



**ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ БЮДЖЕТНОЕ  
ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ  
«МОСКОВСКИЙ ГОСУДАРСТВЕННЫЙ  
УНИВЕРСИТЕТ ПУТЕЙ СООБЩЕНИЯ  
ИМПЕРАТОРА НИКОЛАЯ II»**

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Кафедра «Экономика и управление на транспорте»

**О.Г.ЕВДОКИМОВ**

**STRATEGIC PR and GR  
COMMUNICATIONS  
IN THE ECONOMY**

Учебное пособие

Москва – 2016



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Св. план 2016 г., поз.256

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**STRATEGIC PR and GR COMMUNICATIONS IN THE ECONOMY**

Учебное пособие

для студентов экономических специальностей, бакалавров и магистров по  
направлениям «Экономика», «Менеджмент»

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для магистров по направлениям «Экономика» и «Менеджмент»

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Подписано в печать	Формат	Тираж 100 экз.
Усл. печ.л. -	Заказ -	

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150048, Ярославль, Московский пр. д. 151.

Типография Ярославского ж.д. техникума-филиала МГУПС (МИИТ).

Москва – 2016

Евдокимов О.Г. *Strategic PR and GR communications in the economy: Учебное пособие.*  
– М.: МГУПС (МИИТ), 2016. – 37 с.

В учебном пособии изложены основы стратегических PR и GR коммуникаций, описан комплекс механизмов и основных направлений, даны определения. Показано, роль и место, а также показаны механизмы использования стратегических PR и GR коммуникаций современными корпорациями в условиях российской экономики в настоящее время, рассмотрены задачи и цели, возникающие в работе высшего руководства в современных экономических условиях, которые требуют использования стратегических PR и GR коммуникаций для улучшения экономической и финансовой устойчивости корпорации. В учебном пособии предложен алгоритм для достижения понимания, нужны ли компании лоббистские технологии и стоит ли торопиться с поиском специалиста по внешним связям. Основной текст учебного пособия выполнен на английском языке.

Учебное пособие для магистров по направлениям «Экономика» и «Менеджмент», изучающих дисциплину «Стратегические PR и GR коммуникации корпорации».

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## PART I - PROPAGANDA

**Propaganda** - a powerful incentive tool. Propaganda involves the use of editorial, not paid space or time in all means of dissemination available to read, view or listen to existing or potential clients of the firm for a particular purpose - to promote the achievement of the goals.

Propaganda used for the promotion of goods, persons, places, ideas, activities, organizations, and even countries. Trade associations have resorted to propaganda to generate interest in the new products, the organization - to attract attention or to correct the negative self-image, the country - to attract tourists, foreign investment, and to provide international support for itself.

Promoting forms part of the broader concept of operations for public relations (Public Relations - PR).

### What are the tasks of propaganda?

Ensure company benevolent fame and counter the spread of rumors and negative information. To address these challenges on the organization of the departments of public opinion used by several means:

- 1) Establishing and maintaining relationships with the press. The purpose of this activity - placement of information in the media to raise awareness of persons, goods or services;
- 2) Commodity propaganda. Activity that combines a variety of efforts to promote specific products;
- 3) Firm wide communications. Activities aimed at improving public understanding of the specifics of the company;
- 4) Lobbying. Working with legislators and government officials in order to obtain the gain of any law or to prevent its adoption;

путей сообщ.», Каф. «Экономика и упр. на трансп.». Москва, 2011.

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5) Counseling. Issuing recommendations to management on issues of public importance, position and company image.

### **Selection of promotional applications and media.**

Specialist in promoting the need to determine what specific materials should be interesting to tell about the product.

### **Setting advocacy goals.**

Before the promotion you must set specific objectives. For example, suppose you need to help solve the two main marketing objectives:

- 1) To convince the Russians that the consumption of beer - one of the enjoyable activities, peculiar to the good life, and
- 2) To create an attractive image, but at the same time increase the market share of domestic brands.

Before propaganda in this case, put the following tasks:

- To prepare articles about beer and to ensure their placement in leading magazines and newspapers;
- Develop a special promotional campaign for young adults market, student market, public institutions and the different ethnic communities.

On the basis of the tasks necessary to develop specific goals to be able to evaluate the results.

### **The implementation of the advocacy plan.**

Conduct outreach activities deserves special attention. For example, you want to place the materials in the media distribution. Great place material easily. However,

most of the materials cannot be called great, and therefore, they may not get a "good" editors.

One of the valuable qualities of the expert is to promote the ability to establish personal contacts with editors of media distribution.

Often experts in propaganda - are former journalists who personally know many editors know what the need. Advocacy specialist editors considering means of disseminating information as a market that must be met in order to continue to use these editors are available from propaganda materials.

## PART II - PUBLIC RELATIONS, IMAGE-MAKING TECHNOLOGY

### What is PR?

**PR – Public Relations** – formation of a favorable communications environment, creating and maintaining a positive reputation of the company, product or service and the prevention of unwanted rumors and gossip.

- Writing and placement interviews, fashion articles and press releases
- Organization of presentations, press conferences and round tables
- Participation in exhibitions, conferences and charity programs

*«PR - it is a nail, and advertising - a hammer. PR creates a framework that ensures the accuracy of advertising "(Philip Kotler)*

предложения о работе и т.п. Кроме того, на сайте имеется обширная (более 1500 источников) база данных на литературу по PR и родственным отраслям экономики.

- <http://www.soob.ru>

Журнал «Сообщение» – ежемесячное периодическое издание «об интеллектуальном бизнесе и гуманитарных технологиях». Среди гуманитарных технологий редакция выделяет PR, консалтинг, брендинг, рекламу, политические технологии, менеджмент, традиционные и современные методики маркетинговых и социологических исследований. На сайте можно найти содержание номеров, а в открытом доступе находятся лишь некоторые материалы.

- <http://www.sostav.ru>

Информационно-аналитический портал «Состав.Ру», посвященный российскому рынку рекламы, маркетинга и связей с общественностью. Содержит новости, аналитические статьи, результаты исследований, видеоролики рекламных кампаний, форум, базу данных и т.п.

- <http://www.createbrand.ru>

Специализированный интернет-портал «Создание бренда» посвящен многочисленным аспектам этого процесса: рекламе, бизнесу, PR, маркетингу и собственно брендингу. Портал содержит следующие разделы: «Новости», «Библиотека», «Тендеры», «Авторы», «Семинары», «Форум» и т.п. Особенно следует выделить раздел «Библиотека», в котором собрано более 800 работ, доступных всем посетителям сайта.

Специализированный сервер «PR News» открыт для распространения корпоративной информации. В работе сайта принимают участие около 1500 корпоративных клиентов, которые имеют возможность публиковать на его страницах пресс-релизы и новости своих компаний.

- <http://www.pronline.ru>

Сайт «PR-онлайн» создан группой единомышленников с целью популяризации деятельности по связям с общественностью в России. Сайт содержит новости рынка связей с общественностью, аналитические статьи, интервью, база данных участников рынка, форумы и т.п. Отличительной особенностью сайта является полный доступ посетителей ко всем материалам.

- <http://www.raso.ru>

Официальный сайт Российской ассоциации по связям с общественностью (РАСО) содержит новости о ее деятельности, базу данных на участников, информацию о региональных подразделениях и т.п.

- <http://www.rupr.ru>

Портал «RuPR.Ru» является интернет-версией всероссийского научно-популярного журнала «Public Relations в России». По словам редакторов – это «профессиональный журнал о сценариях и технологиях современных public relations. В журнале освещаются как теоретические, так и практические вопросы public relations».

- <http://www.7st.ru>

Портал «Семь статей» – электронный журнал о хитростях public relations, секретах маркетинга, тонкостях политики и о рекламе. Информация на сайте обновляется ежедневно. Статьи публикуются полностью.

- <http://www.sovetnik.ru>

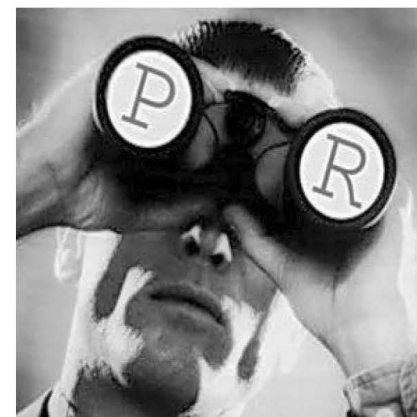
«Советник» – Профессиональный PR-портал, возникший на основе одноименного журнала. Сайт содержит новости мирового и российского PR, исследования рынка PR-услуг, оглавление номеров журнала, справочник «Кто есть кто»,

## PR strategy

PR-strategy - a system of communications with the media, actual and potential customers, partners, different authorities and self-government. Thanks effectively developed strategy will be able to make the most of marketing objectives.

### The main components of PR-strategy are:

- setting goals and objectives of PR-activities;
- definition of the target audience, positioning the company;
- Development of strategy of promotion and media relations;
- the creation of a long-term PR-program;
- PR-action plan.



Particular attention should be paid to the long-term PR-program, since it is defining it for all communications activities of the company. It can affect various aspects:

- branding & image PR;
- work with the rumors and their prevention;



- crisis PR;
- GR-strategy - the development of measures for cooperation with the authorities (state and municipal).

PR-strategy - a document based on which is formed a communications policy of the company. This document contains:

- - Reputation audit results (analysis of the current real reputation of the company);
- - Clear Strategic goals and tactical objectives for the PR-communications;
- - A list and description of the target audiences;
- - Reputational image (expected result);
- - Set PR-tools for working with the target audience;
- - Long-term PR-program;
- A detailed plan of PR-activity in the first stage.

On the basis of PR-strategy builds all communication activities of the company, it serves as a benchmark for continuous daily work in this area and allows you to evaluate the effectiveness of PR-activity.

### **Branding & Image PR technology PR**

- ▣ Branding & image PR technology PR- one of the fastest growing areas of professional activity. In recent years, Russia has seen a rapid growth of image technology and especially the formation of the corporate brand.

- <http://www.piar.ru>

Авторский проект Вячеслава Теричева «Пиар.Ру» с одержит материалы о практических аспектах деятельности субъектов PR-рынка.

- [http://www.pressclub.host.ru/PR\\_Lib/](http://www.pressclub.host.ru/PR_Lib/)

PR-библиотека на сайте агентства «Международный пресс-клуб», возглавляемого А.Н. Чумиковым, на сегодняшний день является одним из самых полных и доступных собраний электронных публикаций по связям с общественностью. Библиотека содержит около 200 оригинальных и переводных публикаций, сгруппированным по таким разделам и темам, как «Бизнес-PR», «Политический PR», «Государственный PR», «Некоммерческий PR»; «PR-тендер», «Спонсоринг и фандрайзинг», «PR в Интернете», «Имидж и корпоративные отношения» и т.д. Кроме того, некоторые темы и работы носят абсолютно эксклюзивный характер. Например, следует выделить тему, посвященную использованию музыки в PR и рекламе, или работу о связях с общественностью в платных тюрьмах. Библиотека постоянно пополняется и обновляется.

- <http://pr-info.ru>

Электронное информационное издание «PR-Info. Public Relations в российском контексте» содержит новости, материалы и обзоры по широкой проблематике связей с общественностью.

- <http://pr-life.ru>

Информационный портал «Пиар-лайф» посвящен всем сторонам деятельности по связям с общественностью. Основные разделы сайта: «Новости», «PR-сообщество», «PR-библиотека», «Полит-клуб», «Адресная книга» и «Форум».

- <http://www.pr-news.spb.ru>

Интернет-сайт газеты «PR-news», созданный для специалистов по связям с общественностью, рекламе и журналистики. В открытом доступе находятся все номера газеты.

- <http://www.pnews.ru>

- <http://www.branding.ru>

Портал «Брендинг.Ру» представляет, по заявлениям издателей, «информационные и аналитические статьи ведущих зарубежных и российских практиков брендинга». Кроме того, интернет-сайт располагает глоссарием и активно обновляющейся новостной лентой.

- <http://www.e-executive.ru>

Сайт «И-Экзекьютив» создан с целью объединения эффективных менеджеров и профессионалов. Участниками этого проекта являются более 120 тысяч менеджеров, работающих в самых разных областях деятельности. Сайт организован по принципу расширенного форума, когда каждый желающий после регистрации имеет возможность обсудить или начать обсуждение любой темы, имеющей отношение к менеджменту. Поскольку сайт объединяет практиков, постольку он будет интересен с точки зрения обсуждения наиболее актуальных проблем.

- <http://www.marketer.ru>

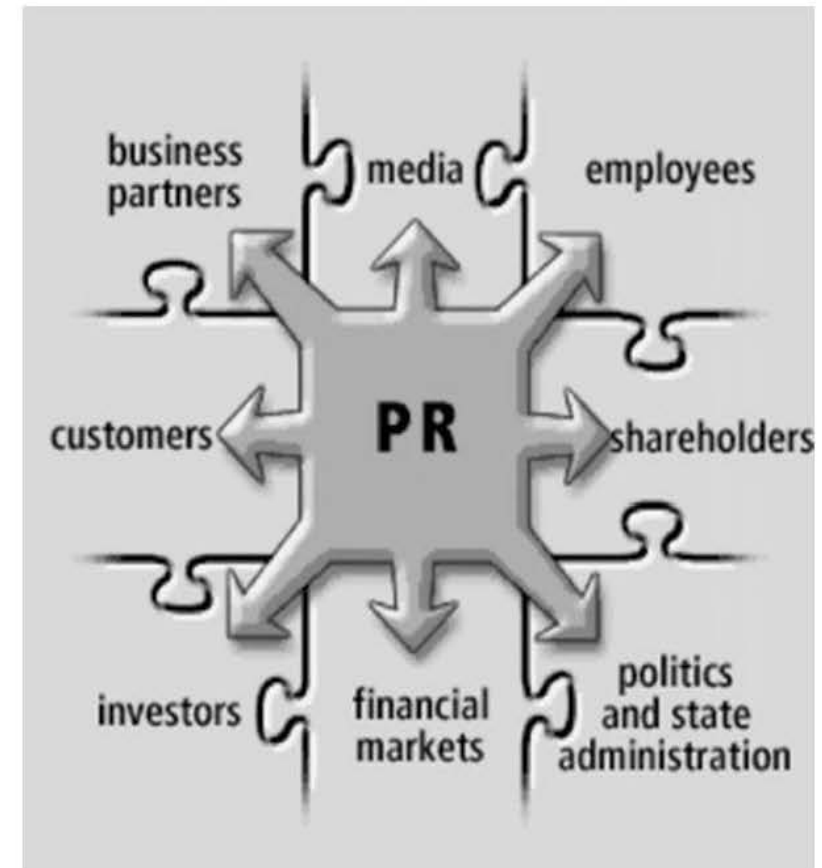
Сайт «Маркетер» – подборка информационных и аналитических материалов по вопросам рекламы и маркетинга в Интернете. Содержит более 2 тысяч статей. Также на сайте функционируют форумы.

- <http://www.marketing.spb.ru>

Портал «Маркетинг: Энциклопедия маркетинга», по словам создателей, «ориентирован на предоставление учебных, академических и методико-практических материалов посредством сети Интернет студентам, аспирантам и предпринимателям». Он содержит большой массив информации о различных аспектах маркетинга, в том числе и о маркетинговых коммуникациях.

- <http://www.media-21vek.ru>

Сайт журнала «MASSMEDIA. XXI век» выходит при поддержке факультета журналистики Санкт-Петербургского государственного университета. Журнал «MASSMEDIA. XXI век» начал выходить в 2006 г. и пришел на смену журналу «PR-диалог». Статьи журнала доступны всем посетителям сайта.



#### Image

- ▣ An artificial imitation of the giving or external form of an object, especially the face. This visualization of the person, product or institution, specifically emerging in the public mind with the help of publicity, advertisement or promotion.



**Create the image of the corporation corporate image should contain**

*four components:*

- ▣ the image of the product;
- ▣ image management and financial;
- ▣ public image;
- ▣ the image of the corporation as an employer.

**In terms of image management approach corporations should be based on three grounds:**

- ▣ The corporation must be submitted as a kind of "personality". In this case, it is very important external signs - modern facilities, equipment, style of communications within the corporation, etc.
- ▣ Corporations need to have a "reputation", to show what it is already known.
- ▣ Corporations need to show their "character" (essence), than it actually is her business. Advertising should create his character is not a corporation, but mainly "third party".

**11. Специализированные профессиональные информационные сайты:**

- [www.rupr.ru](http://www.rupr.ru)
- [www.СМИ.ru](http://www.СМИ.ru)
- [www.lenta.ru](http://www.lenta.ru)
- [www.prinfo.ru](http://www.prinfo.ru)

**12. Специализированные профессиональные СМИ:**

- журнал "Советник" - [www.SOVETNIK.ru](http://www.SOVETNIK.ru)
- журнал "Сообщение" - [www.soob.ru](http://www.soob.ru)
- журнал PR-Week - [www.prweek.com](http://www.prweek.com)
- еженедельник Джэка О'Дуайера - [www.odwyerpr.com](http://www.odwyerpr.com)
- Профессиональные международные организации в области связей с общественностью:
  - Европейская конфедерация связей с общественностью (СЕРР): [www.sbj.ac.at/serp](http://www.sbj.ac.at/serp)
  - Международная Ассоциация по связям с общественностью (IPRA): [www.ipranet.ru](http://www.ipranet.ru)
  - Ассоциация компаний-консультантов в области общественных связей (АКОС): [www.akos.newmail.ru](http://www.akos.newmail.ru)
  - Международный Комитет Ассоциаций компаний-консультантов в области связей с общественностью (ICCO): [www.magtex.co.uk/prca](http://www.magtex.co.uk/prca)
  - Американское общество по связям с общественностью (PRSA): [www.prusa.org](http://www.prusa.org)

**13. Интернет-ресурсы по связям с общественностью, GR и рекламе**

- <http://www.advertology.ru>

Тематический портал «Адвертолоджи – наука о рекламе», посвященный в первую очередь рекламе, а также маркетингу и PR. Статьи доступны всем посетителям и, по преимуществу, касаются практических вопросов.

## СПИСОК РЕКОМЕНДУЕМЫХ ИСТОЧНИКОВ ИНФОРМАЦИИ

1. Сайт ИЭФ МИИТа, раздел «Методическая литература» <http://miit-ief.ru>  
<https://drive.google.com/folderview?id=0B1ByPmBsRDzDa2V6bktzMFB2Yzg&usp=sharing>
2. Электронная библиотека <http://www.knigafund.ru>
3. <http://www.humanities.edu.ru/> - Социально-гуманитарное и политологическое образование: федеральный портал - Материалы по различным социальным и гуманитарным предметам.
4. <http://window.edu.ru/window> - Единое окно доступа к образовательным ресурсам. Интегральный каталог образовательных интернет-ресурсов, электронная учебно-методическая библиотека для общего и профессионального образования, ресурсы системы федеральных образовательных порталов.
5. <http://www.ecsocman.edu.ru/> - Федеральный образовательный портал.
6. <http://ru.wikipedia.org/> - Википедия
7. <http://library.miit.ru/> - электронно-библиотечная система Научно-технической библиотеки МИИТ.
8. <http://elibrary.ru/> - научно-электронная библиотека.
9. Поисковые системы и электронные каталоги: Yandex, Google, Mail и др.
10. Рекомендуемые видеоролики к просмотру по GR:
  - <http://youtu.be/EfRVmA0oh2A> Что такое лоббирование? <http://www.youtube.com/watch?v=qqXCmn1iO2k> Как правильно лоббировать интересы
  - [http://youtu.be/\\_Paf7\\_NvtZY](http://youtu.be/_Paf7_NvtZY) Георгий Генс о лоббировании
  - <http://www.youtube.com/watch?v=Bzu5Vt1LEc> Лоббист как субъект политики
  - <http://www.youtube.com/watch?v=p8YGVU0qw9c> Лоббизм в российской политике
  - [http://www.youtube.com/watch?v=MHE5hu\\_eJA](http://www.youtube.com/watch?v=MHE5hu_eJA) «Теория и практика взаимодействия бизнеса и власти»

## *Common symptoms of the image, which really add up in practice. (D.Burstin):*

- The image must be planned comprehensively to produce certain impression with the brand name, brand and product varieties;
- "The image of the corporation" must be believable, credible;
- It has to be passive;
- The image must be vivid and concrete;
- The image of the corporation should be simplified;
- Despite specific, the image must be somewhat vague and hover somewhere between feelings and reason, between expectations and reality.



## **Internal and public image of the organization**

- Serious impact on the perception of the public image of the organization outside the Group has its own employees.
- To serve appropriately respond to the image of the organization, it is necessary to define for them, extend and make clear.



And the last question - Are you ready (if you - the owner or the company's top manager) spending more than 20% of their time on the GR -communications? You can now decide - Do You Need It?

### **Advertising Corporation's image**

**Advertising image distributed organizations mainly in the following cases:**

- ▣ *Merger or separation;*
- ▣ *Personnel changes;*
- ▣ *Report on the organization's resources;*
- ▣ *Information about capacities and services;*
- ▣ *Information about the growth story;*
- ▣ *The emphasis on financial strength and stability;*
- ▣ *Report on the company's plans;*
- ▣ *Changing the name of the organization;*
- ▣ *Protecting brand name;*
- ▣ *Emergencies.*

- 3) The presence of personal relations with the authorities (at various levels of the "power vertical")
- 4) Ability to conduct business correspondence and document knowledge of authorities
- 5) Knowledge of PR-technologies: the ability to work with the media, events management (organization of special events), reputation management.
- 6) Political competence (interest in political information, understanding of public policy, the ability to interpret the specific decisions of the authorities).
- 7) Communicative competence.
- 8) Knowledge of industry topics.

It is also recommended to carefully analyze personality traits of a possible candidate for the position of GR - manager. Each of the following items must be present in person -manager GR:

- Communication skills (lightness and ease in establishing contacts, the ability to trigger location and the confidence)
- Analytic skills
- Development of emotional intelligence
- Presentable appearance
- Negotiation skill
- Proper spoken and written word
- Organizational skills
- Business skills (perseverance, dedication, organization, discipline)

**This PR-advertising image must meet certain general requirements:**

- It should be clear;
- It must convince;
- It should refer to the beliefs;
- It must be fair;
- It must contain humor.

**Components of of the company's image**

- Defining corporate philosophy;
- Making history, legend;
- The visual image of the company;
- The image of the employees;
- The world around us, the development of relations with the community. Friends and foes.

## Black PR



Black PR - is any kind of information attacks, the main task - to destroy a business rival parties, corporate communications, reputation of a particular person.

Usually black PR disguised as follows:

- The struggle for the rights of consumers
- The struggle for private competition
- The struggle for human rights
- The struggle for the right words

### Examples of black PR

During the black PR is often releasing provocative, supposedly coming from PR sacrifices. For example, during the election campaign on behalf of a political

- 6) Of writing bills and promote them in the legislature,
- 7) Representatives of companies elected deputies,
- 8) Organize parliamentary or parliamentary questions,
- 9) Organize mass actions with the participation of the population (for example, letters and "calls" of citizens in government, demonstrations and protests)
- 10) Establish business contacts with government officials,
- 11) Organize special lobbying campaign,
- 12) Advance to public office individuals loyal to the company;
- 13) Companies pool resources with other companies to implement lobbying projects

### Step Six. Who put the GR as a business process?

Option two: turn to outsourcing or hire professionals.

If you decide to hire a GR - manager is useful to get acquainted with a set of competencies GR-specialist (and each item in the list must be present among the candidate's competencies).

- 1) Knowledge and understanding of the public sphere (the unit of the power system, capabilities and limitations of the individual governments, decision-making procedures, documentation, ethics and style of communication). It is desirable the experience of civil service.
- 2) Skills productive dialogue with the authorities (represented evidence of productivity - projects, solutions, participation in public committees, working groups, etc.)..

- «GR-manager (head of the company) - public figures, political party - the official"
- «GR-manager (CEO) - the media - the official"

Now you can see that the GR - interaction not only with government officials, but also a variety of other subjects of lobbying process (business representative organizations, deputies, public and political organizations).

**Step Five.** What lobbying techniques (put simply - techniques influence the decisions of the authorities), you (your team, company) own, or you need a specialist with experience in lobbying?

Some of the standard methods to influence the decisions of the authorities (and the effectiveness of each of these methods is provided besides the knowledge of lobbying techniques and ability to apply them in accordance with the objectives and resources):

- 1) The company sent a written appeal to the authorities,
- 2) Organize information campaigns in the media, shaping public opinion on a particular topic,
- 3) The company's financial support the public business organizations, which, in turn, influence the decision-making,
- 4) Companies enter and actively participate in the activities of public business organizations (for example, Russian Union of Industrialists and Entrepreneurs (RSPP, Delovaya Russia, Russian Chamber of Commerce, trade unions and associations)
- 5) Are part of the public commissions, working groups, committees of the government,

party can be distributed leaflets in support of gay rights to gay parades and gay marriage, reports the reception party on the work of agitators persons infected with HIV and the assurance of complete security of communication with them, false reports free distribution of products, and so on.



### **Types of black PR**

- 1) Professional attack. Such an event requires the work of several experts in this particular field and is quite expensive
- 2) Unprofessional attack. Such PR-campaign started competitors who cannot afford to pay for professional services. These attacks differ haphazard approach.
- 3) The spontaneous attack. Typically, the initiator of such an attack is dismissed, resentful employee or disgruntled customer.
- 4) The spontaneous attack, seized upon a competitor. Rarely found species.



### **Boomerang Effect in Black PR**

In the Middle Ages many intelligent and otherwise normal people believed that the enemy can be destroyed with the help of black magic. Their retinue of astrologers, soothsayers and chiromantists hard to convince them of it, spinning on the "grandmother."

Today, a lot of reasonable and normal in the rest of the oligarchs believe that the enemy can be destroyed with the help of black PR. Their PR diligently convince them of this.

### **An example of black PR**

Recently, there was a public-relations campaign to discredit the head of "Gazprom" Alexey Miller, held, according to experts, with the filing of the head of "Mezhregiongas" Nicholas Gornovsky.

The purpose of the campaign: the resignation of Miller.

Result: the resignation Gornovsky.

**Step Four.** Think about what scheme you will build partnerships with public authorities? Decide whether it is direct communication with company representatives or government officials you will attract numerous intermediaries.

- Selecting the communication model to establish relations with the authorities depends on many factors: this is the financial resources of the company, and the knowledge of lobbying techniques, the presence of GR-experts and communication skills of top managers, but the main thing - the enormity of the tasks and the number of destinations GR -work.
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Methods of building a partnership with the authorities set. Meet the key communication models:

- «GR-manager (head of the company) - an official authority"
- «GR-manager (head of the company) - Association (industry associations, NGOs, trade unions) - official authority"
- «GR-manager (CEO) - MP - the executive, the judiciary"
- «GR-manager (head of the company) - a group of companies - the legislature"
- «GR-manager (CEO) - deputies"
- «GR-manager (head of the company) - a group of companies - business public organization - members - officials'

- The bodies of federal executive power (for example, the Federal Ministry)
- Bodies of the federal legislative authority (for example, senator, the committee in the State Duma)

**Question №2:** Think what would you like to see your relationships with this or any other authority?

- - It is desirable to be aware of the decisions of the authorities (such as the regulation of your segment of the market, or on a wide range of issues);
- - It is desirable to influence the decision of government (municipal, regional) solutions, to participate in those decisions (for example, a representative of your company can become a member of the public commission with authorities (the Regional Public Chamber, for example);
- - I would like to have business contacts with representatives and heads of government, to form a protectionist attitude to the company;
- - Useful for business development would be a partnership with the state, the municipality, the regional administration (for example, I would like to participate in the regional investment project in conjunction with the authority);
- - Require strong reputation of the company among the authorities - it is desirable to win tenders authority;
- - It is desirable to actively participate in the development of legislation for certain sectors of the economy.

### PART III - WHAT IS GR? SUCCESSFUL SYNERGY OF EFFORTS OF PR AND GR



#### What is a GR?

**Government Relations, GR** (Literally: the interaction with public authorities) - is the activity of specially authorized employees of large commercial structures (GR-managers) to conduct the company's work in a political environment.

**The purpose of the GR** — builds long-term, comfortable, predictable system of relations with the relevant political stakeholders for the company.

**The main task GR** — to prevent possible threats from the activities of political stakeholders and realize the potential of the company through its participation in political activities.

**GR-specialist** – hired employee in charge of the maintenance of its activities in government agencies, representing the company's interests in the political environment, tracking the possible threats to the company from the activity of relevant political stakeholders, implements a set of special measures to prevent the

implementation of these threats, as well as looking for potential opportunities to increase capitalization (profit) company through its participation in political activities.

*Professional Dictionary lobbying activities (compiled P.A. Tolstoy) // Center for the Study of interaction between business and government, Moscow, 2009*

### **Questions of interaction of PR and GR**

Combining PR and GR experts makes sense when there is direct feedback from the joint venture. We must look for all kinds of communication of mutual points (IR, PR, GR), who will make the work more efficient all directions.

Such synergies can be defined as follows: GR Specialist focuses on a specific problem - legislative activities or activities for the specific solutions and the problem has a hard feedback to the business plan: any decision will lead to higher profitability, will open up new markets.

In this sense, GR and PR are complementary to its tool. PR allows us to understand the value of the new solutions for society and business, as well as stir interest at the right time. PR Specialist generates social ideology of a new product, saying that it will solve some problems. PR generates positive image of products and services, the demand for which is created by lobbyists.

### **Successful synergy of efforts of PR and GR**

The appearance of the word innovation has given impetus to the unification of GR and PR. These two communication lines have become go hand in hand. GR and PR responsible for the serious issue of restructuring the economy to an innovative way. Task PR to heat up the entire environment, glowing situation to the limit, and

- We need a positive attitude of authorities to the specific activities and development plans (such as the company's entry into a new region, the desire to increase market share in an existing site).
- We need a strong positive reputation of the company among the representatives of the authorities (municipal, regional, industry, federal, legislative, executive).

### Current needs.

- For the implementation of one of the lines of business of the company is required protectionist attitude of authority (ie - the "green light" to your endeavors).
- We need a positive attitude specific authority for a specific company project.
- It is necessary to win the tender announced by the municipal administration (and preferably more often to win).

**Step Three.** Determine what areas of lobbying activities in this important moment for your business. Where to begin?

Perhaps the answers to these questions will help you make a picture of the desired level of relations with the authorities.

**Question №1: *Decide contacts with some representatives of the authorities and bodies are essential for your business?***

- The bodies of municipal authority (eg prefecture, city hall)
- Regional bodies of executive power (for example, the administration of the Governor)
- The bodies of the regional legislative power (eg, City Council)

**Step one.** To determine whether your company needs a GR, answer the following questions:

1. The attitude of authorities to the company's activity is important for your business (for its existence, development)?
2. How much depends on the success of initiatives on the position of representatives of the authorities?
3. How much of your business is related to the existence of the decisions of the authorities?
4. Are there problems with the company authorities and how they solved?
5. How is the attitude of the authorities to your company, its executives, products, projects? (Who creates these relationships?)
6. How often the company is in contact with the authorities, and what are the consequences of these contacts?
7. Are companies able to benefit from external relations, can assess the benefits of contacts with representatives of the authorities?
8. Do you think that affects whether goodwill of the links in government? Can you say this about your company?

**Step Two.** Make a list of GR-needs of your company.

To facilitate this task, the spread requirements in relations with the authorities and lobbying interests of the company on strategic and tactical. For many companies, this list consists of the following typical GR is the need:

Strategic needs.

then GR is considering the situation in the right way. PR catalyzes the questions that later, GR decides on the "territory" of public authorities.

PR makes the theme of modernization and innovative development of the fashion business, changes the consciousness of citizens. GR, the issue of innovation in regional development authorities. Now the regional government is very sensitive to issues of innovative development and GR professionals becomes easier to work with. This, of course, there is also a merit of PR. For example, in "Rosnano», PR deals with the popularization of nanotechnology, and to the authorities of regions GR helps to build innovative infrastructure.

### **The current position of GR in Russia**

GR services market is not formed; there are no standard procedures and tools to perform tasks. Each GR manager works to the best of their ideas about the profession. While for this specialist need a clear understanding of the schemes of work of public authorities and only after that comes the realization of correct alignment of communication between business and government.

Currently in Russia civilized lobbyists can be regarded as the leaders of several non-governmental organizations and owners of big business. In Russia, there is no single authority and there is no single center of decision-making. Therefore, there is no single strategy for cooperation with the authorities. The planning horizon is equal to one and a half years. It complicates the work of GR.



- Analytical unit - 5 people
- 7 put people to work with federal entities,
- Unit of methodology and organizational work of 6 people

The annual budget of the Department of more than 100 million rubles.

#### **Factors contributing to the formation of professional and civilized GR**

- Enhancing the role of the state and the state acts in the Russian economy
- The crisis of political PR in Russia
- Formation of professional departments for relations with public authorities in the Russian corporations.
- The arrival of Russian international lobbyist firms.
- Education in the leading Russian associations specialized committees for relations with public authorities.

#### **Department on interaction with federal and regional authorities of JSC "Russian Railways"**

- Head of Department, six vice-head of department
- unit for Relations with the state executive - 5 people
- Relations unit with the legislature - 5 people
- Unit for cooperation with the business community - 5 people

#### **PART IV –DO YOU NEED GR? QUESTIONS FOR REFLECTION FOR OWNERS AND TOP MANAGERS**

##### **Questions for reflection for owners and top managers**

**In accordance with the modern business philosophy, the government - one of the stakeholders\* and, accordingly, the relationship with the state becomes part of the strategic business planning.**

And yet, many companies have come to the introduction of a lobbying function only after encountering obstacles and constraints for business development. Whatever fine words and good arguments about the benefits of partnering with companies lobbying authorities not cited, the need to build such a relationship is not immediately recognized, and the decision to put the GR as a business process is given after long reflection.

*(\* stakeholders - the subjects interested in the company's performance and impact on the company)*

**A few steps to reach an understanding, if the company needs lobbying technology and whether to take the time to search for a specialist for External Relations**