (44)	<b>Leipziger &amp; Partner (GPRA) L&amp;P Kommunikationsgesellschaft</b> Frankfurt am Main 3)     	2,31 (2,88)	-19,7	k.A.	21,0 (25,0)	-4,0	110,0
54 (55)	<b>index-Gruppe</b> Berlin   	2,30 (2,15)	7,0	k.A.	33,0 (31,0)	2,0	69,7
55 (52)	<b>Cohn &amp; Wolfe Public Relations</b> Frankfurt am Main 2) 	2,20 (2,30)	-4,3	k.A.	20,0 (20,0)	0,0	110,0
55 (61)	<b>impact Agentur für Kommunikation</b> Frankfurt am Main    	2,20 (2,00)	10,0	2,95	20,0 (18,0)	2,0	110,0
57 (61)	<b>Dorothea Küsters Life Science Communications</b> Frankfurt am Main     	2,17 (2,00)	8,5	k.A.	21,0 (20,0)	1,0	103,3
58 (65)	<b>Communication Consultants GmbH Engel &amp; Heinz</b> Stuttgart     	2,04 (1,90)	7,3	2,80	24,0 (23,0)	1,0	85,0
59 (69)	<b>Storymaker Agentur für Public Relations</b> Tübingen    	2,04 (1,83)	11,1	2,19	21,0 (21,0)	0,0	88,5
60 (67)	<b>PR-COM Gesellschaft für strategische Kommunikation</b> München  	1,98 (1,85)	7,0	k.A.	24,0 (20,0)	4,0	86,1
60 (63)	<b>Schwartz Public Relations</b> München    	1,98 (1,96)	1,0	2,10	14,0 (13,0)	1,0	141,4
60 (57)	<b>COMEO Dialog, Werbung, PR</b> München 1)	1,98 (2,07)	-4,3	k.A.	18,0 (18,0)	0,0	110,0

								
60 (59)	<b>Raike Kommunikation</b> Hamburg 3)   	1,98 (2,05)	-3,4	k.A.	20,0 (20,0)	0,0	110,0	
64 (57)	<b>MasterMedia Beratungsgesellschaft für Kommunikation</b> Hamburg 3)    	1,97 (2,07)	-4,9	2,59	26,0 (18,0)	8,0	75,7	
65 (0)	<b>Yupik Marketing PR</b> Köln 	1,90 (0,00)	k.V.	1,90	9,0 (8,0)	1,0	211,1	
66 (70)	<b>Profilwerkstatt</b> Darmstadt    	1,89 (1,80)	5,0	2,58	25,0 (25,0)	0,0	75,6	
67 (64)	<b>public:news Agentur für Kommunikation</b> Hamburg 3)  	1,87 (1,96)	-4,3	k.A.	17,0 (17,0)	0,0	110,0	
68 (74)	<b>FLUTLICHT - Agentur für Kommunikation</b> Nürnberg    	1,85 (1,55)	19,4	k.A.	17,0 (14,0)	3,0	115,6	
68 (70)	<b>antwerpes</b> Köln  	1,85 (1,80)	2,8	2,15	11,0 (12,0)	-1,0	185,0	
70 (68)	<b>APCO WORLDWIDE</b> Berlin 3)   	1,76 (1,84)	-4,3	k.A.	16,0 (16,0)	0,0	110,0	
70 (72)	<b>Convensis Group</b> Stuttgart 1)  	1,76 (1,73)	2,0	k.A.	16,0 (15,0)	1,0	110,0	
72 (60)	<b>Straub &amp; Linardatos</b>	1,76 (2,00)	-12,1	k.A.	25,0 (25,0)	-10,0	65,1	

(00)	Hamburg	(2,00)			(35,0)		
	<b>.GPRA</b>   						
73 (89)	<b>RPM - revolutions per minute</b> <b>Gesellschaft für Kommunikation mbH</b> Berlin	1,68 (1,27)	32,6	3,87	18,0 (11,0)	7,0	119,9
74 (91)	<b>Die Wortwerkstatt</b> Kusterdingen  	1,66 (1,22)	36,1	2,57	19,0 (17,0)	2,0	92,2
75 (77)	<b>PR-Partner Köln</b> Köln   	1,65 (1,50)	10,0	1,84	17,0 (14,0)	3,0	103,1
76 (81)	<b>Faktum Marketing &amp; Kommunikation &amp; Public Relations</b> Heidelberg  	1,63 (1,41)	15,1	1,92	9,0 (9,0)	0,0	180,6
77 (66)	<b>wegewerk.</b> Berlin  	1,60 (1,89)	-15,3	2,15	22,0 (25,0)	-3,0	69,6
78 (101)	<b>Press'n'Relations</b> Ulm   	1,55 (1,04)	49,0	1,64	18,0 (18,0)	0,0	86,1
79 (0)	<b>trio-group communication &amp; marketing</b> Mannheim 3)  	1,54 (0,00)	k.V.	k.A.	15,0 (0,0)	k.V.	110,0
79 (77)	<b>Hotwire Public Relations Germany</b> Frankfurt am Main 3)   	1,54 (1,50)	2,7	k.A.	14,0 (14,0)	0,0	110,0
79 (107)	<b>talkabout communications</b> München 3) <b>.GPRA</b>   	1,54 (0,92)	67,0	k.A.	14,0 (15,0)	-1,0	110,0
82 (86)	<b>Dederichs Reinecke &amp; Partner</b> Hamburg  	1,54 (1,31)	17,7	2,28	23,0 (22,0)	1,0	69,8

83 (103)	<u>markenzeichen Agentur für Marketingkommunikation</u> Frankfurt am Main   	1,50 (1,00)	50,0	1,87	15,0 (10,0)	5,0	125,0
83 (87)	<u>Zucker Kommunikation</u> Berlin    	1,50 (1,30)	15,4	1,80	19,0 (18,0)	1,0	78,9
85 (76)	<u>crossrelations</u> Düsseldorf    	1,49 (1,50)	-1,0	k.A.	23,0 (22,0)	1,0	64,8
86 (88)	<u>WEFRA PR Gesellschaft für Public Relations</u> Neu-Isenburg  	1,48 (1,28)	15,6	2,13	10,0 (10,0)	0,0	148,0
87 (100)	<u>BSK Becker+Schreiner Kommunikation</u> Willich  	1,44 (1,11)	29,2	1,96	15,0 (14,0)	1,0	96,0
88 (92)	<u>wilhelm innovative medien</u> Wuppertal  	1,34 (1,20)	11,9	k.A.	18,0 (22,0)	-4,0	74,6
89 (83)	<u>PR-Partner Societät für Öffentlichkeitsarbeit</u> München 3)   	1,32 (1,38)	-4,3	k.A.	12,0 (12,0)	0,0	110,0
89 (92)	<u>Ansel &amp; Möllers GmbH</u> Stuttgart  	1,32 (1,20)	10,0	k.A.	17,0 (16,0)	1,0	77,6
91 (73)	<u>rheinfaktor - Agentur für Kommunikation</u> Köln   	1,27 (1,71)	-25,7	1,87	15,0 (21,0)	-6,0	66,7
92 (80)	<u>UMPR GmbH</u> Hamburg   	1,25 (1,44)	-13,4	1,82	17,0 (16,0)	1,0	73,5
93 (85)	<u>MW Office Gesellschaft für Marketing und Werbung mbH</u>	1,21 (1,36)	-11,1	1,63	12,0 (10,0)	2,0	100,4

	Ismaning  						
94 (109)	<u>Communication Harmonists</u> Heidelberg   	1,20 (0,89)	34,8	1,30	16,0 (13,0)	3,0	75,0
95 (95)	<u>Köhler+Partner</u> Handeloh	1,14 (1,19)	-3,8	2,19	20,0 (19,0)	1,0	57,1
96 (106)	<u>pr+co</u> Stuttgart  	1,13 (0,94)	19,8	1,23	10,0 (9,0)	1,0	112,8
97 (82)	<u>vibrio. Kommunikationsmanagement</u> <u>Dr. Kausch</u> Unterschleißheim   	1,10 (1,40)	-21,4	1,10	15,0 (15,0)	0,0	73,3
97 (97)	<u>SCHAAL.TROSTNER</u> <u>KOMMUNIKATION</u> Stuttgart 3)    	1,10 (1,15)	-4,3	k.A.	10,0 (10,0)	0,0	110,0
97 (97)	<u>Topcom Communication</u> Frankfurt am Main 3)  	1,10 (1,15)	-4,3	k.A.	10,0 (10,0)	0,0	110,0
100 (96)	<u>KAIKOM Agentur für Kommunikation</u> Düsseldorf  	1,05 (1,17)	-10,7	1,13	7,0 (11,0)	-4,0	149,6
101 (99)	<u>Kohl PR &amp; Partner</u> Berlin   	1,01 (1,13)	-9,9	k.A.	10,0 (12,0)	-2,0	101,4
102 (102)	<u>dot.communications</u> München   	1,01 (1,03)	-2,7	1,14	12,0 (16,0)	-4,0	71,9
103 (114)	<u>Fortis PR</u> München  	0,93 (0,81)	14,2	k.A.	8,0 (7,0)	1,0	115,6
104	<u>Sympra</u>	0,92	-23,3	0,97	13,0	-3,0	70,8

(92)	Stuttgart <b>.GPRA</b>      	(1,20)			(16,0)		
105 (105)	<b><u>Dr. Haffa &amp; Partner</u></b> München 1)  	0,91 (0,99)	-7,7	k.A.	12,0 (13,0)	-1,0	76,0
106 (108)	<b><u>PR-Agentur PR4YOU</u></b> Berlin 1) 	0,88 (0,92)	-4,3	k.A.	8,0 (8,0)	0,0	110,0
107 (111)	<b><u>Ziegs Kuchel Müller Communication Service</u></b> Köln 1)  	0,88 (0,85)	2,9	0,95	7,0 (7,0)	0,0	125,0
108 (112)	<b><u>BBGK Berliner Botschaft Gesellschaft für Kommunikation</u></b> Berlin  	0,87 (0,84)	3,6	k.A.	8,0 (8,0)	0,0	109,0
109 (110)	<b><u>Profil Marketing</u></b> Braunschweig  	0,85 (0,87)	-2,3	0,85	11,0 (10,0)	1,0	85,0
110 (113)	<b><u>eastside communications / Braintown</u></b> München   	0,78 (0,82)	-4,2	0,99	20,0 (19,0)	1,0	39,1
111 (0)	<b><u>id pool public relations</u></b> Stuttgart 1)  	0,77 (0,00)	k.V.	k.A.	7,0 (7,0)	0,0	110,0
112 (116)	<b><u>Laub &amp; Partner</u></b> Hamburg  	0,76 (0,74)	2,7	0,99	15,0 (17,0)	-2,0	44,7
113 (120)	<b><u>Möller Horcher Public Relations</u></b> Offenbach <b>.GPRA</b>    	0,75 (0,64)	17,1	0,86	15,0 (11,5)	3,5	50,0
114	<b><u>pr/omotion Gesellschaft für</u></b>	0,66	7,8	0,99	12,0	0,0	55,1

(121)	<b><u>Kommunikation</u></b> Hannover   	(0,61)			(12,0)		
115 (0)	<b>pioneer pr</b> Leipzig 1)	0,66 (0,00)	k.V.	k.A.	6,0 (4,0)	2,0	110,0
115 (119)	<b><u>good news! Marketing + PR Consulting</u></b> Stockelsdorf 3)  	0,66 (0,69)	-4,3	k.A.	6,0 (6,0)	0,0	110,0
117 (115)	<b><u>pr nord.neue kommunikation.</u></b> Braunschweig 3)    	0,66 (0,80)	-17,7	0,91	16,0 (18,0)	-2,0	38,6
118 (118)	<b><u>AD AGENDA Kommunikation und Event GmbH</u></b> Berlin 	0,65 (0,70)	-7,1	k.A.	10,0 (12,0)	-2,0	65,0
119 (117)	<b><u>Circle Comm</u></b> Mühlthal   	0,62 (0,72)	-13,9	0,80	7,0 (8,0)	-1,0	77,5
120 (123)	<b><u>Ulrich Eggert GWK Gesellschaft für Werbung und Kommunikation</u></b> Hannover 3)  	0,55 (0,57)	-4,3	k.A.	5,0 (5,0)	0,0	110,0
121 (127)	<b><u>Sage &amp; Schreibe Public Relations</u></b> München  	0,54 (0,50)	8,0	0,92	7,0 (7,0)	0,0	77,1
121 (125)	<b><u>Public Relations v. Hoyningen-Huene</u></b> Hamburg    	0,54 (0,53)	1,5	0,66	9,0 (9,0)	0,0	60,0
123 (128)	<b><u>Frische Fische</u></b> Dresden  	0,53 (0,46)	16,4	0,74	7,0 (6,0)	1,0	76,0
124 (124)	<b><u>noble kommunikation</u></b>	0,50 (0,57)	-13,5	1,00	7,0 (7,0)	0,0	70,9

	Neu-Isenburg 						
125 (133)	<u>inMedias Kommunikation</u> Lohmar 	0,49 (0,35)	41,4		0,95 (3,0)	0,0	165,0
126 (126)	<u>Aufgesang Public Relations</u> Hannover   	0,47 (0,51)	-7,7		0,55 (10,0)	1,0	46,6
127 (122)	<u>Kock Lohmann Public Relations</u> Köln  	0,46 (0,58)	-20,7		0,48 (14,0)	-2,0	38,3
128 (129)	<u>redRobin Strategic Public Relations</u> Hamburg  	0,45 (0,41)	9,1		0,53 (5,0)	0,0	90,0
129 (0)	<u>uri press</u> Schloß Holte-Stukenbrock 3) 	0,44 (0,00)	k.V.		k.A. (0,0)	k.V.	110,0
130 (130)	<u>Schott Relations Hamburg</u> Hamburg 	0,40 (0,38)	5,3		k.A. (7,0)	0,0	57,1
131 (132)	<u>der-Medienberater.de GbR</u> Göppingen   	0,38 (0,36)	5,0		k.A. (3,0)	0,0	126,0
132 (134)	<u>Alpha &amp; Omega Public Relations</u> Bergisch-Gladbach 3)  	0,33 (0,34)	-4,3		k.A. (3,0)	0,0	110,0
133 (131)	<u>ComMenDo Agentur für Unternehmenskommunikation</u> München    	0,30 (0,36)	-18,1		0,31 (3,0)	1,0	98,7
134 (0)	<u>newswerk Agentur für Public Relations</u> Frankfurt am Main 	0,26 (0,00)	k.V.		0,36 (0,0)	k.V.	51,4

135 (0)	<u>Agentur Zielgenau</u> Mühltal 1) 	0,22 (0,00)	k.V.	k.A.	2,0 (1,0)	1,0	110,0
135 (0)	<u>Becker. Joerges. agile communication.</u> München 1)	0,22 (0,00)	k.V.	k.A.	2,0 (0,0)	k.V.	110,0
137 (136)	<u>Eins A Kommunikation Agentur für Beratung und Umsetzung</u> Hannover 	0,21 (0,23)	-11,4	0,27	5,0 (6,0)	-1,0	41,2
138 (135)	<u>denkBar - PR &amp; Marketing</u> Bremen  	0,20 (0,25)	-20,4	0,23	6,0 (6,0)	0,0	33,5
139 (139)	<u>komm   public! - Gesunde PR für die Medizinbranche</u> Hannover  	0,16 (0,09)	77,8	0,20	3,0 (2,0)	1,0	53,3
140 (138)	<u>oha communication</u> Stuttgart  	0,12 (0,12)	-0,1	k.A.	3,0 (3,0)	0,0	41,5
141 (0)	<u>GAP PR Bureau für Tourismus-Kommunikation</u> München 1)	0,11 (0,00)	k.V.	k.A.	1,0 (1,0)	0,0	110,0
141 (0)	<u>Oseon</u> Frankfurt am Main 1)  	0,11 (0,00)	k.V.	k.A.	1,0 (0,0)	k.V.	110,0
Summe:		485,38 (469,84)	1,40		4746,0 (4646,5)	47,5	

Die Angaben in **Pfeffers PR-Ranking 2010** beruhen - sofern nicht anders vermerkt - auf der Auswertung der Meldungen der PR-Agenturen. Sie erfolgte nach bestem Wissen und Gewissen - ein Haftung wird nicht übernommen. Der Rechtsweg ist ausgeschlossen. Redaktionsschluss für die Meldungen zum **Stichtag 06. April 2011** war am 10. April 2011. Änderungen, Ergänzungen und Neueinträge bitte an [ranking@pfeffer.de](mailto:ranking@pfeffer.de) melden. Die Teilnahme ist freiwillig und kostenfrei, ein Anspruch zur Aufnahme ins PR-Ranking besteht nicht.

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**Die Erläuterung der Fussnoten und Icons:**

	Agentur ist <b>Mitglied</b> im PR-Wirtschaftsverband <b>GPRA</b> Gesellschaft Public Relations Agenturen, Frankfurt am Main.
	Agentur hat über die Richtigkeit der Zahlen zu den Honoraren und Mitarbeitern ein <b>Testat</b> ihres <b>Steuerberaters/Wirtschaftsprüfers</b> vorgelegt/nachgereicht
	Agentur hat im Bereich " <b>PR-Agentur-Porträts</b> " des "PR-Journals" ein Porträt für 150 Euro Jahresbeitrag gebucht. Der Link führt direkt zu diesem Porträt.
	Agentur hat im Bereich " <b>PR-Agenturdatenbank</b> " des "PR-Journals" ihre Daten auswerten lassen - für einen Jahresbeitrag von 200 Euro. Der Link führt direkt zu diesem ausführlichen Datenbankeintrag.
	Die Homepage der Agentur ist im PR-WebsiteCheck geprüft worden.
	Die Agentur <b>bildet</b> Volontäre/Trainees <b>aus</b> .
	Die Agentur <b>bezahlt</b> Volontäre/Trainees <b>nach DJV-Regeln</b> .
k.A.	Die Agentur hat hierzu <b>keine Angabe</b> gemacht.
k.V.	Wegen fehlender Angaben ist ein <b>Vergleich</b> z.B. zur Vorjahreszahl nicht möglich.
1)	Agentur <b>meldet nur Mitarbeiterzahl</b> . Das Honorar wurde hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von 110.000 Euro aus 2010.
2)	Die Angaben dieser Agentur werden durch das <b>Sarbanes-Oxley-Gesetz</b> der USA beeinflusst (noch nicht an der NYSE (New Yorker Börse) gemeldete und von der SEC (Börsenaufsicht) noch nicht genehmigte Zahlen dürfen nicht publiziert werden). Die Daten wurden von Gerhard A. Pfeffer ermittelt/hochgerechnet und in der Regel mit dem Durchschnitts-Pro-Kopf-Umsatz von 110.000 Euro aus 2010 berechnet.
3)	<b>Agentur meldet nicht selbst</b> . Der Honorar-Umsatz 2010 wurde von G. Pfeffer recherchiert und hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von (i.d.R.) 110.000 Euro aus 2010.
4)	Der Honorarumsatz 2010 von <b>Ketchum Pleon Deutschland</b> beinhaltet nicht die Umsätze von Pleon Event + Sponsoring (jetzt bei BBDO Live) und Emanate Deutschland (ehemals Ketchum Deutschland).

Bei einigen Agenturen wurde **trotz gleichem Honorarumsatz kein gleicher Rang** ausgewiesen. Dies ergibt sich aus dem Eintrag des kompletten Honorars in der Eingabe-Datenbank. Für die Ausgabe wurden die Honorare auf zwei Stellen nach dem Komma gerundet. **Die Vergabe der Ränge erfolgte aber nach der tatsächlichen Eingabe.**

## Gesamtranking 2007 (131 Einträge)

PRINT

Rang 2007 (2006)	Agentur (Hauptsitz)	Honorar 2007 (2006) in Mio. €	Honorar +/- in %	Gesamt- umsatz 2007 in Mio. €	Mit- arbeiter 2007 (2006)	Mit- arbeiter +/-	Pro Kopf Umsatz 2007 in T €
1 (1)	<b>Pleon 2)</b> (Düsseldorf)   	50,70 (42,50)	19,3	k.A.	366,0 (315,0)	51,0	147,0
2 (2)	<b>MEDIA CONSULTA</b> (Berlin) 	29,29 (24,68)	18,7	36,44	263,0 (196,0)	67,0	116,7
3 (4)	<b>fischerAppelt Kommunikation</b> (Agenturgruppe) (Hamburg)  	24,10 (18,20)	32,4	39,70	212,0 (166,0)	46,0	120,5
4 (3)	<b>Hering Schuppener</b> Unternehmensberatung (Düsseldorf) 	22,75 (19,62)	15,9	k.A.	119,0 (110,0)	9,0	196,1
5 (5)	<b>Scholz &amp; Friends PR Group</b> (Berlin) 	21,06 (16,08)	30,9	k.A.	200,0 (151,0)	49,0	117,0
6 (6)	<b>A&amp;B Communications Group</b> (Frankfurt am Main)    	13,30 (13,70)	-2,9	k.A.	105,0 (115,0)	-10,0	120,9
7 (7)	<b>Oliver Schrott Kommunikation</b> (Köln)  	11,85 (10,76)	10,1	22,97	75,0 (73,0)	2,0	160,2
8 (11)	<b>Borgmeier Public Relations</b> (Delmenhorst) 	10,37 (8,61)	20,5	15,97	128,0 (110,0)	18,0	86,4
9 (10)	<b>Jeschenko MedienAgentur Köln/Berlin</b> (Köln) 	8,52 (8,92)	-4,5	k.A.	60,0 (62,0)	-2,0	146,8
10 (12)	<b>F&amp;H Porter Novelli</b> Internationale PR-Agentur (München)   	7,80 (7,45)	4,7	11,00	58,0 (58,0)	0,0	134,5
11 (16)	<b>Edelman</b> (Frankfurt am Main)	7,30 (6,00)	21,7	11,50	74,0 (61,0)	13,0	104,3

12 (13)	<b>Fink &amp; Fuchs Public Relations</b> (Wiesbaden) <input checked="" type="checkbox"/> <input type="checkbox"/>	6,50 (6,30)	3,2	8,63	74,0 (74,0)	0,0	90,3
13 (15)	<b>komm.passion</b> (Düsseldorf) <b>.GPRA</b> <input type="checkbox"/>	6,30 (6,10)	3,3	8,70	80,0 (71,0)	9,0	84,0
14 (14)	<b>CP/COMPARTNER</b> Agentur für Kommunikation (Essen) <b>.GPRA</b> <input checked="" type="checkbox"/>	6,20 (6,20)	0,0	14,80	96,0 (81,0)	15,0	79,5
15 (20)	<b>Faktor 3</b> (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/>	6,00 (5,10)	17,6	10,91	88,0 (85,0)	3,0	68,2
16 (25)	<b>ergo Unternehmenskommunikation</b> (Köln) <b>.GPRA</b> <input checked="" type="checkbox"/>	5,82 (3,77)	54,4	7,67	65,0 (44,0)	21,0	121,2
17 (18)	<b>Euro RSCG ABC</b> <sup>2) 3)</sup> (Düsseldorf) <b>.GPRA</b>	5,60 (5,50)	1,8	k.A.	50,0 (50,0)	0,0	112,0
18 (19)	<b>Leipziger &amp; Partner</b> (GPRA) L&P Kommunikationsgesellschaft <sup>3)</sup> (Frankfurt am Main) <b>.GPRA</b> <input type="checkbox"/>	5,38 (5,28)	1,8	k.A.	48,0 (48,0)	0,0	112,0
19 (23)	<b>häberlein &amp; mauerer</b> (München) <input checked="" type="checkbox"/>	5,20 (4,17)	24,6	10,50	83,0 (60,0)	23,0	70,3
20 (21)	<b>wbpr Gesellschaft für Public Relations und Marketing mbH</b> (Unterföhring) <b>.GPRA</b> <input checked="" type="checkbox"/>	4,50 (4,60)	-2,2	5,05	48,0 (48,0)	0,0	93,8
21 (33)	<b>LEWIS Communications</b> (München) <input type="checkbox"/>	4,28 (3,05)	40,3	k.A.	37,0 (28,0)	9,0	129,7
22 (24)	<b>MCG Medical Consulting Group</b> Gesellschaft für Medizinberatung (Düsseldorf) <input checked="" type="checkbox"/>	4,20 (4,15)	1,2	8,22	34,0 (37,0)	-3,0	120,0
23 (27)	<b>Johanssen + Kretschmer Strategische Kommunikation</b> (Berlin) <b>.GPRA</b> <input checked="" type="checkbox"/> <input type="checkbox"/>	3,82 (3,58)	6,5	4,78	40,0 (47,0)	-7,0	90,9
24 (26)	<b>KOOB Agentur für Public Relations</b> (Mülheim a.d.R.)	3,73 (3,72)	0,1	4,82	44,0 (40,0)	4,0	88,7

	<b>.GPRA</b> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
25 (28)	medical relations Kommunikation im Gesundheitswesen (Langenfeld) <input checked="" type="checkbox"/>	3,72 (3,54)	5,1	5,22	30,0 (30,0)	0,0	124,0
26 (29)	Engel & Zimmermann Agentur für Wirtschaftskommunikation (Gauting) <input checked="" type="checkbox"/> <input type="checkbox"/>	3,67 (3,50)	4,9	4,20	25,0 (20,0)	5,0	146,8
27 (22)	<b>Publicis Consultants</b>   Deutschland 2) (Berlin) <b>.GPRA</b>	3,60 (2,88)	25,0	k.A.	25,0 (30,0)	-5,0	120,0
28 (30)	<b>Molthan van Loon Communications Consultants</b> (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	3,40 (3,48)	-2,3	4,20	30,0 (33,0)	-3,0	113,3
29 (32)	ECCO Deutschland (Gruppe) (Bellmann, Gröning + Partner; EC Public Relations; PRGS; relatio PR) (Berlin) <input checked="" type="checkbox"/>	3,30 (3,07)	7,5	k.A.	44,0 (36,0)	8,0	82,5
30 (38)	<u>PSM&amp;W Kommunikation</u> (Frankfurt am Main) <input checked="" type="checkbox"/> <input type="checkbox"/>	3,21 (2,90)	10,7	3,58	32,0 (32,0)	0,0	100,3
31 (39)	<b>muehlhaus &amp; moers</b> (Köln) <b>.GPRA</b> <input checked="" type="checkbox"/>	3,20 (2,80)	14,3	4,10	34,0 (29,0)	5,0	94,1
32 (37)	<u>Maisberger Whiteoaks - Gesellschaft für strategische Unternehmenskommunikation</u> (München) <input type="checkbox"/> <input type="checkbox"/>	3,12 (2,96)	5,6	3,66	37,0 (32,0)	5,0	89,3
33 (45)	<u>JP   KOM</u> (ehemals JP:PR PR-Beratung) (Düsseldorf) <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2,96 (2,52)	17,5	3,26	33,0 (28,0)	5,0	98,7
34 (41)	<u>Haas &amp; Health Partner Public Relations + SanCom Creative Communication Solutions Connecting Healthcare Communications</u> (Eltville) <input type="checkbox"/> <input type="checkbox"/>	2,88 (2,73)	5,6	4,75	28,0 (27,0)	1,0	110,8
35 (35)	MasterMedia Beratungsgesellschaft für Kommunikation (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/>	2,83 (3,05)	-7,1	3,68	24,0 (23,0)	1,0	118,0

36 (53)	<b>achtung! kommunikation</b> (Hamburg)   <input checked="" type="checkbox"/> 	2,80 (2,10)	33,4	3,93	45,0 (34,0)	11,0	70,0
37 (43)	PR-Partner Societät für Öffentlichkeitsarbeit <sup>3)</sup> (München)  	2,69 (2,64)	1,8	k.A.	24,0 (24,0)	0,0	112,0
38 (33)	Kaltwasser Kommunikation (Nürnberg)	2,62 (3,05)	-13,9	k.A.	25,0 (31,0)	-6,0	93,8
39 (109)	<b>Raika Kommunikation</b> <sup>3)</sup> (Hamburg)  	2,35 (0,92)	157,0	k.A.	26,0 (16,0)	10,0	112,0
39 (40)	HBI Helga Bailey International PR & Marketing Communications Services <sup>1)</sup> (München)	2,35 (2,78)	-15,4	k.A.	21,0 (21,0)	0,0	112,0
41 (49)	w&p Wilde & Partner Public Relations (München)	2,34 (2,32)	0,5	2,73	19,0 (16,0)	3,0	129,7
42 (47)	metropress Agentur für Kommunikation Agentur für Kommunikation (Frankfurt am Main)  <input checked="" type="checkbox"/>	2,31 (2,42)	-4,3	3,00	9,0 (12,0)	-3,0	210,0
43 (46)	Westend Public Relations (Leipzig)	2,24 (2,48)	-9,8	2,56	25,0 (26,0)	-1,0	89,6
44 (84)	<b>Media Concept</b> Kommunikation im Gesundheitswesen <sup>3)</sup> (Duisburg)  	2,24 (1,32)	69,7	k.A.	23,0 (12,0)	11,0	112,0
45 (54)	MediaCompany - Agentur für Kommunikation (Berlin)  <input checked="" type="checkbox"/>	2,21 (2,09)	5,6	3,50	26,0 (24,0)	2,0	88,3
46 (55)	impact Agentur für Kommunikation (Frankfurt am Main)   <input checked="" type="checkbox"/>	2,10 (2,02)	4,0	3,21	19,0 (19,0)	0,0	110,5
46 (60)	Serviceplan Brand PR (München)	2,10 (1,80)	16,7	2,40	21,0 (16,0)	5,0	105,0
48 (51)	Heimrich & Hannot (Dresden)  <input checked="" type="checkbox"/>	2,04 (2,17)	-6,0	7,98	48,0 (47,0)	1,0	42,5

49 (31)	Kuhn, Kammann & Kuhn Unternehmens- und Finanzkommunikation (Köln)	2,00 (3,10)	-35,5	3,10	20,0 (19,0)	1,0	100,0
50 (68)	Circle Comm Agentur für Gesundheitskommunikation (Mühlal bei Darmstadt)  <input checked="" type="checkbox"/> 	1,95 (1,66)	17,1	2,50	18,0 (16,0)	2,0	129,7
51 (78)	SCHWARTZ Public Relations Agentur für Kommunikation (München)  <input checked="" type="checkbox"/>	1,93 (1,40)	37,9	2,15	14,0 (10,0)	4,0	160,8
52 (64)	Schröder+Schömb's PR (Berlin)  <input checked="" type="checkbox"/>	1,91 (1,74)	9,9	6,58	30,0 (30,0)	0,0	63,7
53 (97)	pr nord corporate communications 3) (Braunschweig)  	1,90 (1,12)	70,0	k.A.	20,0 (15,0)	5,0	112,0
54 (58)	Krug und Petersen (Tübingen)  <input checked="" type="checkbox"/>	1,90 (1,88)	1,1	2,55	19,0 (17,0)	2,0	105,6
54 (93)	<u>Profilwerkstatt</u> Public Relations, Corporate Publishing, Direct Marketing (Darmstadt)  	1,90 (1,20)	58,3	k.A.	24,0 (18,0)	6,0	79,2
54 (56)	<u>vibrio. Kommunikationsmanagement</u> <u>Dr. Kausch</u> (Unterschleißheim)  	1,90 (1,90)	0,0	2,00	20,0 (17,0)	3,0	100,0
54 (56)	<u>index-Gruppe</u> index Agentur für strategische Öffentlichkeitsarbeit und Werbung (Berlin)  	1,90 (1,90)	0,0	k.A.	30,0 (30,0)	0,0	63,3
58 (66)	Hotwire Public Relations Deutschland (Frankfurt am Main)	1,89 (1,71)	10,5	2,43	18,0 (16,0)	2,0	111,2
59 (62)	Krauts PR (München)	1,87 (1,78)	5,1	2,93	24,0 (24,0)	0,0	77,9
61 (63)	MPR Dr. Muth Public Relations 1) (Hamburg)	1,79 (1,76)	1,8	k.A.	16,0 (16,0)	0,0	112,0
62 (65)	UMPR Ute Middelman Public Relations (Hamburg)	1,79 (1,74)	2,7	2,52	21,0 (21,0)	0,0	85,1

	<input checked="" type="checkbox"/>							
63 (70)	Communication Consultants Engel & Heinz (Stuttgart) <input checked="" type="checkbox"/>	1,74 (1,64)	5,8	2,48	24,0 (23,0)	1,0	72,3	
64 (0)	Plantamedium Agentur für Kommunikation, Konzept und Gestaltung 1) (Warendorf)	1,68 (0,00)	k.V.	k.A.	15,0 (12,0)	3,0	112,0	
66 (89)	<u>FLUTLICHT - Agentur für Kommunikation</u> (Nürnberg) <input checked="" type="checkbox"/> ⓘ	1,60 (1,25)	28,0	k.A.	11,0 (9,0)	2,0	160,0	
67 (59)	MMK Markt- & Medien-Kommunikation (Hamburg)	1,60 (1,82)	-12,3	k.A.	17,0 (24,0)	-7,0	93,9	
68 (91)	COMEO Werbung PR Event (München) <input checked="" type="checkbox"/>	1,57 (1,22)	28,3	2,95	23,0 (18,0)	5,0	74,6	
69 (74)	<u>Dorothea Küsters Life Science Communications</u> (Frankfurt am Main) <input checked="" type="checkbox"/> 😊 ⓘ	1,50 (1,45)	3,4	2,09	15,0 (15,0)	0,0	100,0	
69 (80)	KopfKunst Agentur für Kommunikation (Münster)	1,50 (1,39)	8,3	2,10	18,0 (16,0)	2,0	83,3	
71 (75)	Storymaker Agentur für Public Relations (Tübingen) <input checked="" type="checkbox"/>	1,49 (1,44)	3,2	1,79	17,0 (17,0)	0,0	87,6	
72 (88)	<u>rheinfaktor agentur für kommunikation</u> (Köln) <input checked="" type="checkbox"/> ⓘ	1,48 (1,30)	14,1	2,16	17,0 (15,0)	2,0	98,9	
73 (0)	Straub & Linardatos (Hamburg) <b>.GPRA</b> <input checked="" type="checkbox"/>	1,47 (0,00)	k.V.	k.A.	23,0 (0,0)	k.V.	63,7	
74 (73)	<u>equinet Communications</u> (Frankfurt am Main) <input checked="" type="checkbox"/> ⓘ	1,46 (1,58)	-7,8	1,54	7,0 (7,0)	0,0	208,9	
75 (95)	Convensis Research, Marketing and Communications 1) (Stuttgart)	1,46 (1,16)	26,1	k.A.	13,0 (11,0)	2,0	112,0	

76 (69)	PRESSWORLD COMMUNICATIONS, INC. (Ölbronn-Dürrn)	1,45 (1,65)	-12,1	k.A.	12,0 (15,0)	-3,0	103,6
77 (67)	<u>ad publica Public Relations</u> (Hamburg) 	1,44 (1,68)	-14,5	2,36	24,0 (24,0)	0,0	59,8
78 (82)	Faktum Marketing & Kommunikation & Public Relations (Heidelberg)	1,41 (1,36)	3,6	2,26	9,0 (9,0)	0,0	156,9
79 (84)	Topcom Communication <sup>3)</sup> (Frankfurt am Main)  <b>.GPRA</b>	1,34 (1,32)	1,8	k.A.	12,0 (12,0)	0,0	112,0
81 (83)	<u>Sympra</u> Agentur für Public Relations (Stuttgart)  <b>.GPRA</b> <input checked="" type="checkbox"/>  	1,30 (1,35)	-3,7	1,35	17,0 (16,0)	1,0	76,5
81 (86)	xmedia agentur für markt-kommunikation (Heilbronn)	1,30 (1,30)	0,0	1,50	8,0 (7,0)	1,0	162,5
83 (104)	AxiCom (Puchheim)  <input checked="" type="checkbox"/>	1,28 (0,96)	34,0	1,61	12,0 (11,0)	1,0	116,4
84 (124)	RENATE SEIFERT public relations <sup>1)</sup> (Leinfelden-Echterdingen)  <b>.GPRA</b>	1,20 (0,71)	68,0	k.A.	12,0 (10,0)	2,0	120,0
84 (96)	Cyrano Kommunikation (Münster)	1,20 (1,15)	4,3	k.A.	14,0 (12,0)	2,0	92,3
84 (0)	Hansmann PR (München)	1,20 (0,00)	k.V.	k.A.	16,0 (14,0)	2,0	80,0
84 (101)	Zucker Kommunikation (Berlin)  <input checked="" type="checkbox"/>	1,20 (1,04)	15,4	1,50	18,0 (18,0)	0,0	66,7
88 (98)	crossrelations <sup>3)</sup> (Düsseldorf)  <b>.GPRA</b>	1,19 (1,11)	7,2	k.A.	17,0 (15,0)	2,0	74,4
89 (127)	Cramer Gesundheits-Consulting (Eschborn)  <input checked="" type="checkbox"/>	1,10 (0,70)	57,1	11,85	14,0 (12,0)	2,0	78,6
90 (101)	Dr. Haffa & Partner Public Relations (München)	1,09 (1,04)	4,8	1,24	13,0 (12,0)	1,0	k.A.

91 (90)	Medizin & PR Gesundheitskommunikation (Köln) <input checked="" type="checkbox"/>	1,09 (1,23)	-11,9	1,42	9,0 (9,5)	-0,5	120,8
92 (81)	WEFRA PR Gesellschaft für Public Relations (Neu-Isenburg) <input checked="" type="checkbox"/>	1,08 (1,37)	-21,0	1,65	10,0 (10,0)	0,0	108,2
94 (107)	Interface Public Relations (München)	1,01 (0,94)	6,9	k.A.	17,0 (15,0)	2,0	62,9
95 (112)	<u>Scheben Scheurer &amp; Partner Agentur für Kommunikation</u> (Hürth bei Köln) 	1,00 (0,90)	11,1	1,25	12,0 (12,0)	0,0	83,3
95 (112)	wilhelm innovative medien (Wuppertal) <input checked="" type="checkbox"/>	1,00 (0,90)	11,1	k.A.	18,0 (16,0)	2,0	58,8
97 (105)	Spree-Press- und PR-Büro (Berlin)	0,99 (0,95)	4,2	1,19	13,0 (10,0)	3,0	90,0
98 (118)	eastside - agentur für kommunikation und marketing (München) <input checked="" type="checkbox"/>	0,98 (0,88)	11,6	1,46	20,0 (17,0)	3,0	54,3
99 (117)	pr+co (Stuttgart) <input checked="" type="checkbox"/>	0,97 (0,88)	11,0	1,03	10,0 (9,0)	1,0	108,1
100 (110)	Dederichs Reinecke & Partner (Hamburg) <input checked="" type="checkbox"/>	0,97 (0,91)	6,6	1,36	17,0 (15,0)	2,0	57,1
101 (106)	PR-Agentur Trostner (Filderstadt)  <input checked="" type="checkbox"/>	0,95 (0,94)	0,5	1,21	20,0 (20,0)	0,0	47,5
102 (114)	RA&P Marketingkommunikation GmbH (Stuttgart)	0,92 (0,89)	3,1	1,23	12,0 (13,0)	-1,0	76,5
103 (76)	Part of Success Media Advice Management Communication 1) (Berlin)	0,90 (1,43)	-37,3	k.A.	8,0 (13,0)	-5,0	112,0
104 (103)	Kohl PR & Partner Unternehmensberatung für Kommunikation (Bonn)	0,88 (1,03)	-14,3	k.A.	11,0 (12,0)	-1,0	80,4

	<b>.GPRA</b> <input checked="" type="checkbox"/>						
106 (125)	Kommunikations-Consulting Topp PR (Düsseldorf)  <input checked="" type="checkbox"/>	0,85 (0,71)	19,2	1,90	6,0 (6,0)	0,0	141,0
107 (125)	<u>Press'n'Relations</u> (Ulm)  <input type="checkbox"/>	0,84 (0,71)	18,3	0,88	12,0 (9,0)	3,0	70,0
108 (123)	Communication Harmonists (Heidelberg)	0,82 (0,76)	8,3	1,02	13,0 (10,0)	3,0	74,8
109 (119)	Gianni Public Relations (Frankfurt am Main)	0,80 (0,80)	0,0	12,00	7,0 (7,0)	0,0	114,3
111 (133)	talkabout communications (München)  <b>.GPRA</b> <input checked="" type="checkbox"/>	0,75 (0,59)	26,5	0,79	12,0 (12,0)	0,0	62,4
112 (131)	Fortis PR Lahl Melzer Public Relations (München)	0,74 (0,66)	13,0	k.A.	6,0 (5,0)	1,0	123,3
113 (129)	Laub & Partner (Hamburg)  <input checked="" type="checkbox"/>	0,72 (0,66)	9,1	0,95	16,0 (12,0)	4,0	51,4
114 (99)	Conosco - Agentur für PR und Kommunikation (Düsseldorf)	0,70 (1,10)	-36,4	k.A.	11,0 (10,0)	1,0	63,6
115 (0)	MT-Medien <sup>1)</sup> (Hannover)	0,67 (0,00)	k.V.	k.A.	6,0 (5,0)	1,0	112,0
116 (132)	Public Relations v. Hoyningen-Huene (Hamburg)  <b>.GPRA</b> <input checked="" type="checkbox"/>	0,63 (0,60)	5,2	0,74	10,0 (9,0)	1,0	69,9
117 (134)	pr/omotion Gesellschaft für Kommunikation (Hannover)  <input checked="" type="checkbox"/>	0,62 (0,55)	12,4	0,96	9,0 (10,0)	-1,0	69,1
118 (120)	<u>TEXT-COM</u> Publishing and Automotive-PR <sup>1)</sup> (Tausenstein)  <input type="checkbox"/>	0,60 (0,77)	-22,1	k.A.	7,0 (7,0)	0,0	100,0
119 (135)	noble kommunikation (Neu-Isenburg)  <input checked="" type="checkbox"/>	0,58 (0,52)	10,5	0,87	6,0 (6,0)	0,0	96,5

120 (146)	BALL : COM Communications Company (Heusenstamm) <input checked="" type="checkbox"/>	0,56 (0,35)	58,4	1,09	15,0 (10,0)	5,0	37,3
121 (144)	antwerpes (Köln)	0,54 (0,37)	48,0	0,72	6,0 (4,0)	2,0	108,6
123 (138)	Möller Horcher Public Relations (Offenbach) <input checked="" type="checkbox"/>	0,49 (0,44)	11,2	k.A.	10,0 (8,0)	2,0	60,7
124 (140)	Kommunikation Schnell (Dresden) <input checked="" type="checkbox"/>	0,46 (0,42)	9,0	0,63	7,0 (6,0)	1,0	75,9
125 (148)	wildstyle network (Dresden) <input checked="" type="checkbox"/>	0,45 (0,30)	50,0	0,89	17,0 (12,0)	5,0	37,5
126 (0)	IDEAS events + kommunikationskonzepte 1) (Hamburg) <input checked="" type="checkbox"/>	0,45 (0,00)	k.V.	k.A.	4,0 (4,0)	0,0	112,0
126 (0)	nexthop communications 1) (Unterhaching)	0,45 (0,00)	k.V.	k.A.	4,0 (3,0)	1,0	112,0
128 (139)	good news! Marketing + PR Consulting (Stockelsdorf)	0,43 (0,42)	1,9	k.A.	6,0 (6,0)	0,0	71,7
129 (145)	redRobin Strategic Public Relations (Hamburg)	0,39 (0,36)	9,1	0,66	5,0 (5,0)	0,0	78,8
130 (141)	Nolte Kommunikation Visuelle Konzepte und PR (Berlin)	0,38 (0,40)	-5,5	0,69	6,0 (6,0)	0,0	63,3
131 (147)	<u>prdienst.de Kommunikationsagentur</u> Schrader Public Relations for e-companies (Hannover) <input type="checkbox"/>	0,36 (0,35)	4,3	0,42	6,0 (6,0)	0,0	60,3
132 (142)	TBN Public Relations (Fürth)	0,36 (0,40)	-10,0	0,42	5,0 (5,0)	0,0	72,0
133 (148)	Sage & Schreibe Public Relations (München) <input checked="" type="checkbox"/>	0,35 (0,30)	16,7	0,56	5,0 (4,0)	1,0	87,5

136 (153)	UGW AG (Wiesbaden)	0,29 (0,25)	16,0	0,59	5,0 (5,0)	0,0	58,0
137 (0)	<u>Agentur Lorenzoni</u> Public Relations (Erding) 	0,27 (0,00)	k.V.	k.A.	3,0 (3,0)	0,0	89,2
138 (154)	pressto - Agentur für Medienkommunikation Eckelmann & Liedtke (Köln) <input checked="" type="checkbox"/>	0,24 (0,20)	0,0	k.A.	3,0 (3,0)	0,0	81,7
139 (156)	denkBar - PR & Marketing (Bremen)	0,17 (0,14)	21,4	0,20	5,0 (5,0)	0,0	34,0
140 (158)	inMedias Kommunikation Markus Bartha (Lohmar)	0,10 (0,07)	50,0	0,18	3,0 (3,0)	0,0	34,0
Summe:		430,51 (378,55)	12,09		4205,0 (3728,5)	453,5	

Die Angaben in **Pfeffers PR-Ranking 2007** beruhen, sofern nicht anders vermerkt, auf der Auswertung der Meldungen der PR-Agenturen. Sie erfolgte nach bestem Wissen und Gewissen - eine Haftung wird nicht übernommen. Der Rechtsweg ist ausgeschlossen. Redaktionsschluss für die Meldungen zum **Stichtag 16. April 2008** war am 05. April 2008. Änderungen, Ergänzungen und Neueinträge bitte an [ranking@pfeffer.de](mailto:ranking@pfeffer.de) melden.

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#### Die Erläuterung der Fussnoten und Icons:

	Agentur ist <b>Mitglied</b> im PR-Wirtschaftsverband <b>GPRA</b> Gesellschaft Public Relations Agenturen, Frankfurt am Main.
<input checked="" type="checkbox"/>	Agentur hat über die Richtigkeit der Zahlen zu den Honoraren und Mitarbeitern ein <b>Testat</b> ihres <b>Steuerberaters/Wirtschaftsprüfers</b> vorgelegt/nachgereicht
	Agentur hat im Bereich " <b>PR-Agentur-Porträts</b> " des "PR-Journals" ein Porträt für 180 Euro Jahresbeitrag gebucht. Der Link führt direkt zu diesem Porträt.
	Agentur hat im Bereich " <b>PR-Agenturdatenbank</b> " des "PR-Journals" ihre Daten auswerten lassen - für einen Jahresbeitrag von 240 Euro. Der Link führt direkt zu diesem ausführlichen Datenbankeintrag.
k.A.	Die Agentur hat hierzu <b>keine Angabe</b> gemacht.
k.V.	Wegen fehlender Angaben ist ein <b>Vergleich</b> z.B. zur Vorjahreszahl nicht möglich.
1)	Agentur <b>meldet nur Mitarbeiterzahl</b> . Das Honorar wurde hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von 112.000 Euro aus 2007.
2)	Die Angaben dieser Agentur werden durch das <b>Sarbanes-Oxley-Gesetz</b> der USA beeinflusst (noch nicht an der NYSE (New Yorker Börse) gemeldete und von der SEC (Börsenaufsicht) noch nicht genehmigte Zahlen dürfen nicht publiziert werden). Die Daten wurden von Gerhard A. Pfeffer ermittelt/hochgerechnet.

3)

**Agentur meldet nicht selbst.** Der Honorar-Umsatz 2007 wurde von G. Pfeffer recherchiert und hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von 112.000 Euro aus 2007.

Bei einigen Agenturen wurde **trotz gleichem Honorarumsatz kein gleicher Rang** ausgewiesen. Dies ergibt sich aus dem Eintrag des kompletten Honorars in der Eingabe-Datenbank. Für die Ausgabe wurden die Honorare auf zwei Stellen nach dem Komma gerundet. **Die Vergabe der Ränge erfolgte aber nach der tatsächlichen Eingabe.**

## Gesamtranking 2010 (142 Einträge)

| Drucken |

Rang 2010 (2009)	Agentur (Hauptsitz)	Honorar 2010 (2009) in Mio. €	Honorar +/- in %	Gesamt- umsatz 2010 in Mio. €	Mit- arbeiter 2010 (2009)	Mit- arbeiter +/-	Pro Kopf Umsatz 2010 in T €
1 (1)	<b>Ketchum Pleon</b> Düsseldorf 2) 3) 4)     	42,02 (50,20)	-16,3	k.A.	320,0 (360,0)	-40,0	110,0
2 (2)	<b>MEDIA CONSULTA</b> Berlin   	37,78 (37,03)	2,0	49,12	334,0 (325,0)	9,0	116,6
3 (5)	<b>fischerAppelt</b> Hamburg      	26,30 (25,75)	2,1	41,50	234,0 (232,0)	2,0	114,3
4 (4)	<b>Scholz &amp; Friends PR Group</b> Berlin  	20,07 (26,03)	-22,9	k.A.	185,0 (234,0)	-49,0	95,6
5 (7)	<b>Oliver Schrott Kommunikation</b> Köln    	14,07 (10,76)	30,8	25,44	102,0 (79,0)	23,0	167,6
6 (6)	<b>A&amp;B ONE Kommunikationsagentur</b> Frankfurt am Main    	12,40 (12,50)	-0,8	k.A.	108,0 (110,0)	-2,0	120,4
7 (12)	<b>Edelman</b> Frankfurt am Main  	10,38 (8,25)	25,8	20,22	116,0 (87,0)	29,0	98,9
8 (8)	<b>Weber Shandwick</b> München 2)     	10,12 (10,03)	0,9	k.A.	88,0 (95,0)	-7,0	115,0
9 (13)	<b>Jeschenko MedienAgentur Köln/Berlin</b> Köln   	9,15 (8,21)	11,5	k.A.	54,0 (52,0)	2,0	163,5

10 (9)	<b>Hill &amp; Knowlton Communications</b> Frankfurt am Main 2)    	9,02 (9,20)	-2,0	k.A.	82,0 (80,0)	2,0	110,0
11 (16)	<b>F&amp;H Porter Novelli</b> München     	8,06 (7,20)	12,0	10,12	55,0 (52,0)	3,0	146,6
12 (26)	<b>serviceplan PR Group</b> München  	8,04 (4,71)	70,4	k.A.	63,0 (51,0)	12,0	133,9
13 (14)	<b>Burson-Marsteller</b> Frankfurt am Main 2) 	8,03 (8,05)	-0,2	k.A.	73,0 (70,0)	3,0	110,0
14 (10)	<b>achtung!</b> Hamburg <b>.GPRA</b>     	8,01 (8,55)	-6,3	k.A.	97,0 (101,0)	-4,0	83,4
15 (14)	<b>Grayling Deutschland</b> Düsseldorf 2) 	7,92 (8,05)	-1,6	k.A.	72,0 (70,0)	2,0	110,0
16 (19)	<b>Faktor 3</b> Hamburg <b>.GPRA</b>    	7,60 (6,60)	15,2	14,00	115,0 (95,0)	20,0	76,0
17 (22)	<b>MSL Group (Publicis Consultants / MS&amp;L )</b> Berlin <b>.GPRA</b>   	6,90 (6,30)	9,5	k.A.	62,0 (58,0)	4,0	111,3
18 (18)	<b>häberlein &amp; mauerer</b> München   	6,80 (6,70)	1,5	14,10	104,0 (98,0)	6,0	66,0
18 (25)	<b>ergo Unternehmenskommunikation</b> Köln <b>.GPRA</b>   	6,80 (5,21)	30,6	9,30	73,0 (61,0)	12,0	95,8
20 (17)	<b>Fleishman-Hillard Germany (Gruppe)</b> Frankfurt am Main 2)	6,60 (6,90)	-4,3	k.A.	60,0 (60,0)	0,0	110,0

	 						
21 (20)	<b>Atkon</b> Berlin  	6,23 (6,59)	-5,5	15,51	64,0 (74,0)	-10,0	90,3
22 (24)	<b>komm.passion</b> Düsseldorf <b>.GPRA</b>     	5,70 (5,62)	1,4	k.A.	65,0 (70,0)	-5,0	86,4
23 (23)	<b>CP/COMPARTNER Agentur für Kommunikation</b> Essen <b>.GPRA</b>  	5,60 (5,70)	-1,8	12,80	92,0 (86,0)	6,0	65,9
23 (21)	<b>Fink &amp; Fuchs Public Relations</b> Wiesbaden     	5,60 (6,55)	-14,5	7,03	60,0 (72,0)	-12,0	82,4
25 (28)	<b>Kirchhoff Consult AG</b> Hamburg 	5,54 (4,40)	26,0	k.A.	51,0 (51,0)	0,0	108,7
26 (27)	<b>LEWIS PR</b> München   	5,32 (4,60)	15,7	k.A.	52,0 (50,0)	2,0	102,3
27 (29)	<b>MCG Medical Consulting Group</b> Düsseldorf   	4,36 (4,30)	1,4	6,45	37,0 (31,0)	6,0	128,2
28 (35)	<b>Engel &amp; Zimmermann</b> Gauting    	4,23 (3,76)	12,4	4,47	28,0 (25,0)	3,0	151,1
29 (37)	<b>Euro RSCG ABC</b> Düsseldorf 2) <b>.GPRA</b>  	4,18 (3,45)	21,2	4,18	38,0 (30,0)	8,0	110,0
30 (32)	<b>ECCO Deutschland (Gruppe)</b> Berlin <b>.GPRA</b>   	4,12 (4,10)	0,5	k.A.	46,0 (42,0)	4,0	91,6
31 (30)	<b>wbpr Gesellschaft für Public Relations und Marketing mbH</b>	3,90 (4,27)	-8,6	5,35	44,0 (48,0)	-4,0	88,7

	Unterföhring    						
32 (31)	<b>Johanssen + Kretschmer Strategische Kommunikation</b> Berlin      	3,74 (4,15)	-9,9	5,38	43,0 (47,0)	-4,0	87,0
33 (34)	<b>MediaCompany - Agentur für Kommunikation</b> Berlin   	3,52 (3,77)	-6,7	4,01	32,0 (32,0)	0,0	110,0
34 (40)	<b>Heimrich &amp; Hannot</b> Dresden   	3,48 (3,24)	7,2	k.A.	51,0 (48,0)	3,0	68,1
35 (38)	<b>Molthan van Loon Communications Consultants</b> Hamburg      	3,41 (3,40)	0,2	4,06	29,0 (29,0)	0,0	117,6
36 (42)	<b>Kaltwasser Kommunikation</b> Nürnberg    	3,39 (2,99)	13,4	k.A.	29,0 (26,0)	3,0	116,9
37 (47)	<b>JP   KOM</b> Düsseldorf    	3,30 (2,70)	22,2	k.A.	25,0 (25,0)	0,0	132,0
38 (41)	<b>HvG Consult (Haas &amp; Health Partner und SanCom CCS)</b> Eltville     	3,24 (3,02)	7,2	k.A.	31,0 (32,0)	-1,0	107,9
39 (39)	<b>medical relations</b> Langenfeld   	3,18 (3,30)	-3,6	4,12	28,0 (29,0)	-1,0	106,0
40 (45)	<b>KOOB Agentur für Public Relations</b> Mülheim a.d.R.      	3,08 (2,83)	8,8	4,21	40,0 (36,0)	4,0	77,1
41 (43)	<b>PSM&amp;W Kommunikation</b> Frankfurt am Main    	2,98 (2,92)	2,1	3,40	33,0 (36,0)	-3,0	87,6

42 (50)	<b><u>Klenk &amp; Hoursch</u></b> Frankfurt am Main 	2,97 (2,51)	18,3	3,39	31,0 (26,0)	5,0	114,2
43 (36)	<b><u>muehlhausmoers kommunikation</u></b> Köln <b>.GPRA</b>   	2,90 (3,50)	-17,1	4,00	30,0 (34,0)	-4,0	96,7
44 (51)	<b><u>w&amp;p Wilde &amp; Partner Public Relations</u></b> München   	2,80 (2,48)	12,8	3,30	21,0 (21,0)	0,0	133,3
45 (46)	<b><u>Media Concept</u></b> Duisburg 3) <b>.GPRA</b>  	2,79 (2,76)	0,9	k.A.	25,0 (24,0)	1,0	111,4
46 (0)	<b><u>Bell Pottinger-Harvard</u></b> München 2)  	2,75 (0,00)	k.V.	k.A.	25,0 (0,0)	k.V.	110,0
47 (47)	<b><u>HBI Helga Bailey</u></b> München 1)  	2,70 (2,70)	0,0	k.A.	21,0 (21,0)	0,0	128,6
47 (52)	<b><u>Maisberger</u></b> München     	2,70 (2,30)	17,4	3,00	30,0 (27,0)	3,0	100,0
49 (49)	<b><u>Schröder+Schömb's PR GmbH</u></b> Berlin   	2,62 (2,62)	0,2	9,12	36,0 (42,0)	-6,0	72,9
50 (77)	<b><u>Patzer PR GmbH</u></b> Ismaning 	2,40 (1,50)	60,0	3,10	18,0 (15,0)	3,0	141,2
51 (56)	<b><u>Krauts PR</u></b> München  	2,36 (2,11)	11,8	3,30	28,0 (26,0)	2,0	84,3
51 (52)	<b><u>3K Agentur für Kommunikation</u></b> Frankfurt am Main    	2,36 (2,30)	2,6	k.A.	20,0 (17,0)	3,0	124,2

53 (44)	<b>Leipziger &amp; Partner (GPRA) L&amp;P Kommunikationsgesellschaft</b> Frankfurt am Main 3)     	2,31 (2,88)	-19,7	k.A.	21,0 (25,0)	-4,0	110,0
54 (55)	<b>index-Gruppe</b> Berlin   	2,30 (2,15)	7,0	k.A.	33,0 (31,0)	2,0	69,7
55 (52)	<b>Cohn &amp; Wolfe Public Relations</b> Frankfurt am Main 2) 	2,20 (2,30)	-4,3	k.A.	20,0 (20,0)	0,0	110,0
55 (61)	<b>impact Agentur für Kommunikation</b> Frankfurt am Main    	2,20 (2,00)	10,0	2,95	20,0 (18,0)	2,0	110,0
57 (61)	<b>Dorothea Küsters Life Science Communications</b> Frankfurt am Main     	2,17 (2,00)	8,5	k.A.	21,0 (20,0)	1,0	103,3
58 (65)	<b>Communication Consultants GmbH Engel &amp; Heinz</b> Stuttgart     	2,04 (1,90)	7,3	2,80	24,0 (23,0)	1,0	85,0
59 (69)	<b>Storymaker Agentur für Public Relations</b> Tübingen    	2,04 (1,83)	11,1	2,19	21,0 (21,0)	0,0	88,5
60 (67)	<b>PR-COM Gesellschaft für strategische Kommunikation</b> München  	1,98 (1,85)	7,0	k.A.	24,0 (20,0)	4,0	86,1
60 (63)	<b>Schwartz Public Relations</b> München    	1,98 (1,96)	1,0	2,10	14,0 (13,0)	1,0	141,4
60 (57)	<b>COMEO Dialog, Werbung, PR</b> München 1)	1,98 (2,07)	-4,3	k.A.	18,0 (18,0)	0,0	110,0

								
60 (59)	<b>Raike Kommunikation</b> Hamburg 3)   	1,98 (2,05)	-3,4	k.A.	20,0 (20,0)	0,0	110,0	
64 (57)	<b>MasterMedia Beratungsgesellschaft für Kommunikation</b> Hamburg 3)    	1,97 (2,07)	-4,9	2,59	26,0 (18,0)	8,0	75,7	
65 (0)	<b>Yupik Marketing PR</b> Köln 	1,90 (0,00)	k.V.	1,90	9,0 (8,0)	1,0	211,1	
66 (70)	<b>Profilwerkstatt</b> Darmstadt    	1,89 (1,80)	5,0	2,58	25,0 (25,0)	0,0	75,6	
67 (64)	<b>public:news Agentur für Kommunikation</b> Hamburg 3)  	1,87 (1,96)	-4,3	k.A.	17,0 (17,0)	0,0	110,0	
68 (74)	<b>FLUTLICHT - Agentur für Kommunikation</b> Nürnberg    	1,85 (1,55)	19,4	k.A.	17,0 (14,0)	3,0	115,6	
68 (70)	<b>antwerpes</b> Köln  	1,85 (1,80)	2,8	2,15	11,0 (12,0)	-1,0	185,0	
70 (68)	<b>APCO WORLDWIDE</b> Berlin 3)   	1,76 (1,84)	-4,3	k.A.	16,0 (16,0)	0,0	110,0	
70 (72)	<b>Convensis Group</b> Stuttgart 1)  	1,76 (1,73)	2,0	k.A.	16,0 (15,0)	1,0	110,0	
72 (60)	<b>Straub &amp; Linardatos</b>	1,76 (2,00)	-12,1	k.A.	25,0 (25,0)	-10,0	65,1	

(00)	Hamburg	(2,00)			(35,0)		
	<b>.GPRA</b>   						
73 (89)	<b>RPM - revolutions per minute</b> <b>Gesellschaft für Kommunikation mbH</b> Berlin	1,68 (1,27)	32,6	3,87	18,0 (11,0)	7,0	119,9
74 (91)	<b>Die Wortwerkstatt</b> Kusterdingen  	1,66 (1,22)	36,1	2,57	19,0 (17,0)	2,0	92,2
75 (77)	<b>PR-Partner Köln</b> Köln   	1,65 (1,50)	10,0	1,84	17,0 (14,0)	3,0	103,1
76 (81)	<b>Faktum Marketing &amp; Kommunikation &amp; Public Relations</b> Heidelberg  	1,63 (1,41)	15,1	1,92	9,0 (9,0)	0,0	180,6
77 (66)	<b>wegewerk.</b> Berlin  	1,60 (1,89)	-15,3	2,15	22,0 (25,0)	-3,0	69,6
78 (101)	<b>Press'n'Relations</b> Ulm   	1,55 (1,04)	49,0	1,64	18,0 (18,0)	0,0	86,1
79 (0)	<b>trio-group communication &amp; marketing</b> Mannheim 3)  	1,54 (0,00)	k.V.	k.A.	15,0 (0,0)	k.V.	110,0
79 (77)	<b>Hotwire Public Relations Germany</b> Frankfurt am Main 3)   	1,54 (1,50)	2,7	k.A.	14,0 (14,0)	0,0	110,0
79 (107)	<b>talkabout communications</b> München 3) <b>.GPRA</b>   	1,54 (0,92)	67,0	k.A.	14,0 (15,0)	-1,0	110,0
82 (86)	<b>Dederichs Reinecke &amp; Partner</b> Hamburg  	1,54 (1,31)	17,7	2,28	23,0 (22,0)	1,0	69,8

83 (103)	<u>markenzeichen Agentur für Marketingkommunikation</u> Frankfurt am Main   	1,50 (1,00)	50,0	1,87	15,0 (10,0)	5,0	125,0
83 (87)	<u>Zucker Kommunikation</u> Berlin    	1,50 (1,30)	15,4	1,80	19,0 (18,0)	1,0	78,9
85 (76)	<u>crossrelations</u> Düsseldorf    	1,49 (1,50)	-1,0	k.A.	23,0 (22,0)	1,0	64,8
86 (88)	<u>WEFRA PR Gesellschaft für Public Relations</u> Neu-Isenburg  	1,48 (1,28)	15,6	2,13	10,0 (10,0)	0,0	148,0
87 (100)	<u>BSK Becker+Schreiner Kommunikation</u> Willich  	1,44 (1,11)	29,2	1,96	15,0 (14,0)	1,0	96,0
88 (92)	<u>wilhelm innovative medien</u> Wuppertal  	1,34 (1,20)	11,9	k.A.	18,0 (22,0)	-4,0	74,6
89 (83)	<u>PR-Partner Societät für Öffentlichkeitsarbeit</u> München 3)   	1,32 (1,38)	-4,3	k.A.	12,0 (12,0)	0,0	110,0
89 (92)	<u>Ansel &amp; Möllers GmbH</u> Stuttgart  	1,32 (1,20)	10,0	k.A.	17,0 (16,0)	1,0	77,6
91 (73)	<u>rheinfaktor - Agentur für Kommunikation</u> Köln   	1,27 (1,71)	-25,7	1,87	15,0 (21,0)	-6,0	66,7
92 (80)	<u>UMPR GmbH</u> Hamburg   	1,25 (1,44)	-13,4	1,82	17,0 (16,0)	1,0	73,5
93 (85)	<u>MW Office Gesellschaft für Marketing und Werbung mbH</u>	1,21 (1,36)	-11,1	1,63	12,0 (10,0)	2,0	100,4

	Ismaning  						
94 (109)	<u>Communication Harmonists</u> Heidelberg   	1,20 (0,89)	34,8	1,30	16,0 (13,0)	3,0	75,0
95 (95)	<u>Köhler+Partner</u> Handeloh	1,14 (1,19)	-3,8	2,19	20,0 (19,0)	1,0	57,1
96 (106)	<u>pr+co</u> Stuttgart  	1,13 (0,94)	19,8	1,23	10,0 (9,0)	1,0	112,8
97 (82)	<u>vibrio. Kommunikationsmanagement</u> <u>Dr. Kausch</u> Unterschleißheim   	1,10 (1,40)	-21,4	1,10	15,0 (15,0)	0,0	73,3
97 (97)	<u>SCHAAL.TROSTNER</u> <u>KOMMUNIKATION</u> Stuttgart 3)    	1,10 (1,15)	-4,3	k.A.	10,0 (10,0)	0,0	110,0
97 (97)	<u>Topcom Communication</u> Frankfurt am Main 3)  	1,10 (1,15)	-4,3	k.A.	10,0 (10,0)	0,0	110,0
100 (96)	<u>KAIKOM Agentur für Kommunikation</u> Düsseldorf  	1,05 (1,17)	-10,7	1,13	7,0 (11,0)	-4,0	149,6
101 (99)	<u>Kohl PR &amp; Partner</u> Berlin   	1,01 (1,13)	-9,9	k.A.	10,0 (12,0)	-2,0	101,4
102 (102)	<u>dot.communications</u> München   	1,01 (1,03)	-2,7	1,14	12,0 (16,0)	-4,0	71,9
103 (114)	<u>Fortis PR</u> München  	0,93 (0,81)	14,2	k.A.	8,0 (7,0)	1,0	115,6
104	<u>Sympra</u>	0,92	-23,3	0,97	13,0	-3,0	70,8

(92)	Stuttgart <b>.GPRA</b>      	(1,20)			(16,0)		
105 (105)	<b><u>Dr. Haffa &amp; Partner</u></b> München 1)  	0,91 (0,99)	-7,7	k.A.	12,0 (13,0)	-1,0	76,0
106 (108)	<b><u>PR-Agentur PR4YOU</u></b> Berlin 1) 	0,88 (0,92)	-4,3	k.A.	8,0 (8,0)	0,0	110,0
107 (111)	<b><u>Ziegs Kuchel Müller Communication Service</u></b> Köln 1)  	0,88 (0,85)	2,9	0,95	7,0 (7,0)	0,0	125,0
108 (112)	<b><u>BBGK Berliner Botschaft Gesellschaft für Kommunikation</u></b> Berlin  	0,87 (0,84)	3,6	k.A.	8,0 (8,0)	0,0	109,0
109 (110)	<b><u>Profil Marketing</u></b> Braunschweig  	0,85 (0,87)	-2,3	0,85	11,0 (10,0)	1,0	85,0
110 (113)	<b><u>eastside communications / Braintown</u></b> München   	0,78 (0,82)	-4,2	0,99	20,0 (19,0)	1,0	39,1
111 (0)	<b><u>id pool public relations</u></b> Stuttgart 1)  	0,77 (0,00)	k.V.	k.A.	7,0 (7,0)	0,0	110,0
112 (116)	<b><u>Laub &amp; Partner</u></b> Hamburg  	0,76 (0,74)	2,7	0,99	15,0 (17,0)	-2,0	44,7
113 (120)	<b><u>Möller Horcher Public Relations</u></b> Offenbach <b>.GPRA</b>    	0,75 (0,64)	17,1	0,86	15,0 (11,5)	3,5	50,0
114	<b><u>pr/omotion Gesellschaft für</u></b>	0,66	7,8	0,99	12,0	0,0	55,1

(121)	<b><u>Kommunikation</u></b> Hannover   	(0,61)			(12,0)		
115 (0)	<b>pioneer pr</b> Leipzig 1)	0,66 (0,00)	k.V.	k.A.	6,0 (4,0)	2,0	110,0
115 (119)	<b><u>good news! Marketing + PR Consulting</u></b> Stockelsdorf 3)  	0,66 (0,69)	-4,3	k.A.	6,0 (6,0)	0,0	110,0
117 (115)	<b><u>pr nord.neue kommunikation.</u></b> Braunschweig 3) <b>.GPRA</b>   	0,66 (0,80)	-17,7	0,91	16,0 (18,0)	-2,0	38,6
118 (118)	<b><u>AD AGENDA Kommunikation und Event GmbH</u></b> Berlin 	0,65 (0,70)	-7,1	k.A.	10,0 (12,0)	-2,0	65,0
119 (117)	<b><u>Circle Comm</u></b> Mühlthal   	0,62 (0,72)	-13,9	0,80	7,0 (8,0)	-1,0	77,5
120 (123)	<b><u>Ulrich Eggert GWK Gesellschaft für Werbung und Kommunikation</u></b> Hannover 3)  	0,55 (0,57)	-4,3	k.A.	5,0 (5,0)	0,0	110,0
121 (127)	<b><u>Sage &amp; Schreibe Public Relations</u></b> München  	0,54 (0,50)	8,0	0,92	7,0 (7,0)	0,0	77,1
121 (125)	<b><u>Public Relations v. Hoyningen-Huene</u></b> Hamburg <b>.GPRA</b>   	0,54 (0,53)	1,5	0,66	9,0 (9,0)	0,0	60,0
123 (128)	<b><u>Frische Fische</u></b> Dresden  	0,53 (0,46)	16,4	0,74	7,0 (6,0)	1,0	76,0
124 (124)	<b>noble kommunikation</b>	0,50 (0,57)	-13,5	1,00	7,0 (7,0)	0,0	70,9

	Neu-Isenburg 						
125 (133)	<u>inMedias Kommunikation</u> Lohmar 	0,49 (0,35)	41,4	0,95	3,0 (3,0)	0,0	165,0
126 (126)	<u>Aufgesang Public Relations</u> Hannover   	0,47 (0,51)	-7,7	0,55	11,0 (10,0)	1,0	46,6
127 (122)	<u>Kock Lohmann Public Relations</u> Köln  	0,46 (0,58)	-20,7	0,48	12,0 (14,0)	-2,0	38,3
128 (129)	<u>redRobin Strategic Public Relations</u> Hamburg  	0,45 (0,41)	9,1	0,53	5,0 (5,0)	0,0	90,0
129 (0)	<u>uri press</u> Schloß Holte-Stukenbrock 3) 	0,44 (0,00)	k.V.	k.A.	4,0 (0,0)	k.V.	110,0
130 (130)	<u>Schott Relations Hamburg</u> Hamburg 	0,40 (0,38)	5,3	k.A.	7,0 (7,0)	0,0	57,1
131 (132)	<u>der-Medienberater.de GbR</u> Göppingen   	0,38 (0,36)	5,0	k.A.	3,0 (3,0)	0,0	126,0
132 (134)	<u>Alpha &amp; Omega Public Relations</u> Bergisch-Gladbach 3)  	0,33 (0,34)	-4,3	k.A.	3,0 (3,0)	0,0	110,0
133 (131)	<u>ComMenDo Agentur für Unternehmenskommunikation</u> München    	0,30 (0,36)	-18,1	0,31	4,0 (3,0)	1,0	98,7
134 (0)	<u>newswerk Agentur für Public Relations</u> Frankfurt am Main 	0,26 (0,00)	k.V.	0,36	5,0 (0,0)	k.V.	51,4

135 (0)	<u>Agentur Zielgenau</u> Mühltal 1) 	0,22 (0,00)	k.V.	k.A.	2,0 (1,0)	1,0	110,0
135 (0)	<u>Becker. Joerges. agile communication.</u> München 1)	0,22 (0,00)	k.V.	k.A.	2,0 (0,0)	k.V.	110,0
137 (136)	<u>Eins A Kommunikation Agentur für Beratung und Umsetzung</u> Hannover 	0,21 (0,23)	-11,4	0,27	5,0 (6,0)	-1,0	41,2
138 (135)	<u>denkBar - PR &amp; Marketing</u> Bremen  	0,20 (0,25)	-20,4	0,23	6,0 (6,0)	0,0	33,5
139 (139)	<u>komm   public! - Gesunde PR für die Medizinbranche</u> Hannover  	0,16 (0,09)	77,8	0,20	3,0 (2,0)	1,0	53,3
140 (138)	<u>oha communication</u> Stuttgart  	0,12 (0,12)	-0,1	k.A.	3,0 (3,0)	0,0	41,5
141 (0)	<u>GAP PR Bureau für Tourismus-Kommunikation</u> München 1)	0,11 (0,00)	k.V.	k.A.	1,0 (1,0)	0,0	110,0
141 (0)	<u>Oseon</u> Frankfurt am Main 1)  	0,11 (0,00)	k.V.	k.A.	1,0 (0,0)	k.V.	110,0
Summe:		485,38 (469,84)	1,40		4746,0 (4646,5)	47,5	

Die Angaben in **Pfeffers PR-Ranking 2010** beruhen - sofern nicht anders vermerkt - auf der Auswertung der Meldungen der PR-Agenturen. Sie erfolgte nach bestem Wissen und Gewissen - ein Haftung wird nicht übernommen. Der Rechtsweg ist ausgeschlossen. Redaktionsschluss für die Meldungen zum **Stichtag 06. April 2011** war am 10. April 2011. Änderungen, Ergänzungen und Neueinträge bitte an [ranking@pfeffer.de](mailto:ranking@pfeffer.de) melden. Die Teilnahme ist freiwillig und kostenfrei, ein Anspruch zur Aufnahme ins PR-Ranking besteht nicht.

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**Die Erläuterung der Fussnoten und Icons:**

	Agentur ist <b>Mitglied</b> im PR-Wirtschaftsverband <b>GPRA</b> Gesellschaft Public Relations Agenturen, Frankfurt am Main.
	Agentur hat über die Richtigkeit der Zahlen zu den Honoraren und Mitarbeitern ein <b>Testat</b> ihres <b>Steuerberaters/Wirtschaftsprüfers</b> vorgelegt/nachgereicht
	Agentur hat im Bereich " <b>PR-Agentur-Porträts</b> " des "PR-Journals" ein Porträt für 150 Euro Jahresbeitrag gebucht. Der Link führt direkt zu diesem Porträt.
	Agentur hat im Bereich " <b>PR-Agenturdatenbank</b> " des "PR-Journals" ihre Daten auswerten lassen - für einen Jahresbeitrag von 200 Euro. Der Link führt direkt zu diesem ausführlichen Datenbankeintrag.
	Die Homepage der Agentur ist im PR-WebsiteCheck geprüft worden.
	Die Agentur <b>bildet</b> Volontäre/Trainees <b>aus</b> .
	Die Agentur <b>bezahlt</b> Volontäre/Trainees <b>nach DJV-Regeln</b> .
k.A.	Die Agentur hat hierzu <b>keine Angabe</b> gemacht.
k.V.	Wegen fehlender Angaben ist ein <b>Vergleich</b> z.B. zur Vorjahreszahl nicht möglich.
1)	Agentur <b>meldet nur Mitarbeiterzahl</b> . Das Honorar wurde hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von 110.000 Euro aus 2010.
2)	Die Angaben dieser Agentur werden durch das <b>Sarbanes-Oxley-Gesetz</b> der USA beeinflusst (noch nicht an der NYSE (New Yorker Börse) gemeldete und von der SEC (Börsenaufsicht) noch nicht genehmigte Zahlen dürfen nicht publiziert werden). Die Daten wurden von Gerhard A. Pfeffer ermittelt/hochgerechnet und in der Regel mit dem Durchschnitts-Pro-Kopf-Umsatz von 110.000 Euro aus 2010 berechnet.
3)	<b>Agentur meldet nicht selbst</b> . Der Honorar-Umsatz 2010 wurde von G. Pfeffer recherchiert und hochgerechnet mit dem Durchschnitts-Pro-Kopf-Umsatz von (i.d.R.) 110.000 Euro aus 2010.
4)	Der Honorarumsatz 2010 von <b>Ketchum Pleon Deutschland</b> beinhaltet nicht die Umsätze von Pleon Event + Sponsoring (jetzt bei BBDO Live) und Emanate Deutschland (ehemals Ketchum Deutschland).

Bei einigen Agenturen wurde **trotz gleichem Honorarumsatz kein gleicher Rang** ausgewiesen. Dies ergibt sich aus dem Eintrag des kompletten Honorars in der Eingabe-Datenbank. Für die Ausgabe wurden die Honorare auf zwei Stellen nach dem Komma gerundet. **Die Vergabe der Ränge erfolgte aber nach der tatsächlichen Eingabe.**

## **Global ranking of PR agencies: German agencies are respectably represented**

Tuesday 09<sup>th</sup> November 2010, 21:17 – Updated Tuesday 09<sup>th</sup> November 2010 at 21:58

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The US business directory “TheHolmesReport” has published the worldwide ranking of PR agencies. The first places are occupied by the biggest US agencies from which most are operating in Germany, too. Weber Shandwick (GPRA) succeeded in taking over the leadership of Fleishman Hillard this year. Please find below-mentioned the first 15 places of the ranking (place of the previous year is indicated in brackets) with their respective gross incomes in US-\$:

1	(2) Weber Shandwick Worldwide (GPRA), USA, 480.000.000
2	(1) Fleishman-Hillard, USA, 475.000.000
3	(3) Edelman, USA, 447.814.314
4	(4) Burson-Marsteller, USA, 380.000.000
5	(9) MS&L Group (GPRA), Frankreich, 370.000.000
6	(7) Ketchum Pleon (GPRA), USA, 325.000.000
7	(5) Hill & Knowlton (GPRA), USA, 320.000.000
8	(6) Ogilvy Public Relations Worldwide, USA, 230.000.000
9	(11) EuroRSCG Worldwide PR (GPRA), Frankreich, 200.000.000
10	(15) FD, Grossbritannien, 180.079.000
11	(12) Cohn & Wolfe, USA, 150.000.000
12	(17) Grayling, Grossbritannien, 148.000.000
13	(---) Brunswick Group, Grossbritannien 140.000.000
14	(8) Porter Novelli, USA, 130.000.000
15	(14) GolinHarris, USA, 125.000.000

According to the ranking of the HolmesReport Media Consulta being on place 23 is the first agency with headquarter in Germany. Among other German agencies count: Hering Schuppener (place 31), Scholz & Friends (place 33), fischerAppelt (GPRA) (place 35), CNC Communications (place 46), A&B One (GPRA) (place 52), Oliver Schott Kommunikation (place 62), achtung! Kommunikation (GPRA) (place 74), Jeschenko MedienAgentur (place 79), häberlein & mauerer (place 94), Faktor 3 (GPRA) (place 96), Fink & Fuchs (place 97).

Total ranking: holmesreport.com

This document is translated by the researcher. The original can be accessed online: <http://www.pr-journal.de/redaktion-aktuell/branche/9270-globales-pr-agenturen-ranking-deutsche-agenturen-sind-respektabel-vertreten.html>

Rank	Rank Last Year	Agency Name	Headquarters	2009 Fee Income US\$	Growth	Employees
1	2	Weber Shandwick Worldwide	United States	480,000,000	n/a	n/a
2	1	Fleishman-Hillard	United States	475,000,000	n/a	n/a
3	3	Edelman	United States	447,814,314	-3	3,118
4	4	Burson-Marsteller	United States	380,000,000	n/a	n/a
5	9	MS&L Group	France	370,000,000	n/a	n/a
6	7	Ketchum Pleon	United States	325,000,000	n/a	n/a
7	5	Hill & Knowlton	United States	320,000,000	n/a	n/a
8	6	Ogilvy Public Relations Worldwide	United States	230,000,000	n/a	n/a
9	11	EuroRSCG Worldwide PR	France	200,000,000	n/a	n/a
10	15	FD	United Kingdom	180,079,000	-19.8	n/a
11	12	Cohn & Wolfe	United States	150,000,000	n/a	n/a
12	17	Grayling	United Kingdom	148,000,000	n/a	n/a
13	n/a	Brunswick Group	United Kingdom	140,000,000	n/a	n/a
14	8	Porter Novelli	United States	130,000,000	n/a	n/a
15	14	GolinHarris	United States	125,000,000	n/a	n/a
16	16	Waggener Edstrom Worldwide	United States	105,642,094	-14.3	778
17	19	Ruder Finn	United States	100,775,000	-7.3	634
18	18	APCO Worldwide	United States	100,300,000	-10.8	507
19	n/a	Dentsu Public Relations	Japan	80,000,000	n/a	n/a
20	-	KREAB Gavin Anderson	UK/Sweden	65,000,000	n/a	n/a
21	23	Chandler Chicco Agency	United States	56,000,000	n/a	n/a
22	10	Brodeur Worldwide	United States	55,000,000	n/a	n/a
23	26	Media Consulta	Germany	53,084,727	8.8	325
24	21	Res Publica (National PR)	Canada	49,400,000	-17.7	310
25	25	PRAP	Japan	49,200,000	9.3	248
26	22	Text 100	United Kingdom	46,772,627	-10.8	469
27	20	Citigate Dewe Rogerson	United Kingdom	44,426,075	-4.2	187
28	-	Kyodo Public Relations	Japan	42,934,000	-11.4	324
29	24	MWW Group	New York	38,886,000	n/a	190
30	28	Hering Schuppener	Germany	38,562,764	5.5	134
31	-	Finsbury	United Kingdom	38,000,000		
32	31	Scholz & Friends	Germany	37,321,301	4.8	234
33	32	Qorvis Communications	United States	37,188,804	6.5	96
34	30	fischerAppelt	Germany	36,914,170	-3.9	232
35	37	College Hill	United Kingdom	34,148,873	11.6	271
36	69	WCG	United States	33,000,000	31.8	55
37	56	Blue Focus Communications	China	32,312,854	12.3	612
38	34	Lewis PR	United Kingdom	29,473,229	0	216
39	-	DeVries Public Relations	United States	25,000,000	n/a	n/a
40	33	Schwartz Communications	United States	24,905,403	-19.8	153
41	38	Barabino & Partners	Italy	24,800,000	n/a	100
42	39	i&e	France	22,200,180	-6.1	155
43	40	DKC	United States	22,050,000	-1.6	125
44	42	The Red Consultancy	United Kingdom	21,413,568	26.9	152
45	-	CNC Communications	Germany	20,000,000	n/a	n/a
45	36	Bite Communications	United Kingdom	20,000,000	n/a	n/a
47	54	Llorente & Cuenca	Spain	19,353,060	-3.6	210
47	59	Hotwire Group	United Kingdom	19,217,000	14.1	121
48	-	AGT Communications Group	Russia	19,120,952	3.6	134
51	43	Taylor	United States	19,100,000	-5.5	98

**Footnotes:** For firms that submitted numbers in pounds sterling or euros, conversions were made using exchange rates as of 12/31/2009.

As a result of Sarbanes-Oxley financial regulations, the parent companies of these firms have elected not to provide revenue numbers for individual firms.

The Holmes Report has estimated revenues for these firms

MS&L Group numbers include consolidated revenues of several firms previously included separately, including MS&L, Publicis Consultants, JKL Group, Kekst and Company, and Freud Communications. • Ketchum Pleon. Ketchum was previously listed separately. Pleon was previously included as part of Brodeur Pleon.

Rank	Rank Last Year	Agency Name	Headquarters	2009 Fee Income US\$	Growth	Employees
51	52	Interel	Belgium	18,636,280	-8.3	107
52	47	A&B One	Germany	17,919,500	-7.4	110
52	58	Prime Communications	Sweden	17,919,500	19	100
54	-	Blue Rubicon	United Kingdom	17,640,887	2.39	105
55	57	Hopscotch	France	17,489,432	0	120
56	-	Hallvarsson & Halvarsson	Sweden	17,202,720	0	80
57	48	Gibbs & Soell	United States	16,888,150	-12.3	75
58	63	Infopress	Spain	16,668,463	-1.7	150
59	-	Cone	United States	16,000,000	n/a	n/a
60	44	Four Communications	United Kingdom	15,787,472	-6.3	63
61	-	Professional Public Relations	Australia	15,594,843	1.8	128
62	53	Oliver Schrott Kommunikation	Germany	15,425,105	-7.5	79
63	72	Farner Porter Novelli	Switzerland	15,339,092	n/a	55
64	62	Padilla Speer Beardsley	United States	15,195,259	-4.7	73
65	77	Allison & Partners	United States	14,662,255	12.1	91
66	-	Exposure	United Kingdom	14,545,091	40.1	123
67	51	Lansons Communications	United Kingdom	14,000,702	-13.2	94
68	71	Outcast Communications	United States	13,360,521	-8.5	77
69	68	Peppercom	United States	13,084,415	-11.3	65
70	-	Prain	South Korea	13,000,000	30	n/a
71	-	Strategic Public Relations Group	Hong Kong	12,879,107	-11.6	232
72	79	PainePR	United States	12,429,549	-6.8	57
73	91	Cooney/Waters Group	United States	12,344,058	18	38
74	174	achtung! Kommunikation	Germany	12,256,938	9.8	101
75	67	French/West/Vaughan	United States	12,234,095	-8.9	71
76	110	Coyne Public Relations	United States	12,176,000	4.2	91
77	84	Mandate Communications	United Kingdom	12,102,115	6.2	67
78	65	Geelmuyden Kiese	Norway	12,000,000	0	51
79	-	Jeschenko MedienAgentur	Germany	11,769,528	-13.4	52
80	73	RF Binder	United States	11,600,000	-8.8	72
81	61	Lexis Public Relations	United Kingdom	11,384,036	-14.4	87
82	76	5W Public Relations	United States	11,313,110	-5.1	69
83	70	Big Partnership	United Kingdom	11,150,982	1.4	93
84	112	Frank PR	United Kingdom	10,833,640	26.8	63
85	50	Rowland	Australia	10,800,000	-33.3	80
86	89	Shift Communications	United States	10,642,492	-13	75
87	81	CRT/tanaka	United States	10,350,000	-0.5	68
88	101	Makovsky + Company	United States	10,200,000	-8.1	50
89	86	Adfactors	India	10,100,000	9.8	297
90	78	Zeno Group	United States	10,052,218	-10.4	59
91	106	Hunter PR	United States	10,027,706	5.5	61
92	100	Widmeyer Communications	United States	9,771,259	7.4	42
93	-	Luther Pendragon	United Kingdom	9,710,580	22.5	59
94	-	haberlein & mauerer	Germany	9,604,852	8.1	98
95	88	Kaplow	United States	9,523,000	-6	50
96	109	Faktor 3	Germany	9,461,496	3.1	95
97	98	Fink & Fuchs	Germany	9,389,818	-1.8	76
98	111	Levick Strategic Communications	United States	9,143,087	-8.8	41
99	93	Brands2Life	United Kingdom	9,042,954	0.5	74
100	66	CJP Communications	United States	9,042,735	0.8	42

Footnotes: For firms that submitted numbers in pounds sterling or euros, conversions were made using exchange rates as of 12/31/2009.  
 As a result of Sarbanes-Oxley financial regulations, the parent companies of these firms have elected not to provide revenue numbers for individual firms.  
 The Holmes Report has estimated revenues for these firms

Rank	Rank Last Year	Agency Name	Headquarters	2009 Fee Income US Dollars	Growth	Employees
101	-	Fahlgren Mortine <sup>3</sup>	United States	8,996,567	61.3	56
102	113	Davies	United States	8,900,000	-25.8	29
103	152	Wellcom	France	8,837,345	6.7	65
104	-	Freshwater	United Kingdom	8,815,588	-22	82
105	123	Rasky Baerlein	United States	8,755,959	8.4	36
106	-	Beattie Communications	United Kingdom	8,458,004	5.4	86
107	97	komm.passion	Germany	8,386,826	-12.7	84
108	-	Portland	United Kingdom	8,338,151	12	21
109	103	CP/Compartner	Germany	8,171,292	-9.5	86
110	-	AMI Communications	Czech Republic	7,844,440	-0.5	87
111	92	Nelson Bostock	United Kingdom	7,735,232	-6.9	50
112	90	The Hoffman Agency	United States	7,500,000	-24.6	75
113	82	ergo Unternehmenskommunikation	Germany	7,468,847	-20.2	61
114	96	Red Door Communications	United Kingdom	7,438,304	0.9	54
115	147	Spark PR	United States	7,405,557	1.4	31
116	126	Jackson Spalding	United States	7,400,000	-5.1	50
117	182	Pohjoisranta Oy	Finland	7,311,156	64.5	26
118	-	TRACCS	Saudi Arabia	7,263,000	16.9	153
119	107	Consolidated Communications	United Kingdom	7,218,197	-6.8	61
120	127	Stanton Communications	United States	7,132,610	1.9	31
121	142	Shine Communications	United Kingdom	6,906,688	14.6	55
122	125	Spectrum	United States	6,850,000	8.6	43
123	-	3 Monkeys Communications	United Kingdom	6,841,271	7.3	47
124	201	Lift Consulting	Portugal	6,767,836	11.2	46
125	134	Virgo Health Communications	United Kingdom	6,635,563	17.1	45
126	-	Atomic PR	United States	6,474,095	-10	47
127	135	Lou Hammond & Associates	United States	6,368,809	-11	40
128	124	Airfoil Public Relations	United States	6,338,629	-15.9	47
129	-	Kirchoff Consult	Germany	6,307,664	-13.2	51
130	-	SenateSHJ	New Zealand	6,248,318	17.8	36
131	75	Medical Consulting Group	Germany	6,164,308	2.4	31
132	114	The Communication Group	United Kingdom	6,135,468	-13.6	35
133	136	wbpr	Germany	6,121,301	-3.6	48
134	121	Horn Group	United States	6,100,000	-25.6	40
135	108	The Rogers Group	United States	6,092,802	-10	35
136	102	Penrose Financial	United Kingdom	6,042,597	-20.7	33
137	118	McNeely Pigott & Fox	United States	5,950,000	-22.3	61
138	149	Johanssen & Kretschmer	Germany	5,949,274	7.2	47
139	160	ECCO Germany	Germany	5,877,596	-6.4	42
140	145	Eulogy	United Kingdom	5,861,953	6.5	36
141	146	124 Communications	United States	5,800,000	0	35
142	-	Twister	Italy	5,734,240	2.6	20
143	-	Food Minds	United States	5,651,110	-9	14
144	143	Hanover Communications	United Kingdom	5,638,916	6.5	31
145	-	KPR	South Korea	5,621,690	36.8	83
146	120	Imre	United States	5,600,000	-10.1	53
147	-	Octopus	United Kingdom	5,515,609	3.8	39
148	150	The Jeffrey Group	United States	5,388,986	-15.1	59
149	-	Cerrell Associates	United States	5,193,812	-14.1	23
150	153	akkanto	Belgium	5,130,728	-3.4	25

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The Holmes Report has estimated revenues for these firms

Fahlgren Mortine includes the acquisition of Edward Howard & Company.

Rank	Rank Last Year	Agency Name	Headquarters	2009 Fee Income US\$	Growth	Employees
151	157	Speed	United Kingdom	5,109,780	-36.6	39
152	138	Publicasity	United Kingdom	4,905,461	-6.5	36
153	155	LVT Benelux	Netherlands	4,874,104	-2.9	36
154	-	Molthan van Loon	Germany	4,874,104	-1.2	28
155	-	Just: Health	United Kingdom	4,836,381	67.1	22
156	162	Public Communications, Inc.	United States	4,840,000	-8.2	43
157	191	Eastwei	China	4,799,000	-0.4	110
158	-	Paul Werth Associates	United States	4,700,000	-18.9	25
159	178	Risdall McKinney	United States	4,700,000	6.8	24
160	-	Talk PR	United Kingdom	4,695,065	-11	23
161	-	M&CM Marketing Communications	Italy	4,687,741	115.1	10
162	140	Singer Associates	United States	4,632,490	-27.4	13
163	-	Drury	Ireland	4,589,614	-31.3	22
164	-	Agence Elan	France	4,587,392	166.7	23
165	179	Catalyst PR	United States	4,571,794	18.5	23
166	-	Focus PR	United Kingdom	4,489,524	57.9	33
167	-	Rumeur Publique	France	4,396,870	-10.2	32
168	170	L.C. Williams & Associates	United States	4,336,430	2	22
169	169	HVG Consult (Haas & SanCom)	Germany	4,326,484	4.1	32
170	156	London Communications Agency	United Kingdom	4,311,497	-8.9	20
171	-	Diplomat	Sweden	4,300,680	11.1	22
172	-	Kaltwasser	Germany	4,286,344	2.7	26
173	-	Launch Squad	United States	4,255,740	-1	41
174	-	C&C – Consultores de Comunicacao	Portugal	4,234,327	-39.1	28
175	164	Bliss PR	United States	4,218,000	-7.5	28
176	188	ikp	Austria	4,171,659	8.6	30
177	-	Quinn & Co.	United States	4,150,257	-19.7	30
178	-	rbb Public Relations	United States	4,034,219	-7.6	23
179	-	Holm Kommunikation	Denmark	4,013,968	-12.5	24
180	-	Pegasus PR	United Kingdom	3,918,570	7.4	29
181	175	Winning Strategies	United States	3,774,709	0.4	20
182	-	Schroder und Schombs	Germany	3,751,626	27.1	35
183	-	Crux Kommunikasjon	Norway	3,727,256	-5.5	8
184	172	Salt	United Kingdom	3,715,326	12.3	24
185	-	MCS Healthcare Public Relations	United States	3,643,800	15	17
186	161	Intermarket Communications	United States	3,633,528	-16	17
187	-	Gibraltar Associates	United States	3,856,961	33.6	13
188	173	CooperKatz & Company	United States	3,439,690	-26.3	26
189	-	The Standing Partnership	United States	3,415,721	0.2	18
190	176	HBI Helga Bailey	Germany	3,368,866	11.9	20
191	-	Kaizo	United Kingdom	3,359,860	-7	20
192	-	CC Group	United Kingdom	3,301,597	1.1	27
193	-	Ya Corporate Communications	Russia	3,106,000	-	53
194	-	Schneider Associates	United States	3,103,394	-18	22
195	186	Kwitken & Company	United States	3,100,000	-6.1	12
196	202	The Skills Group	Austria	3,082,006	7.8	13
197	-	Circle	United Kingdom	3,077,614	17.8	24
198	-	Tech Image	United States	3,052,602	5.4	16
199	194	Schwartz Public Relations	Germany	2,867,120	-10.1	13
200	209	Dukas PR	United States	2,835,595	-17.7	17

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Rank	Rank Last Year	Agency Name	Headquarters	2009 Fee Income US\$	Growth	Employees
201	-	Lane PR	United States	2,831,421	0	20
202	198	Linhart PR	United States	2,810,855	-1.9	18
203	203	Middleberg Communications	United States	2,809,000	4.3	16
204	-	360 Public Relations	United States	2,800,000	12	20
205	-	Perceptlon & Image	Spain	2,660,652	-38.5	35
206	-	PR-COM	Germany	2,652,086	8.9	20
207	-	Mischief	United Kingdom	2,639,659	29.3	22
208	-	Storymaker	Germany	2,623,414	-1.6	21
209	-	ICON International Communications	Australia	2,500,000	8.7	23
210	-	Spada	United Kingdom	2,484,455	-4.8	15
211	-	Cubitt Consulting	United Kingdom	2,468,475	n/a	n/a
212	-	Whyte Corporate Affairs	Belgium	2,351,038	n/a	14
213	187	Johnson King	United Kingdom	2,332,554	-17.6	22
214	-	Grup 7 Communications	Turkey	2,305,000	-6.7	26
215	-	Fortune PR	Indonesia	2,276,560	20	31
216	-	Madison Public Relations	India	2,220,000	11	45
217	-	Torres y Carrera	Spain	2,150,340	15.4	22
218	229	Marco de Comunicacion	Spain	2,116,653	-4.3	35
219	-	Ackermann PR	United States	2,102,908	4.4	11
220	-	O'Malley Hansen	United States	2,098,500	7.4	15
221	228	Barrett Dixon Bell	United Kingdom	2,023,037	5	13
222	-	Hope Beckham	United States	2,011,420	-6	17
223	218	JS2 Public Relations	United States	1,949,000	29.8	10
224	-	ACA/JES communicatie	Netherlands	1,935,306	n/a	30
225	205	Reptile Group (Chameleon, Komodo)	United Kingdom	1,900,036	-6.8	11
226	-	CitySavvy	UK/Netherlands	1,820,733	26.2	11
227	-	Affect Strategies	United States	1,728,700	60	30
228	-	Articulate Communications	United States	1,700,000	13.3	10
229	171	LaBreche	United States	1,680,000	-22.2	18
230	220	PRP/Public Relations Partners	Belgium	1,648,594	-21.2	12
231	-	Blue Lotus Communications	India	1,600,000	n/a	74
232	236	int/ext Communications	Switzerland	1,584,083	-7.1	8
233	225	Trevelino/Keller	United States	1,572,000	-20.4	17
234	223	Threepipe	United Kingdom	1,554,859	-2.1	16
235	-	Kohnstamm Communications	United States	1,554,352	16.6	12
236	212	Trylon SMR	United States	1,537,249	-18	7
237	237	First Public Relations	Poland	1,463,435	2.7	19
238	-	Unity	United Kingdom	1,462,476	-2.2	16
239	-	PRAM Consulting	Czech Republic	1,433,560	-9.1	10
240	-	RLF Communications	United States	1,418,485	-6.8	12
241	234	Fulford Public Relations	Singapore	1,400,000	16.7	19
242	226	LVM Group	United States	1,380,700	-14.7	6
243	-	Jackson Wells	Australia	1,355,000	16.6	12
244	-	ipsis	Portugal	1,290,204	12.5	15
245	-	Katcher Vaughan & Bailey	United States	1,279,472	-21.8	10
246	-	Avantgarde Group	Hungary	1,265,116	1.9	17
247	-	MM2 Public Relations	United States	1,222,993	n/a	8
248	249	AC Sanafor	Finland	1,173,232	-20.1	11
249	-	Jones Public Affairs	United States	1,167,496	77.9	8
250	230	Eloqui PR	United Kingdom	1,120,065	-14.2	7

**Footnotes:** For firms that submitted numbers in pounds sterling or euros, conversions were made using exchange rates as of 12/31/2009.  
 As a result of Sarbanes-Oxley financial regulations, the parent companies of these firms have elected not to provide revenue numbers for individual firms.  
 The Holmes Report has estimated revenues for these firms

## Global Rankings 2010



The Holmes Report has ranked the top 250 consultancies in the world, estimating fee income for those agencies that refuse to provide these figures. Also included is a comprehensive survey of more than 320 agency leaders about the trends at play in PR markets worldwide.

### Global PR Market size

**\$8bn:** global consultancy PR market.  
**8% decline**



#### North America

##### Concerns

Economic conditions	<b>56%</b>
Attracting talent	<b>27%</b>
Competition vs other marketing disciplines	<b>17%</b>

##### Clients

CEOs take reputation seriously **7.98**  
*(highest worldwide)*

##### Media

Operates with integrity and impartiality **7.14**  
Respects the role of PR **7.03**

##### Future Growth

Healthcare **56%**  
Technology **36%**  
Word-of-mouth **18%**



#### Economic concerns

This year, concern over economic conditions moved into the number one spot, cited as a major concern by **37%** of respondents from around the world. The highest levels of concern were in the UK (**45%**) and in North America (**56%**). Asia reported the lowest level of concern about the economy (**16%**).

Economic conditions were not the major cause of concern in either Eastern Europe (**17%**) or Western Europe (**21%**).

#### Global Findings

**Optimism rating (out of 10)**  
**(7.7, up from 7.56 at end 2008)**

Asia-Pacific:	<b>▲ 8.8</b> (8.06)
North America:	<b>▲ 7.74</b> (7.06)
UK:	<b>▲ 7.45</b> (7.16)
Continental Western Europe:	<b>▼ 7.13</b> (7.57)
Eastern Europe:	<b>▼ 7.33</b> (8.36)

##### Major concerns

Economic conditions:	<b>▲ 37%</b> (28%)
Ability to attract talent:	<b>32%</b>
Increased competition from PR firms:	<b>19%</b>
Unwillingness of clients to commit sufficient funds to PR:	<b>▼ 18%</b> (21%)
Competition vs other marketing disciplines:	<b>▲ 17%</b> (10%)

Measurement: **11%**

##### Clients

Companies are taking CSR more seriously  
**▼ 7.07** (7.34)  
CEOs are taking PR more seriously  
**▲ 7.62** (7.51)  
Clients are trusting PR firms for digital  
**▲ 7.15** (6.78)  
Marketers are increasing their spending on PR  
**▲ 5.87** (5.74)

##### Future Growth

Digital	<b>54%</b>
Corporate reputation	<b>46%</b>
Consumer marketing	<b>40%</b>
Public affairs	<b>22%</b>
CSR	<b>19%</b>

#### Western Europe

##### Concerns

Talent	<b>30%</b>
Economic conditions	<b>21%</b>
Client understanding of PR	<b>15%</b>

##### Clients

CEOs taking PR more seriously **7.17**  
*(Global: 7.62)*

##### Future Growth

Public affairs **33%**  
*(Global: 22%)*

#### United Kingdom

##### Concerns

Economic conditions	<b>45%</b>
Attracting talent	<b>27%</b>
Competition vs other marketing disciplines	<b>18%</b>
Measurement	<b>12%</b>

##### Clients

CEOs take reputation seriously **7.94**

##### Media

Respects the role of PR **6.33**  
*(lowest worldwide)*

##### Growth

CSR	<b>21%</b>
Word-of-mouth	<b>16%</b>
Consumer products	<b>51%</b>

#### Eastern Europe

##### Concerns

Talent	<b>58%</b>
Client understanding of PR	<b>25%</b>
Economic conditions	<b>17%</b>

##### Media

Acts with impartiality and integrity **5.08**  
*(Global: 6.5)*

##### Future Growth

Marketing communications	<b>50%</b>
Digital	<b>50%</b>
CSR	<b>25%</b>
Public sector	<b>16%</b>

#### Asia-Pacific

##### Concerns

Talent	<b>48%</b>
Economic conditions	<b>16%</b>
Client understanding	<b>15%</b>

##### Clients

CEOs take PR more seriously **7.14**  
*(Global: 7.62)*

##### Future Growth

Corporate reputation	<b>60%</b>
Digital	<b>49%</b>
Consumer	<b>56%</b>
Healthcare	<b>60%</b>



#### CEOs attitudes

In North America and the UK, there was widespread agreement that CEOs take corporate reputation seriously (**7.98** and **7.94** respectively), but agency leaders in western Europe (**7.17**) and Asia (**7.14**) were far less convinced that this was the case.



#### The media

Most PR people feel that the media respect the role public relations plays in the information process (**6.76**). Agreement was strongest in North America (**7.03**), but it was lowest in the U.K., where it declined to just **6.33**.

### Global Rankings 2010

Rank	Rank09	Agency Name	Headquarters	2009 fee income \$
1	2	Weber Shandwick Worldwide	United States	480,000,000
2	1	Fleishman-Hillard	United States	475,000,000
3	3	Edelman	United States	447,814,314
4	4	Burson-Marsteller	United States	380,000,000
5	9	MS&L Group	France	370,000,000
6	7	Ketchum Pleon	United States	325,000,000
7	5	Hill & Knowlton	United States	320,000,000
8	6	Ogilvy Public Relations Worldwide	United States	230,000,000
9	11	EuroRSCG Worldwide PR	France	200,000,000
10	15	FD	UK	180,079,000

### Independent Rankings 2010

Rank	Agency Name	Headquarters	2009 fee income \$	Growth	Employees
1	Edelman	United States	447,814,314	-3	3,118
2	Brunswick Group	United Kingdom	140,000,000	-	-
3	Waggener Edstrom Worldwide	United States	105,642,094	-14.3	778
4	Ruder Finn	United States	100,775,000	-7.3	634
5	APCO Worldwide	United States	100,300,000	-10.8	507
6	Media Consulta	Germany	53,084,727	8.8	325
7	Res Publica (National PR)	Canada	49,400,000	-17.7	310
8	PRAP	Japan	49,200,000	9.3	248
9	Hering Schuppener	Germany	38,562,764	5.5	134
10	Scholz & Friends	Germany	37,321,301	4.8	234

### Holding Company PR Revenue

Rank	Holding Company/ network	09 PR Revenue \$	Growth
1	WPP Group	1,293,000,000	-6.5
2	Omnicom	1,070,000,000	-11
3	Interpublic	700,000,000	-
4	Publicis Groupe	400,000,000	-
5	PR Organisation Int'l	335,000,000	15
6	Huntsworth	252,960,000	-4.7
7	Havas	250,000,000	-
8	Worldcom	214,927,000	-12
9	IPREX	125,000,000	7.8
10	Bell Pottinger Group	108,203,375	8

Rank	Rank Last Year	Agency Name	Headquarters	2010 Fees	2009 Fees	Growth	Employees
1	3	Edelman	USA	\$531,548,517	\$447,841,314	0.19	3,753
2	1	Weber Shandwick Worldwide	USA	\$525,000,000	\$480,000,000	0.09	N/A
3	2	Fleishman-Hillard	USA	\$505,000,000	\$475,000,000	0.06	N/A
4	4	Burson-Marsteller	USA	\$435,000,000	\$380,000,000	0.14	N/A
5	5	MSLGroup	France	\$418,000,000	\$370,000,000	0.13	N/A
6	7	Hill & Knowlton	USA	\$375,000,000	\$320,000,000	0.17	N/A
7	6	Ketchum Pleon	USA	\$355,000,000	\$325,000,000	0.09	N/A
8	8	Ogilvy Public Relations Worldwide	USA	\$250,000,000	\$230,000,000	0.09	N/A
9	9	EuroRSCG Worldwide	France	\$205,000,000	\$200,000,000	0.02	N/A
10	10	FD	United Kingdom	\$193,100,000	\$180,079,000	0.07	N/A
11	13	Brunswick Group	United Kingdom	\$170,000,000	\$140,000,000	0.21	N/A
12	11	Cohn & Wolfe	USA	\$150,000,000	\$150,000,000	0.00	N/A
13	12	Grayling	United Kingdom	\$145,000,000	\$148,000,000	-0.02	N/A
14	15	GolinHarris	USA	\$130,000,000	\$125,000,000	0.04	N/A
15	14	Porter Novelli	USA	\$120,000,000	\$130,000,000	-0.08	N/A
16	23	MEDIA CONSULTA	Germany	\$113,568,548	\$109,588,154	0.04	407
17	18	APCO Worldwide	USA	\$113,400,000	\$100,300,000	0.13	566
18	16	Waggener Edstrom Worldwide	USA	\$111,910,000	\$105,642,094	0.06	839
19	17	Ruder Finn	USA	\$97,059,000	\$100,775,000	-0.04	602
20	19	Dentsu Public Relations	Japan	\$80,000,000	\$80,000,000	0.00	N/A
21	20	KREAB Gavin Anderson	Sweden/UK	\$65,000,000	\$65,000,000	0.00	N/A
22	21	Chandler Chicco Agencies	USA	\$64,000,000	\$56,000,000	0.14	280
23	28	Kyodo Public Relations Co.	Japan	\$56,554,000	\$52,743,000	0.07	299
24	N/A	FSB Communications	Brazil	\$55,562,156	\$55,562,156	0.00	374
25	25	PRAP Japan	Japan	\$50,500,000	\$49,200,000	0.03	260
26	32	Finsbury	United Kingdom	\$50,000,000	\$38,000,000	0.32	N/A
27	24	Res Publica (National PR)	Canada	\$47,600,000	\$49,400,000	-0.04	310
28	26	Text 100 Public Relations	United Kingdom	\$46,151,130	\$45,236,443	0.02	473
29	38	BlueFocus Communication Group	China	\$45,344,756	\$32,312,854	0.40	700
30	27	Citigate Dewe Rogerson	United Kingdom	\$42,863,827	\$44,426,075	-0.04	N/A
31	46	CNC	Germany	\$40,206,000	\$20,000,000	1.01	N/A
32	36	College Hill	United Kingdom	\$39,646,860	\$34,148,873	0.16	N/A
33	31	Hering Schuppener	Germany	\$38,999,820	\$38,562,764	0.01	152
34	N/A	ICF International	USA	\$38,633,143	\$30,155,432	0.28	159
35	37	WCG	USA	\$37,008,000	\$26,939,000	0.37	179
36	35	fischerAppelt AG	Germany	\$35,247,260	\$37,702,628	-0.07	234
37	30	MWW Group	USA	\$34,798,000	\$38,886,000	-0.11	184
38	39	LEWIS PR	United Kingdom	\$31,394,382	\$28,252,290	0.11	282
39	34	Qorvis	USA	\$29,713,320	\$29,713,320	0.00	98
40	33	Scholz & Friends	Germany	\$26,897,814	\$37,321,301	-0.28	185
41	42	Barabino & Partners	Italy	\$26,804,000	\$24,800,000	0.08	N/A
42	40	DeVries Public Relations	USA	\$26,500,000	\$25,000,000	0.06	N/A
43	77	MHP Communications	United Kingdom	\$26,140,392	\$25,022,574	0.04	153
44	46	Bite Communications	United Kingdom	\$25,222,098	\$20,443,830	0.23	182
45	41	Schwartz Communication	USA	\$25,210,803	\$24,905,403	0.01	157.5
46	N/A	Mostra	Belgium	\$25,012,146	\$23,475,565	0.07	130
47	N/A	Brodeur Worldwide	USA	\$25,000,000	N/A	N/A	N/A
48	N/A	Marina Maher Communications	USA	\$25,000,000	\$20,000,000	0.25	N/A
49	44	DKC	USA	\$24,260,000	\$22,050,000	0.10	N/A
50	52	Prime International	Sweden	\$21,845,260	\$17,690,640	0.23	116

**Footnotes:** For firms that submitted numbers in pounds sterling or euros, conversions were made using exchange rates as of 12/31/2010.

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Rank	Rank Last Year	Agency Name	Headquarters	2010 Fees	2009 Fees	Growth	Employees
51	48	Llorente & Cuenca	Spain	\$21,472,684	\$18,092,700	0.19	250
52	45	The Red Consultancy	United Kingdom	\$20,817,604	\$20,652,385	0.01	N/A
53	48	Hotwire Group	United Kingdom	\$20,592,000	\$19,217,000	0.07	131
54	N/A	Fishburn Hedges	United Kingdom	\$20,291,700	N/A	N/A	N/A
55	N/A	CROS	Russia	\$20,000,000	\$12,000,000	0.67	92
56	56	Hallvarsson & Halvarsson	Sweden	\$19,500,000	\$17,000,000	0.15	80
57	50	Taylor Global	USA	\$19,300,000	\$19,100,000	0.01	100
58	29	AGT Communications Group	Russia	\$18,893,855	\$17,977,726	0.05	250
59	62	Oliver Schrott Kommunikation	Germany	\$18,870,016	\$14,420,552	0.31	102
60	43	i&e	France	\$18,762,800	\$22,200,180	-0.15	145
61	52	Blue Rubicon	United Kingdom	\$18,574,710	\$17,640,887	0.05	N/A
62	61	Professional Public Relations	Australia	\$18,089,752	\$14,939,859	0.21	135
63	68	The OutCast Agency	USA	\$17,965,864	\$14,406,521	0.25	84
64	71	Strategic Public Relations Group	Hong Kong	\$17,800,000	\$12,879,107	0.38	N/A
65	51	Interel	Belgium	\$17,556,620	\$18,636,280	-0.06	N/A
66	59	Cone	USA	\$17,500,000	\$16,000,000	0.09	N/A
67	70	Prain	South Korea	\$17,262,328	\$13,092,079	0.32	110
68	64	Padilla Speer Beardsley	USA	\$17,074,827	\$15,195,259	0.12	110
69	55	Hopscotch	France	\$16,795,386	\$15,546,320	0.08	117
70	52	A&B One	Germany	\$16,618,480	\$17,919,500	-0.07	108
71	72	Paine PR	USA	\$16,494,777	\$12,496,143	0.32	70
72	66	Exposure	United Kingdom	\$16,482,082	\$14,545,091	0.13	123
73	76	Coyne PR	USA	\$16,051,000	\$12,176,215	0.32	95
74	57	Gibbs & Soell	USA	\$15,979,927	\$16,888,150	-0.05	92
75	60	Four Communications Group	United Kingdom	\$15,921,767	\$15,226,278	0.05	98
76	N/A	Ogilvy Health PR	United Kingdom	\$15,609,000	N/A	N/A	91
77	65	Allison & Partners	USA	\$15,509,135	\$14,662,255	0.06	N/A
78	63	Farner Porter Novelli Zurich	Switzerland	\$15,412,300	\$15,010,240	0.03	60
79	N/A	Environics Communications	Canada	\$15,000,000	N/A	N/A	110
80	58	Infopress	Spain	\$14,896,284	\$15,582,937	-0.04	165
81	N/A	Maitland	United Kingdom	\$14,360,280	N/A	N/A	N/A
82	73	Cooney/Waters Group	USA	\$14,088,673	\$12,344,058	0.14	47
83	89	Adfactors PR	India	\$13,830,000	\$10,100,000	0.37	315
84	75	French/West/Vaughan	USA	\$13,597,663	\$12,234,095	0.11	74
85	67	Lansons Communications	United Kingdom	\$13,580,957	\$14,145,296	-0.04	83
86	110	AMI Communications	Czech Republic	\$13,402,000	\$12,731,900	0.05	115
87	78	The Geelmuyden.Kiese Group AS	Norway	\$12,731,900	\$11,659,740	0.09	58
88	90	Zeno Group	USA	\$12,468,755	\$10,052,218	0.24	76
89	69	Peppercom	USA	\$12,372,999	\$13,078,545	-0.05	57
90	80	RF Binder	USA	\$12,310,000	\$11,600,000	0.06	75
91	79	JeschenkoMedienAgentur	Germany	\$12,262,830	\$11,769,528	0.04	54
92	N/A	M Booth Associates	USA	\$12,100,000	\$10,800,000	0.12	N/A
93	91	Hunter PR	USA	\$12,005,679	\$10,027,706	0.20	72
94	N/A	Capstrat	USA	\$11,800,000	N/A	N/A	88
95	84	Frank	United Kingdom	\$11,642,881	\$10,447,151	0.11	65
96	85	Rowland	Australia	\$11,600,000	\$14,986,000	-0.23	70
97	82	5W Public Relations	USA	\$11,393,178	\$11,061,338	0.03	69
98	126	Atomic PR	USA	\$11,112,250	\$7,621,500	0.46	75
99	87	CRT/tanaka	USA	\$11,082,286	\$10,254,859	0.08	64
100	88	Makovsky & Company	USA	\$10,800,000	\$10,200,000	0.06	50

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101	74	achtung!	Germany	\$10,735,002	\$12,256,938	-0.12	97
102	N/A	Sloane & Company	USA	\$10,700,000	\$9,500,000	0.13	24
103	92	Widmeyer Communications	USA	\$10,587,902	\$9,771,259	0.08	50
104	81	Lexis Public Relations	United Kingdom	\$10,458,030	\$11,238,480	-0.07	79
105	108	Portland	United Kingdom	\$10,447,104	\$8,338,151	0.25	56
106	96	Faktor 3	Germany	\$10,185,520	\$8,845,320	0.15	115
107	100	CJP Communications	USA	\$10,077,000	\$9,042,000	0.11	50
108	99	Brands2Life	United Kingdom	\$9,968,688	\$9,042,954	0.10	67
109	86	Shift Communications	USA	\$9,947,996	\$10,642,492	-0.07	70
110	83	Big Partnership	United Kingdom	\$9,780,599	\$11,150,982	-0.12	N/A
111	103	Wellcom	France	\$9,680,191	\$9,250,877	0.05	70
112	102	Davies	USA	\$9,672,856	\$8,900,000	0.09	28
113	105	Rasky Baerlein	USA	\$9,577,885	\$8,755,959	0.09	37
114	101	Fahlgren Mortine	USA	\$9,467,627	\$8,996,567	0.05	60
115	95	Kaplow	USA	\$9,391,061	\$9,523,000	-0.01	52
116	N/A	Band & Brown	United Kingdom	\$9,365,400	N/A	N/A	60
117	N/A	Tinkle	Spain	\$9,247,380	\$8,443,260	0.10	N/A
118	113	ergo Unternehmenskommunikation	Germany	\$9,113,360	\$9,113,360	0.00	71
119	94	häberlein & mauerer	Germany	\$9,113,360	\$8,979,340	0.01	104
120	98	Levick Strategic Communications	USA	\$9,023,546	\$9,132,087	-0.01	43
121	115	SparkPR	USA	\$8,861,672	\$7,405,558	0.20	27
122	120	Stanton Communications	USA	\$8,848,000	\$7,132,610	0.24	29
123	111	Nelson Bostock Group	United Kingdom	\$8,740,740	\$7,460,270	0.17	64
124	116	Jackson Spalding	USA	\$8,500,000	\$7,400,000	0.15	65
125	N/A	TVC Group	United Kingdom	\$8,477,248	N/A	N/A	42
126	118	TRACCS	Saudi Arabia	\$8,243,505	\$7,263,000	0.14	153
127	112	Hoffman Agency	USA	\$8,200,000	\$7,500,000	0.09	26
128	123	3 Monkeys	United Kingdom	\$8,096,388	\$6,841,271	0.18	54
129	N/A	DcorporateCom	Spain	\$8,041,200	\$7,371,100	0.09	55
130	N/A	Olson	USA	\$7,810,000	N/A	N/A	70
131	104	Freshwater	United Kingdom	\$7,718,651	\$8,815,588	-0.12	N/A
132	146	Imre	USA	\$7,698,000	\$5,600,000	0.37	N/A
133	107	komm.passion	Germany	\$7,639,140	\$8,386,826	-0.09	65
134	114	Red Door Communications	United Kingdom	\$7,579,730	\$7,438,304	0.02	41
135	109	CP/Compartner	Germany	\$7,505,120	\$7,639,140	-0.02	76
136	97	Fink & Fuchs Public Relations AG	Germany	\$7,505,120	\$8,778,310	-0.15	60
137	129	Kirchhoff Consult	Germany	\$7,505,120	\$7,907,180	-0.05	43
138	134	Horn Group	USA	\$7,500,000	\$6,100,000	0.23	45
139	124	Grupo Lift	Portugal	\$7,409,604	\$4,167,691	0.78	43
140	125	Virgo Health Limited	United Kingdom	\$7,362,765	\$6,380,959	0.15	49
141	130	Senate SHJ Group	New Zealand/Australia	\$7,178,469	\$6,248,318	0.15	34
142	N/A	Airfoil Public Relations	USA	\$6,810,916	\$6,338,629	0.07	52
143	148	The Jeffrey Group	USA	\$6,522,876	\$5,388,986	0.21	88
144	119	Consolidated PR	United Kingdom	\$6,370,033	\$7,218,197	-0.12	55
145	145	KPR & Associates	South Korea	\$6,324,735	\$5,621,690	0.13	83
146	141	124 Communications Consulting	Thailand	\$6,140,000	\$4,100,000	0.50	35
147	N/A	Beckermann	USA	\$6,131,666	N/A	N/A	48
148	N/A	PAN Communications, Inc.	USA	\$6,116,000	\$5,407,000	0.13	46
149	N/A	Jasculca Terman Associates	USA	\$6,066,569	N/A	N/A	42
150	N/A	First House AS	USA	\$6,030,900	N/A	N/A	13

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Rank	Rank Last Year	Agency Name	Headquarters	2010 Fees	2009 Fees	Growth	Employees
151	144	Hanover Communications	United Kingdom	\$6,006,343	\$5,438,176	0.10	38
152	147	Octopus	United Kingdom	\$5,989,173	\$5,319,547	0.13	38
153	140	Eulogy!	United Kingdom	\$5,954,834	\$5,861,953	0.02	37
154	N/A	Lou Hammond & Associates	USA	\$5,944,317	\$6,368,809	-0.07	40
155	137	McNeely Pigott & Fox	USA	\$5,906,421	\$5,955,919	-0.01	51
156	N/A	EMG	Netherlands	\$5,896,880	\$4,690,700	0.26	48
157	131	MCG Medical Consulting Group	Germany	\$5,843,272	N/A	N/A	37
158	164	Agence Elan	France	\$5,837,911	\$4,478,948	0.30	N/A
159	171	Diplomat Communications AB	Sweden	\$5,834,719	\$4,013,069	0.45	30
160	173	LaunchSquad LLC	USA	\$5,803,313	\$4,255,740	0.36	47
161	N/A	Bender Helper Impact	USA	\$5,742,200	N/A	N/A	48
162	143	FoodMinds, LLC	USA	\$5,647,086	\$5,651,110	0.00	19
163	139	ECCO Deutschland	Germany	\$5,521,624	N/A	N/A	46
164	121	Shine Communications	USA	\$5,498,275	\$6,661,178	-0.17	50
165	117	Pohjoisranta Oy	Finland	\$5,494,820	\$4,556,680	0.21	32
166	N/A	Kindred	United Kingdom	\$5,456,906	N/A	N/A	40
167	122	Spectrum	USA	\$5,390,000	N/A	N/A	22
168	135	Rogers Group	USA	\$5,351,676	N/A	N/A	22
169	155	Just: Health	United Kingdom	\$5,239,941	\$4,836,381	0.08	25
170	133	wbpr	Germany	\$5,226,780	\$5,722,654	-0.09	N/A
171	150	akkanto	Belgium	\$5,197,935	\$4,796,592	0.08	15
172	165	Catalyst Public Relations	USA	\$5,134,552	\$4,571,794	0.12	25
173	175	Bliss PR	USA	\$5,134,000	\$4,218,000	0.22	33
174	N/A	Pro-Vision Group	Russia	\$5,120,816	\$3,701,220	0.38	62
175	138	Johanssen & Kretschmer	Germany	\$5,012,348	\$5,561,830	-0.10	N/A
176	N/A	The Whiteoaks Consultancy Limited	United Kingdom	\$4,970,533	\$4,120,745	0.21	36
177	177	Quinn & Co.	USA	\$4,874,043	\$4,150,257	0.17	40
178	151	Speed	United Kingdom	\$4,851,277	N/A	N/A	36
179	N/A	Bison & Rose	Czech Republic	\$4,824,720	\$4,422,660	0.09	47
180	N/A	Partner of Promotion	Poland	\$4,824,720	\$6,164,920	-0.22	56
181	N/A	Matter Communications	USA	\$4,800,000	N/A	N/A	48
182	149	Cerrell Associates	USA	\$4,789,582	\$5,193,812	-0.08	N/A
183	152	Publicasity	United Kingdom	\$4,670,213	N/A	N/A	32
184	184	salt	United Kingdom	\$4,642,320	\$3,583,258	0.30	31
185	156	Public Communications Inc.	USA	\$4,600,000	\$4,840,000	-0.05	45
186	154	Molthan van Loon	Germany	\$4,570,082	N/A	N/A	29
187	172	Kaltwasser Kommunikarion	Germany	\$4,543,278	N/A	N/A	29
188	132	The Communcisation Group	United Kingdom	\$4,450,126	N/A	N/A	20
189	178	rbb Public Relations	USA	\$4,441,206	\$4,034,220	0.10	33
190	168	L.C. Williams & Associates LLC	USA	\$4,385,887	\$4,336,430	0.01	29
191	170	London Communications Agency	United Kingdom	\$4,381,446	N/A	N/A	20
192	162	Singer Associatres, Inc.	USA	\$4,358,176	\$4,632,490	-0.06	12
193	169	HvG Consult ( Haas & Health Partner)	Germany	\$4,340,908	\$4,044,724	0.07	31
194	180	Pegasus PR	United Kingdom	\$4,294,752	\$3,779,278	0.14	37
195	N/A	YJOO Communications	Switzerland	\$4,247,783	N/A	N/A	21
196	202	Linhart Public Relations	USA	\$4,147,567	\$2,760,555	0.50	24
197	N/A	Meropa Communications	South Africa	\$4,020,000	\$3,250,000	0.24	42
198	187	Gibraltar Associates	USA	\$3,981,155	N/A	N/A	14
199	186	Intermarket Communications	USA	\$3,929,976	\$3,633,528	0.08	20
200	188	CooperKatz & Company	USA	\$3,909,356	\$3,439,690	0.14	27

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201	185	MCS Healthcare Public Relations	USA	\$3,874,213	\$3,643,844	0.06	20
202	201	Lane PR	USA	\$3,867,096	\$2,831,423	0.37	27
203	N/A	Tunheim	USA	\$3,855,962	\$2,782,303	0.39	30
204	181	Winning Strategies	USA	\$3,774,709	N/A	N/A	20
205	N/A	Revive	USA	\$3,700,000	\$864,000	3.28	13
206	190	HBI Helga Bailey	Germany	\$3,618,540	\$3,350,500	0.08	21
207	229	LaBreche	USA	\$3,600,000	\$3,600,000	0.00	22
208	197	Circle	United Kingdom	\$3,565,096	N/A	N/A	27
209	N/A	GroundFloor Media	USA	\$3,551,143	\$2,956,992	0.20	N/A
210	207	Mischief	United Kingdom	\$3,541,682	N/A	N/A	34
211	182	Schröder+Schömbps PR	Germany	\$3,516,685	\$3,507,303	0.00	36
212	204	360 Public Relations	USA	\$3,450,000	\$2,700,000	0.28	22
213	N/A	Integral PR Services	India	\$3,380,000	\$3,900,000	-0.13	80
214	226	CitySavvy	UK/Netherlands	\$3,328,245	\$1,954,567	0.70	23
215	189	Standing Partnership	USA	\$3,325,966	\$3,411,703	-0.03	22
216	195	Kwitken + Company	USA	\$3,300,000	\$3,000,000	0.10	22
217	203	Middleberg Communications	USA	\$3,300,000	\$2,700,000	0.22	17
218	N/A	PrettyGreen	United Kingdom	\$3,271,646	N/A	N/A	32
219	205	Perception & Image	Spain	\$3,216,480	\$2,975,244	0.08	47
220	N/A	Brand Resources Group	USA	\$3,194,108	\$2,850,990	0.12	16
221	N/A	Tangerine PR	United Kingdom	\$3,030,519	\$2,863,001	0.06	30
222	196	The Skills Group	Austria	\$2,995,347	\$2,881,292	0.04	13.5
223	194	Schneider Associates	USA	\$2,906,808	N/A	N/A	22
224	191	Kaizo	United Kingdom	\$2,861,130	N/A	N/A	18
225	166	Focus PR	United Kingdom	\$2,845,198	\$3,107,260	-0.08	26
226	N/A	The Grossman Group	USA	\$2,800,000	\$2,400,000	0.17	12
227	200	Dukas Public Relations	USA	\$2,791,630	N/A	N/A	15
228	208	Storymaker PR	Germany	\$2,734,008	N/A	N/A	21
229	206	PR-Com	Germany	\$2,653,596	N/A	N/A	24
230	199	Schwartz Public Relations	Germany	\$2,653,596	\$2,680,400	-0.01	14
231	212	Whyte Corporate Affairs	Belgium	\$2,649,575	\$2,029,063	0.31	16
232	213	Johnson King	Germany	\$2,556,370	\$2,249,638	0.14	25
233	N/A	Jones Public Affairs	USA	\$2,533,780	\$1,167,496	1.17	12
234	N/A	Open Road	United Kingdom	\$2,527,097	N/A	N/A	17
235	218	Marco de Comunicación	Spain	\$2,525,992	\$2,407,126	0.05	40
236	227	Affect	USA	\$2,500,000	\$1,800,000	0.39	15
237	216	Madison Public Relations	India	\$2,500,000	\$2,200,000	0.14	50
238	N/A	Pressman Advertising	India	\$2,500,000	\$2,250,000	0.11	70
239	214	Grup 7 Communications	Turkey	\$2,483,753	\$2,305,000	0.08	26
240	N/A	Corporate Ink Public Relations	USA	\$2,467,000	\$2,285,231	0.08	13
241	220	O'Malley Hansen Communications	USA	\$2,415,000	\$2,098,000	0.15	15.5
242	N/A	Coebergh Communicatie & PR	Netherlands	\$2,250,196	\$2,227,412	0.01	16
243	219	Ackermann PR	USA	\$2,200,977	\$2,102,908	0.05	11
244	174	C&C - Consultores de Comunicação	Portugal	\$2,191,623	\$2,258,405	-0.03	26
245	217	Torres y Carrera	Spain	\$2,144,320	\$2,010,300	0.07	25
246	225	The Reptile Group	United Kingdom	\$2,130,744	\$1,832,497	0.16	18
247	221	Barrett Dixon Bell	United Kingdom	\$2,036,975	\$1,951,125	0.04	20
248	234	Threepipe Communications	United Kingdom	\$2,010,439	\$1,484,416	0.35	18
249	N/A	EPR Group (Ewing PR)	Czech Republic	\$2,010,300	N/A	N/A	18
250	N/A	Wrights PR	Australia	\$1,900,000	\$1,800,000	0.06	13

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Stand: 14. 07. 2008

