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Public Relations in the Digital Era

Analytical perspectives on emerging Practices and Trends

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Public Relations in the Digital Era

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Analytical perspectives on emerging Practices and Trends

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INTRODUCTION

INTRODUCTION

The scientific significance of modern trends in public relations lies within disciplines that have gained a central position in administrative thought and research. This prominence stems from the strategic role of public relations, which enables organizations to manage their relationships with various publics through a comprehensive system of modern communication tools and methods designed to achieve that purpose.

Public relations represent one of the most crucial strategic functions within any contemporary institution. It serves as the bridge that connects an organization to its diverse audiences. With the rapid technological development and the widespread use of the Internet and social media platforms, public relations have entered a new era characterized by interactivity, transparency, and remarkable speed. It is no longer possible for institutions to rely solely on traditional methods; digital transformation has become an inevitable necessity for survival and competitiveness in an increasingly complex market.

Historically, public relations relied almost entirely on traditional media channels. Practitioners focused primarily on issuing press releases, organizing press conferences, and building personal relationships with journalists and media professionals. Communication was largely one-way, where institutions transmitted messages without generating any meaningful interaction with the public making it difficult to measure impact.

However, with the rise of digital trends and the proliferation of Internet use, organizations began creating websites and distributing newsletters via email. This marked the first step toward the digitization of public relations, which has since evolved to its current advanced form. In this book, we explore the various

modern trends in public relations within the digital sphere by presenting a series of chapters that identify the genuine connections between public relations practices and digital transformations.

CHAPTER ONE:

TRENDS IN THE DEVELOPMENT OF PUBLIC RELATIONS CONTENT IN THE DIGITAL AGE

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1. Public Relations and the Media

The success of institutions amidst rapid developments depends largely on their ability to achieve the highest possible level of client satisfaction. Among the most important contemporary concepts that enable an organization to attain this goal is *public relations*, which represents a vital component in managing relationships with various publics to achieve mutual understanding. This mutual understanding, in turn, strengthens the institution's reputation and ensures its sustainability and continuity.

Given this strategic role, public relations are primarily regarded as a communication function, which makes it essential to define the relationship between public relations and the media.

1. Public Relations as a Communication Function

According to the *American Encyclopedia*, public relations are defined as: *"The art based on analysis, influence, and interpretation of a particular subject — whether it concerns an idea, an individual, or a group — with the purpose of preparing the way for the public to recognize the benefit contained in that subject and to actually gain from it.*[1]*"*

This definition highlights that the main mission of public relations is to inform the public and provide them with the knowledge and information they need in order to serve their shared interests. Public relations are also defined as: *"The efforts made to*

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(1) Kamal Shaʿban ʿAbd al-ʿAl. *Nujūm al-ʿAlāqāt wa-Funūn al-Taʾthīr [Stars of Public Relations and the Arts of Influence]*. Cairo: Dār al-Tarafayn for Publishing and Distribution, n.d., p. 14.

influence the public through various media channels so that they form a correct image of the organization, support it in times of crisis, endorse its goals, and encourage its activities.[2]"

Accordingly, public relations aim to disseminate and interpret the organization's policies for the public, with the purpose of shaping a sound and positive public opinion toward it.

This definition aligns with that provided by the International Public Relations Association (IPRA), which describes public relations as a *continuous and organized managerial function* through which a public or private institution seeks to achieve

understanding, support, and participation from those with whom it deals or may potentially deal. To this end, the institution must investigate the public's opinion toward it, adjust its policies and behaviors accordingly whenever possible, and, through the implementation of comprehensive communication programs, foster effective cooperation that serves all mutual interests[3].

The IPRA further emphasizes that an organization's ability to win the public's approval and support depends largely on how effectively it utilizes the various media tools within its public relations programs and activities to achieve its objectives.

In the same context, the French Public Relations Association views public relations as both a mode of behavior and a form of communication aimed at establishing and maintaining

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[2] Ali Fallāḥ Mufliḥ al-Zu'bī and Marwān Badr al-Samī'āt. *Idārat al-'Alāqāt al-'Āmmah (Madkhal Ṣinā'at al-'Alāqāt al-'Āmmah) [Public Relations Management: An Introduction to the Practice of Public Relations]*. Amman, Jordan: Dār al-Yāzūrī for Publishing and Distribution, 2018, p. 26.

[3] Muḥammad Marḍī al-Shammārī. *Al-Madkhal ilā Dirāsat al-'Alāqāt al-'Āmmah wa-al-I'lām [An Introduction to the Study of Public Relations and Media]*. Amman, Jordan: Dār al-Manhal for Publishing and Distribution, 2016, p. 11.

relationships of trust between an organization and the various categories of publics—both internal and external—who are influenced by its activities[4].

Accordingly, one of the key functions associated with public relations is the informational function, which involves producing and disseminating informational and promotional materials such as brochures, newsletters, and advertisements intended for its audiences. Moreover, public relations departments actively publish facts, statements, and information through media outlets.

From this perspective, the production functions of public relations materials rely heavily on media channels, which clearly establishes the connection between public relations and the media.

As Ibrahim Imam asserts, it is incorrect to claim that media and public relations are identical; rather, media represent merely one of the tools utilized by public relations. In essence, the media used in public relations do not differ in nature or techniques from general media communication, as both adhere to the same principles and employ similar methods.

Hence, the relationship between public relations and the media can be summarized as follows [5]:

- Naturally, media channels constitute an integral part of the communication tools used by public relations.

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[4] Ali Jabbār al-Shammārī. *Muḥāḍarāt Naw'iyyah fī al-'Alāqāt al-'Āmmah – Ṭarā'iq Tadrīs wa-Taṭbīqāt [Specialized Lectures in Public Relations – Teaching Methods and Applications]*. 1st ed. Amman, Jordan: Dār al-Bidāyah, Publishers and Distributors, 2016, p. 19.

[5] Ali Jabbār al-Shammārī. *Al-Asālīb al-'Ilmiyyah fī Mumārasat al-'Alāqāt al-'Āmmah [Scientific Methods in the Practice of Public Relations]*. Amman, Jordan: Dār al-Manhal for Publishing and Distribution, 2011, p. 16

- Public relations also represent an important activity for mass media organizations, as they rely on them to engage their audiences, gain their trust, and persuade them of their ideas and orientations.

Consequently, the activities of public relations are closely intertwined with media work, since media outlets serve as intermediaries through which the public relations apparatus delivers its messages to the organization's publics. The media thus represent one of the most essential instruments of its overall communication activity

Consequently, the media constitute a core component and a fundamental activity within the field of public relations. Public relations utilize all available means, forms, channels, and communication techniques in an integrated communication mix to achieve their objectives of explanation, interpretation, information dissemination, and persuasion. This is because public relations are considered one of the foundational pillars of any organization's programs and activities, whose scope and importance grow in accordance with the size and responsibilities of the institution itself.

Experts in public relations unanimously agree on the importance of media tools in implementing public relations programs and activities and in achieving their goals, as their success depends on the extent of interaction they generate with both internal and external publics.

Ivy Lee was the first to advocate that public relations should play a dual role: conveying public opinion and attitudes to the organization, and transmitting the organization's policies and news to the public honestly and transparently in order to gain their

trust and support. He emphasized the necessity of maintaining continuous communication with media outlets[6].

Accordingly, the public relations function revolves around **three essential tasks**:

- Conducting surveys and research to assess public opinion, identify audience needs and preferences, and measure the organization's overall customer satisfaction.
- Conveying the findings and indicators obtained from these studies to the organization's administrative bodies for consideration.
- Producing and delivering **informational content** that explains and interprets the organization's policies, aiming to establish **mutual understanding** between the institution and its publics.

Ethical and responsible public relations practices require that communication efforts emphasize depth, credibility, constructive dialogue, and the dissemination of accurate information to foster social harmony and organizational trust.

Given the crucial link between public relations departments and the media, public relations specialists must possess the skills to interact effectively with journalists. This can be achieved through the following practices:

- Establishing **strong professional relationships** with journalists across various media outlets to collaborate when organizing press conferences or disseminating information to the public.

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[6] Ḥardān Hādī Ṣāyil. *Al-Ṣūrah al-Dhihniyyah li-Munazzamāt al-Mujtama' al-Madanī wa-Dawr al-'Alāqāt al-'Āmmah fī Takwīnihā [The Public Image of Civil Society Organizations and the Role of Public Relations in Its Formation]*. Amman, Jordan: Dār al-Yāzūrī al-'Ilmiyyah for Publishing and Distribution, 2019, p. 54

- **Maintaining transparency, honesty, and professionalism** in all interactions with media representatives, and adhering to ethical and disciplinary standards that govern these relationships.
- Avoiding the neglect of media communication during crises and instead **responding promptly and clearly** to provide accurate explanations, thereby preventing speculation and misinformation that could harm the organization's reputation.

Based on the foregoing, it can be stated that media and public relations represent interconnected communication activities aimed at influencing public opinion in order to shape an informed and constructive public perception. Their ultimate goal is to achieve desired outcomes through the process of persuasion, by providing the public with well-explained and clearly interpreted information concerning issues that affect their interests. Consequently, the media can be considered one of the most essential tools in the communicative activity of public relations.

2-Communication Methods and Tools in Traditional Public Relations

Public relations departments employ a variety of methods and tools to convey specific messages and content to their target audiences in pursuit of organizational objectives. Therefore, selecting the most appropriate medium or method is of critical importance, as it determines the nature and extent of the potential impact. Each method possesses its own language and target audience, and what may be effective for one group might not necessarily work for another.

For this reason, public relations practitioners often utilize multiple tools and techniques simultaneously to present an integrated and coherent image of the organization.

The communication methods and tools traditionally used in public relations can generally be classified as follows:

Figure 01: *Communication Methods and Tools Used in Public Relations*

Source: *Prepared by the researcher*

It is certain that the success of public relations activities depends on the conscious and precise selection of communication tools, a process that itself is influenced by several key factors, including[7]:

1. The nature of the ideas to be presented and the objectives intended to be achieved through communicating them to the public.
2. The cultural and intellectual level of the audience that public relations seek to engage with.
3. The budget allocated for public relations activities.

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[7] Fuʾādah ʿAbd al-Munʿim al-Bakrī. *Al-ʿAlāqāt al-ʿĀmmah bayna al-Takhṭīṭ wa-al-Ittiṣāl [Public Relations between Planning and Communication]*. 1st ed. Cairo, Egypt: ʿĀlam al-Kutub, 2014, pp. 101–102.

Moreover, the communication and media tools used in public relations differ from one organization to another depending on several additional factors, such as[8]:

1. The time available or the urgency required to complete the communication process.
2. The level of confidentiality or publicity of the information being sought or communicated, and the effort involved in obtaining it.
3. The underlying purpose of the message—whether the goal is informational, reminder-oriented, or persuasive.
4. The type and characteristics of the target publics, including their intellectual, cultural, and social levels, as well as their size and geographical distribution.
5. The cost of communication in comparison to the available resources, the expected benefit, and the desired goal.
6. The nature, type, and scope of the message or information to be communicated, and the degree of clarity of that message.
7. The significance and sensitivity of the topic or information being sought or transmitted.

Therefore, it can be concluded that **the selection of communication tools is based on three fundamental dimensions**:

- The **nature of the subject matter**,
- The **characteristics of the target audience**, and

[8] Bashīr al-ʿAllāq. *Al-ʿAlāqāt al-ʿĀmmah al-Duwaliyyah [International Public Relations]*. Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah for Publishing and Distribution, 2020, pp. 86–87.

- The **allocated budget**.

Based on these parameters, public relations experts employ diverse and multiple communication tools in accordance with the heterogeneity and diversity of the organization's publics.

1. Printed, Audio, and Visual Media

Public relations departments resort to these means to convey their programs and activities to the public. They include newspapers and magazines, booklets, bulletins, printed or illustrated summaries, guidebooks, posters, radio, cinema, and television

2. Communication Methods

These methods involve direct interaction without relying on intermediary media, such as celebrations, competitions, participation in public life, community service, open dialogue, exhibitions, seminars, lectures, and press conferences.

3. Administrative Communications

This refers to the internal communication methods adopted by public relations management to communicate with employees within the organization or to handle formal correspondence with external entities. Such methods include telephone and office communications, meetings, personal interviews, the organization's intranet, reports, memos, correspondence, notice boards, and suggestion registers.

4. The Global Internet Network

The Internet has become an essential communication tool that enhances the practice of public relations due to its enormous capacity to integrate various media forms. These include the organization's official website, social media pages, chat rooms, and email communication.

Alternative Classification of Public Relations Communication Tools (According to Ghada al-Batriq, in *Public Relations and the Art of Crisis Management*)[9]:

1. Based on Audience Reach

- **Mass Communication Tools:** Radio, television, cinema, newspapers, and magazines.
- **Non-Mass Advertising:** Direct mail, in-store advertising, and advertisements in public transport such as trains and buses.

2. Based on the Nature of the Medium

- **Audio Media:** Radio, tapes, and records.
- **Printed Media:** Magazines, books, newsletters, and correspondence.
- **Visual Media:** Images, posters, and street billboards.

3. Based on the Method of Communication

- **Direct Communication:** Seminars, conferences, lectures and speeches, exhibitions and trade fairs, trips, and visits.
- **Indirect Communication:** Donations, sponsorship of awards, participation in social and environmental activities, and the funding of programs, research, and artistic events.

Since the fundamental purpose of public relations functions is to influence the organization's publics, their success largely depends on the appropriate use of communication tools and methods to achieve that goal. Research has shown a strong interactive relationship between communication media and

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[9] Ghādah al-Baṭrīq. *Al-ʿAlāqāt al-ʿĀmmah wa-Fann Idārat al-Azmāt [Public Relations and the Art of Crisis Management]*. Amman, Jordan: Dār al-Manhal, 2017, p. 34.

audiences; thus, achieving the desired impact depends on selecting the most suitable channel. Each medium has its own distinctive characteristics, just as each audience segment possesses specific traits.

Accordingly, it is the responsibility of the public relations department to select the most effective means of communication when planning its activities and programs.

Preparing printed communication materials intended to influence audiences is not an easy task—it requires adherence to a set of principles and standards in designing such materials.

Because public relations aim to foster mutual understanding and harmony between the organization and its publics, their messages focus primarily on maintaining commitment to the organization's principles regarding the interests of its audiences, thereby reinforcing bonds of mutual trust. Among the key tools that enable public relations to achieve this are printed media.

Printed media rely on the printed medium as the carrier of the communication message, and the most important examples include:

- The corporate newspaper or magazine (*Le journal ou la revue d'entreprise*)
- The press file (*Le dossier de presse*)
- The press release (*Le communiqué de presse*)
- Posters (*Les affiches*)
- Periodicals (*Périodiques*)
- Brochures (*Dépliants*)

- Newsletters (*Newsletters*)[10]

1. The Corporate Newspaper or Magazine

The corporate newspaper or magazine expresses the organization's identity and communicates its goals, policies, and achievements. It also influences its publics by emphasizing positive aspects, clarifying policies, and explaining decisions and positions during crises or periods of unrest. Such publications are also committed to boosting employee morale by highlighting human-interest aspects related to job security, fairness in promotion and rewards, and appreciation of work performance[11].

The corporate newspaper, issued periodically, serves as a professional card that reflects the organization's image, articulates its views, and disseminates information about its activities, events, and accomplishments. Unlike general magazines, it targets only the organization's internal and external publics. Its publication depends on the allocated budget and requires a distinctive design that defines its title, colors, and the organization's logo, while promoting its message, identity, and vision.

Corporate newspapers and magazines are characterized by their strong persuasive power, as they are usually published daily and provide extensive space for detailed and accurate coverage of topics. Moreover, they are relatively inexpensive for readers, which increases their accessibility and reach.

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[10] Yamīn Būdhān. *Taḥawwulāt al-Iʿlām al-Muʿāṣir [Transformations of Contemporary Media]*. Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah for Publishing and Distribution, 2019, p. 119

[11] Muḥammad Marḍī al-Shammārī. *Madkhal ilā Dirāsat al-ʿAlāqāt al-ʿĀmmah wa-al-Iʿlān [An Introduction to the Study of Public Relations and Advertising]*. Cairo: al-ʿArabī for Publishing and Distribution, 2016, p. 165.

2. Brochures (Dépliants)

Brochures are among the most important printed communication tools in public relations. They are called "brochures" because they are folded into several small pages and are typically compact in size. They contain concise and targeted information designed to promote the organization's products, services, and achievements. Brochures also adhere to specific layout and design standards, both in terms of form and content, to ensure clarity, visual appeal, and effective message delivery.

To ensure that a **brochure** achieves its intended purpose, the public relations officer must adhere to the following conditions[12]:

- Maintain **objectivity** in presenting information to fulfill the informational function effectively.
- Use **simple and clear language** that is easily understood by all segments of the target audience.
- Because of limited space, **conciseness** is essential—information should be brief yet comprehensive enough to cover all key aspects of the topic.
- Present information in the form of **bullet points** rather than long paragraphs.
- **Support textual content with visual elements** such as illustrations and infographics that complement the written material.
- The **cover page** should include the organization's name and logo, which reinforces the credibility of the content and

[12] Nīvīn Aḥmad Ghubbāshī. *Dīnāmīkiyyat al-ʿAlāqāt al-ʿĀmmah al-Dākhiliyyah [The Dynamics of Internal Public Relations]*. Cairo, Egypt: Dār al-Nahḍah al-ʿArabiyyah, 2008, pp. 159–160

helps strengthen the organization's **positive image** among target audiences.

3. Booklets (Kuttaybāt)

Booklets are issued by the organization as needed and represent a miniature form of a book. They provide a detailed presentation of a specific topic—or several related topics—concerning the organization's achievements, the launch of new programs, or the introduction of new products or services. They are typically enhanced with images and statistical data to facilitate comprehension. Usually, they do not exceed fifty pages and may be distributed either to the organization's entire audience or to specific, segmented publics.

4. Posters (al-Mulṣaqāt)

The poster is a specialized public relations medium used for broad-based communication. It is displayed in public spaces such as squares, buildings, main streets, or public transport vehicles. Posters are typically large banners made of fabric, paper, wood, metal, or plastic, designed to maximize public visibility and enable repeated exposure to their messages throughout the day—creating a cumulative psychological impact on the viewer[13].

As a form of advertising and promotion, posters are characterized by their readability, clarity, and strong ability to attract attention through compelling design elements—including slogans, imagery, and expressive colors that convey meaning. The large display area provides creative flexibility and allows for a strong visual impact.

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[13] Muḥammad Walīd Ṣāliḥ. *Muḥtawā al-Ittiṣāl fī al-ʿAlāqāt al-ʿĀmmah al-Nawʿiyyah [The Content of Communication in Specialized Public Relations]*. 1st ed. Amman, Jordan: Dār Amjad for Publishing and Distribution, 2017, p. 72.

5. Bulletins and Newsletters (al-Nashrāt)

These written communication tools target specific audiences and are considered selective communication media. Their topics require focused and detailed coverage. Organizations often issue customized bulletins for particular groups—such as clients, distributors, consumers, or employees—to maintain engagement and loyalty[14].

Therefore, it is essential for organizations to define the content of these bulletins precisely and present it in a clear, accessible, and audience-appropriate style to ensure the achievement of communication objectives.

6. Correspondence (al-Murāsalāt)

Correspondence serves as another specialized written communication tool, similar to booklets, aimed at keeping the organization's publics informed.
It takes the form of letters or personal messages sent directly to individuals' home addresses.

Such correspondence plays a crucial role in maintaining positive and lasting relationships, as it reinforces personal connection and fosters goodwill between the organization and its various publics[15].

Public relations departments rely on various audiovisual communication tools in implementing their activities and programs. These tools, like all communication media, require careful and

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[14] Lubnān Hātif al-Shāmī and ʿAbd al-Nāṣir Aḥmad Jarādāt. *Usus al-ʿAlāqāt al-ʿĀmmah bayna al-Naẓariyyah wa-al-Taṭbīq [Principles of Public Relations between Theory and Practice]*. Amman, Jordan: Dār al-Yāzūrī for Publishing and Distribution, 2009, p. 121.
[15] Ibid., p. 127.

strategic planning to ensure that their messages are designed and delivered effectively.

These means are generally classified into three main categories:

- **Audiovisual media**
- **Communication methods**
- **Administrative communications**

I. AUDIOVISUAL MEDIA

These include the traditional mass media that have long served as the main channels of communication between organizations and the public.

1. Television: Television is one of the most widely used media due to its unique features and advantages. It reaches a broad and diverse audience and combines sound and visual imagery, making messages more persuasive and emotionally impactful. It is also accessible to nearly all segments of society, which enhances its communication power.

2. Radio: Radio likewise plays an essential role in conveying messages to a large audience. It requires minimal effort or concentration to consume, as listeners can tune in anytime and anywhere. Its simple and concise style of presentation makes it

particularly suitable for public relations purposes, saving both time and effort for communication specialists.

3. Cinema: Cinemas can be used as a powerful medium for promoting the organization's image, reputation, policies, and goals. This medium is especially effective in Western countries, where the film industry enjoys broad popularity and strong audience engagement.

II. COMMUNICATION METHODS

Public relations departments employ a wide range of communication approaches, which vary depending on the organization's objectives and the nature of its audiences. Among these methods, exhibitions hold a particularly significant role.

1. Exhibitions

Exhibitions are an important means of communication with the public. Companies use them to display their products or service models, often supported by charts, visuals, statistics, and explanatory materials. Some organizations allocate specific spaces within their offices or facilities to host either permanent or temporary exhibitions.

The main objectives of organizing exhibitions include[16]:

- Strengthening the company's brand identity, objectives, and policies.
- Attracting new clients to the organization.
- Introducing the public to the company's products and services.
- Presenting newly launched products and explaining their features, specifications, and maintenance procedures.
- Providing opportunities for field research and collecting public feedback on the organization, its products, and its pricing policies—contributing significantly to future planning.

[16] Raʾūf Ḥusayn al-Zubaydī. *Mabādiʾ al-ʿAlāqāt al-ʿĀmmah [Principles of Public Relations]*. Amman, Jordan: Dār al-Manhal, 2014, pp. 98–99

- Assessing competitors' performance by observing their products, presentation methods, and engagement strategies within the same exhibition.

Hence, exhibitions serve as platforms for introducing the organization, its activities, achievements, products, and services. They may be organized independently by the institution itself or through participation in collective exhibitions, whether local or international.

2. Seminars and Lectures

The public relations department organizes seminars or conferences whose themes may vary depending on the target audience. Some may address general topics aimed at all of the organization's publics, while others may be specialized, such as introducing a new program for employees, or communicating a change in policy to distributors, suppliers, or external clients. These seminars and lectures serve as platforms for dialogue and exchange of opinions, helping strengthen and consolidate the organization's relationship with its audiences.

3. Press Conferences

Press conferences are among the most important tools used by public relations departments—especially during crises or major organizational events, such as launching a new product or program. They facilitate the dissemination of information through multiple media outlets that attend the event upon formal invitation by the hosting organization, thus ensuring the broad reach of the organization's message to diverse audiences.

Public relations experts highlight several key elements necessary for the success of a press conference[17]:

- **Newsworthiness:** The information presented should be important, strong, and current.
- **Venue:** The location must be appropriate, easily accessible, and convenient—such as a hotel or a professional conference hall.
- **Timing:** The chosen time should suit all invited media outlets. Press conferences are best held in **late morning or evening hours**, allowing journalists to attend before or after lunch or dinner.
- **Invitation:** Invitations should be sent at least **one week prior** to the event, clearly specifying the date, time, and venue. The invitation should be printed, detailed, and sufficiently appealing to encourage media attendance.
- **Reception:** A team of public relations officers should **welcome guests** upon arrival and introduce them to the director or chairperson of the organization.
- **Hospitality:** Guests should be treated courteously and provided with suitable refreshments. A modest but adequate meal should be arranged for the attending journalists.
- **Discussion Opportunities:** Journalists should be given the chance to ask questions and engage in open dialogue.
- **Content:** Presentations must be clear, transparent, and free from manipulation or ambiguity. Visual aids—such as **films, videos, slides, charts, and models**—should be used

[17] Walīd Khalaf Muḥammad Diyāb. *Akhlaqiyyāt Mumārāsat al-ʿAlāqāt al-ʿĀmmah [Ethics of Public Relations Practices].* Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah for Publishing and Distribution, 2019, p25

whenever necessary to enhance understanding and engagement.

4. Participation in Public Competitions

This includes participation in television or radio contests, or public competitions such as those held during the month of Ramadan, in which the organization offers a variety of gifts and prizes to participants. Such contests attract significant attention from the public, helping to increase sales and drive traffic to locations where the organization's products or services are showcased[18].

Examples include raffle draws (tombola) and similar promotional activities in which specific prizes are offered to motivate, attract, and encourage audiences to engage and participate.

5. Celebrations and Ceremonial Events

Organizations often organize celebrations to coincide with specific occasions such as the anniversary of the company's founding, or social and national events like International Women's Day or Labor Day. The purpose of these events is to strengthen relationships with both internal and external publics, fostering goodwill and a sense of shared community.

6. Participation in Public Life

Organizations also participate in public and national celebrations, such as Independence Day or other national and religious holidays. They may send representatives or delegations to attend these events, or offer gifts and floral arrangements on behalf of the organization. For example, they may take part in university inauguration ceremonies or awareness events such as campaigns

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[18] Nizār ʿAwnī al-Lubdī. *Idārat al-ʿAlāqāt al-ʿĀmmah wa-Tanmiyatuhā [Management and Development of Public Relations]*. Amman, Jordan: Dār al-Manhal, 2015, p. 203

supporting children with cancer. Such participation serves to promote and maintain the organization's positive image and reputation within society.

7. Field Visits and Open Days

At times, organizations hold open-door events and invite their publics to visit and learn more about their activities and achievements. They may also organize field visits to schools or universities to introduce their identity, explain their policies, and highlight their mission and objectives. These activities help attract audiences and strengthen public awareness of the organization's role and contributions.

8. Community Service

Organizations contribute to the development and well-being of the communities in which they operate by fulfilling their social responsibilities. They may engage in philanthropic initiatives, such as building mosques, schools, or hospitals, or funding scientific research projects and other community-oriented programs. Through such initiatives, public relations serve as a vehicle for corporate social responsibility (CSR), reinforcing the organization's ethical commitment to society.

III. ADMINISTRATIVE COMMUNICATIONS

Administrative communications refer to the various communication methods used by the public relations department to interact either with the organization's internal publics or with external entities connected to the institution

1. Meetings

Meetings rely primarily on personal, face-to-face communication and are held periodically depending on the nature of the topic and the target group.

They may be convened to discuss specific issues, make decisions, or address existing problems within the organization. Meetings also serve as a forum for exchanging ideas, sharing opinions and suggestions, and proposing solutions to address organizational crises and challenges

2. Reports and Correspondence

Reports contain detailed presentations, data, and information submitted by one party (the sender) to another (the receiver). Their purpose varies according to need and type—for example, there are daily, weekly, monthly, and annual reports.

In most cases, reports follow a routine format determined by the nature of work and interdepartmental relationships within the organization. However, there are also exceptional reports that address specific problems, crises, or incidents requiring special attention or decision-making.

Correspondence, whether internal or external, serves as a key channel for ensuring the flow of information and documentation between departments or with outside stakeholders.

3. Memoranda

Memoranda are typically used to transmit information and data to another person—or a group of individuals—within the same organization. Many institutions use pre-printed memo templates designed to facilitate the quick and efficient exchange of information between departments or individuals.
The content of a memorandum should be concise and straightforward, similar to a brief letter that communicates the essential message clearly[19].

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[19] Muḥammad Jiyād Zayn al-Dīn al-Mashhadānī. *Al-ʿAlāqāt al-ʿĀmmah fī al-Muʾassasāt al-Siyāḥiyyah [Public Relations in Tourism Institutions]*. Amman, Jordan: Dār al-Manhal, 2017, p. 197.

Memos are particularly important for communicating decisions, instructions, and directives issued by management. They must be precise, clear, and unambiguous, requiring minimal time and effort to read and understand.

4. Personal Interviews

Personal interviews are among the most important communication methods in public relations activities, as they help eliminate misunderstandings and bridge the gap between the organization and the individuals involved. Their success largely depends on the communication skills and interpersonal competence of public relations practitioners. This method is used most frequently during crises or organizational conflicts, as it allows face-to-face interaction and ensures immediate feedback and responsiveness.

5. Telephone and Office Communications

Telephone communication—whether through an internal network connecting different departments or via external lines—serves as an effective and rapid means of information exchange. Each internal department is typically assigned a specific extension number, enabling quick communication and inquiries, thus saving time and effort. Telephone calls are often used for routine or urgent matters that do not require extensive coordination or preparation. Externally, phones are also used to contact clients, schedule meetings, and conduct follow-ups with partners or suppliers.

6. Suggestion Log

Many organizations maintain a suggestion log that allows employees or clients to record their feedback, ideas, or complaints. This system provides an opportunity for stakeholders to express their opinions and contribute ideas that can support the organization’s growth and development. Such feedback

mechanisms also help management identify potential issues and improve internal and external communication practices.

7. Intranet Network (Internal Computer Network)

Organizations also rely on their internal computer networks (intranet) to transmit information, reports, directives, and instructions across departments. This system enhances operational efficiency by facilitating communication, saving time and effort, and ensuring that information reaches the concerned parties promptly.

8. Bulletin Board

Most organizations designate a bulletin board for posting announcements, instructions, and memos. It serves as an internal communication tool that ensures information flow among employees. Additionally, it is often used to share social messages such as congratulations on promotions, weddings, births, or national and religious celebrations, thereby fostering a sense of belonging and community within the workplace.

9. Internal Radio and Closed-Circuit Television (CCTV)

Both are internal communication media used for multiple purposes, such as broadcasting employee programs, informing staff about new services or added benefits, issuing notices or circulars, and disseminating organizational news and updates in real time. They help strengthen internal engagement and keep all employees informed about the institution's ongoing activities[20].

In conclusion, public relations activities represent a comprehensive set of communicative practices through which organizations engage with both internal and external publics. They employ all available forms and methods of communication—

[20] al-ʿAllāq, op. cit., p. 89

written, auditory, visual, and interpersonal—to ensure effective message delivery.

The choice of communication tools depends on several key factors:

- The nature of the communication message or topic,
- The characteristics of the target audience, and
- The objectives to be achieved.

In addition, the choice of channel or medium is influenced by its features, such as: *clarity, reach, transmission speed, coverage, accessibility, cost efficiency, and capacity to engage large audiences*.

Ultimately, the success of any communication activity depends on the credibility of the sender and their ability to influence and persuade the audience effectively.

4. Digital Public Relations: From Traditional to Interactive Communication

1.3 Definition of Digital Public Relations

Managing and maintaining effective relationships with the public has become a strategic imperative for all organizations, especially in today's digitally transformed business environment. This explains why most institutions have shifted toward adopting new methods and mechanisms that enable them to strengthen their connections with stakeholders and achieve mutual understanding and trust.

Public relations thus play a fundamental and strategic role in shaping the relationship between organizations and their publics. As a communicative activity, public relations aim to influence

audiences, gain their confidence and support, and promote institutional objectives and services through mass communication tools.

Over time, the field of public relations has undergone substantial evolution, leading to the emergence of what is now referred to as new public relations, also known as electronic or digital public relations, which rely primarily on the Internet as a platform for executing programs and activities.

Definitions of Digital Public Relations

- According to Grunig and Hunt, *digital public relations involve managing internal communication among employees to ensure a healthy organizational climate, while also managing external communication to sustain continuous interaction with the organization's external environment — including the general public and all entities that influence or are influenced by the organization's activities*[21].

- Another definition describes it as *"the management of communication between an organization and its audiences through Internet-based applications, including websites, online games, and instant messaging services that provide and display information through textual, audio, graphic, or video content.*[22]*"*
  In essence, it is the art of managing and enhancing an organization's online reputation[23].

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[21] Yinūn Fāṭimah al-Zahrāʾ and Kamāl Rāshidī. "*al-ʿAlāqāt al-ʿĀmmah al-Raqmiyyah fī al-Munazzamah wa-Taḥaddiyyātuhā: Maqārabah Naẓariyyah [Digital Public Relations in Organizations and Their Challenges: A Theoretical Approach].*" *International Journal of Social Communication* 10, no. 1 (2023): 363.
[22] Niyāzī al-Ṣayfī. *al-ʿAlāqāt al-ʿĀmmah al-Raqmiyyah [Digital Public Relations].* 1st ed. 2022, p. 12
[23] Mihaela Amalia Petrovici. "*E-Public Relations: Impact and Efficiency. A Case Study.*" *Procedia – Social and Behavioral Sciences* 141 (2014): 82.

It involves issuing online newsletters to inform stakeholders about the organization's services and updates, and leveraging digital media and online journalism networks to disseminate information and strengthen visibility[24].

Based on the aforementioned definitions, digital public relations can be understood as encompassing all communication activities and practices through which an organization engages with both internal and external publics. These activities depend on the diverse tools, methods, and media available on the Internet to facilitate two-way, interactive communication, ensuring openness, transparency, and engagement across multiple digital platforms.

3.2 Tools of Digital Public Relations

The field of public relations has undergone a profound transformation due to the adoption of modern technologies and the integration of Internet-based tools into its activities.Among the most significant tools used in digital public relations are:

the organization's official website, email services, social media platforms, and other interactive online channels.

1. Websites

Websites serve as comprehensive digital spaces that contain written information, audio materials, and visual content, organized into multiple interconnected pages reflecting the organization's nature and size. Each website must have clearly defined objectives and content aligned with the organization's communication strategy.

[24] Janet Gifford. "*Digital Public Relations: E-Marketing's Big Secret.*" *Continuing Higher Education Review* 74 (2010): 61

The main factors contributing to the effectiveness of corporate websites include[25]:

- Providing menus or navigation lists that represent the categories of available information.
- Offering search functionality both within the site and across the broader web.
- Featuring sub-menus whose titles correspond accurately to their actual content.
- Ensuring the site is linked to other relevant websites operating in similar domains.
- Allowing users to interact with the content, such as printing or downloading materials.

In essence, a well-designed website functions as the digital face of the organization, strengthening its credibility, visibility, and relationship with its publics.

2. Email Communication

Email remains one of the most efficient and cost-effective tools for maintaining direct contact with audiences. Organizations use email communication to exchange messages, deliver updates, send invitations, or distribute newsletters—saving time, effort, and financial resources.

There are numerous service providers offering email platforms, the most common being **Hotmail** and **Yahoo** (and more recently, **Gmail** and enterprise email systems).

[25] Murtaḍā al-Bashīr al-Amīn. *al-Ittiṣāl fī al-ʿAlāqāt al-ʿĀmmah [Communication in Public Relations].* Amman, Jordan: Dār al-Manhal, 2016, p. 142.

The **key features and advantages** of email as a communication tool include[26]:

- **Low operational cost** compared to traditional correspondence.
- **High speed**, allowing messages to be sent and received within seconds.
- **Instant feedback**, enabling two-way communication in real time.
- **Global accessibility**, as recipients can access their messages anywhere in the world—particularly beneficial for **business travelers** and mobile professionals.
- **Time flexibility**, since messages can be read at the recipient's convenience rather than immediately upon delivery.
- **Mass communication capability**, allowing the organization to send messages to **multiple recipients simultaneously**—a valuable feature for inviting participants to **seminars, conferences, or exhibitions**.
- **File attachment support**, enabling the inclusion of documents, images, and multimedia files within a single message.

Thus, email is considered a strategic digital communication channel that enhances efficiency, responsiveness, and connectivity between the organization and its diverse publics.

[26] Fayṣal Abū ʿĪshah. *al-Iʿlām al-Iliktrūnī [Electronic Media].* 1st ed. Amman, Jordan: Dār Usāmah for Publishing and Distribution, 2010, pp. 71–72.

3. The Organization's Social Media Pages

Organizations today aim to establish official accounts on social media platforms to facilitate communication and interaction with their publics. Among the most popular platforms are Facebook, Twitter (X), YouTube, and Instagram.

These platforms are used to share news, activities, programs, and services rapidly, ensuring that messages reach the widest possible audience.

This growing reliance on social media stems from the transformative role these platforms play in reshaping communication patterns and creating a new virtual communicative environment.

Through these digital spaces, organizations can effectively employ Internet-based tools in their public relations practices by engaging in the following activities:

1. **Designing and maintaining the organization's official website** on the global Internet network, serving as a vital and strategic communication tool that connects the organization with both its publics and the global community. The website should reflect a positive image of the organization, adhere to **technical and design standards**, and include comprehensive information about the organization's activities—updated regularly.
2. **Using online databases** to obtain relevant data, news, and updates across various fields, and leveraging this information to produce **newsletters, brochures, and organizational publications**.
3. **Utilizing email (E-mail)** as a communication medium—both internally among staff members and externally with the organization's target publics.

4. **Conducting online research** through interviews, email surveys, polls on the organization's website, participation in discussion forums, text-based chats, and even **voice or video communication** via Internet services at minimal cost.

5. **Monitoring the organization's online reputation** by tracking what is published about it across media outlets, competitors' websites, and user-generated content on the Internet.

6. **Exploring other institutional websites**, including those of **research centers, institutes, and universities**, to learn about their activities, exchange expertise, and identify opportunities for cooperation.

7. **Using file transfer services** available on the Internet to access, download, and upload data, images, and documents to the organization's internal systems for operational and informational use.

Although traditional and digital communication tools differ significantly in form and scope, some public relations practitioners continue to use digital media in the same way they once used traditional media—primarily as channels for information dissemination rather than as strategic tools for dialogue and engagement.

This approach, however, is cautioned against by James Grunig, who emphasizes that digital public relations should focus on sharing multimedia information that facilitates interaction, participation, and engagement with audiences in a global online communication environment[27].

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[27] Ḥātim ʿAlī Ḥaydar al-Ṣāliḥī. "*al-ʿAlāqāt al-ʿĀmmah al-Raqmiyyah: Murājaʿah Naẓariyyah lil-Mafhūm wa-ʿAwāmil al-Ẓuhūr wa-al-Taḥaddiyyāt [Digital Public Relations: A Theoretical Review of the Concept, Emergence Factors, and*

Table 01: *The Evolution and Transformation of Classical Public Relations Tools into Digital Media*

Classical Public Relations	Digital Public Relations
Direct interpersonal and face-to-face communication was the main tool of traditional public relations, ensuring direct interaction and dialogue with the public, contingent on their physical presence at the event.	Electronic Word of Mouth (eWOM) or electronic interpersonal communication, characterized by its speed of dissemination, wide reach, permanence, and interactivity, enabling feedback and continuous dialogue at any time.
Communication tools: telephone, letters, television, corporate films.	Email, social media platforms, and video-sharing sites such as Metacafe, YouTube, Dailymotion, and Vimeo.
Meetings, seminars, lectures, conferences, and forums.	New media applications for real-time collective and remote digital communication, such as Appear.in, Google Meet, Zoom, GoToMeeting, UberConference, and Webex.
Corporate magazines, newsletters, booklets, reports, press releases, and brochures.	Compressed digital documents (e.g., PDF files) and downloadable images shared via the organization's

Challenges]." *al-Ḥikmah Journal for Media and Communication Studies* 9, no. 2 (2021): 57.

	website or social media accounts.
Bulletin boards, murals, and posters.	Various forms of electronic and digital advertising.
Exhibitions.	Virtual exhibitions using artificial intelligence applications and augmented or virtual reality technologies (VR headsets).
Radio broadcasting.	Digital radio and podcasts (audio and audiovisual blogging and streaming).
Opinion polls and surveys through questionnaires or phone calls with customers.	Online survey research through email interviews, web surveys, newsgroups, online discussions, and chat-based interactions, as well as Internet telephony.

Source: Mukhtār Farzūlī and al-Wīzah Qūdah, "*Tawẓīf al-Asālīb al-Ḥadīthah lil-ʿAlāqāt al-ʿĀmmah al-Raqmiyyah fī Tafʿīl al-Jumhūr ka-ʿUnṣur Dāʿim fī Idārat al-Azmāt [Employing Modern Digital Public Relations Methods in Activating the Public as a Supportive Element in Crisis Management]*," *al-Risālah Journal for Media Studies* 7, no. 2 (June 2023): 87.

Digital Public Relations (DPR) has become increasingly prominent due to its numerous advantages. According to Grunig, digital media offer several strategic benefits, including their effectiveness in field observation, their ability to monitor issues and trends within the online environment with relative ease, and their usefulness for tracking search engine optimization (SEO) and conducting content analysis. Digital platforms also serve as valuable databases for assessing the type and quality of trust-based relationships, as well as for measuring mutual control, satisfaction,

and commitment between organizations and their publics. Moreover, the rise of digital platforms has introduced dynamic new channels for promoting products, building audiences, increasing web traffic, and enhancing brand awareness.

Consequently, organizations with dedicated Public Relations departments are increasingly likely to integrate social media into their strategic communication efforts. The importance of social media lies in its function as the "new hybrid element of the promotion mix," combining features of traditional mass communication and interpersonal interaction. Given the continuous evolution of the digital ecosystem and social networking platforms, public relations practitioners anticipate that communication content—rather than the medium itself—will become the primary determinant of success in the future[28].

Digital Public Relations (DPR) provides organizations with numerous advantages that enhance their communication effectiveness, strengthen stakeholder relationships, and improve institutional reputation.Among the key benefits are the following[29]:

1. Demonstrating Competitive Capability: Having an official website and active social media presence enables an organization to showcase its technological

competence and mastery of digital tools, positioning it as a modern and competitive actor in its field.

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[28] Alfelia Nugky Permatasari. "*Digital Public Relations: Trend and Required Skills (Kehumasan Digital: Tren dan Kompetensi yang Dibutuhkan).*" *Jurnal ASPIKOM* 6, no. 2 (July 2021): 375.

[29] ʿAlī ʿAjwah et al. "*al-ʿAlāqāt al-ʿĀmmah al-Raqmiyyah wa-al-Ittiṣāl al-Tafāʿulī ʿAbra al-Manāṣṣāt al-Iliktrūniyyah [Digital Public Relations and Interactive Communication through Electronic Platforms].*" *Scientific Journal for Public Relations and Advertising Research* 29, no. 2 (September 2024): 74–75.

2. Supporting Media Relations Activities: Digital platforms have become essential tools for accessing information about organizations and their services.
They now function as key informational resources for journalists and media outlets, which makes it necessary for public relations practitioners to build and maintain effective relationships with the media.

3. Reaching New and Diverse Audiences: Digital platforms allow organizations to attract large and diverse publics, particularly those who are proficient in using technology and social media. This widens the institution's communication reach and engagement potential.

4. Building and Strengthening Relationships with Publics : Online platforms are regarded as tools for enhancing and sustaining relationships between organizations and their publics, fostering mutual understanding and trust through continuous interaction.

5. Achieving High Levels of Interactivity in Communication: Digital communication ensures greater clarity and responsiveness, minimizing noise or distortion between sender and receiver, and enhancing message efficiency and impact.

6. Reducing and Simplifying Communication Time : Digital tools allow organizations to complete communication processes rapidly and at the right moment, thereby building and maintaining long-term public trust and credibility.

7. Providing Immediate Feedback: Digital communication enables instant feedback, which facilitates rapid evaluation and adjustment of public relations content and strategies in real time.

8. Enhancing Internal Communication Efficiency: By facilitating communication among different administrative levels,

digital tools improve coordination and increase the productivity of internal publics (employees).

9. Supporting Quantitative and Qualitative Research: Digital platforms assist PR practitioners in conducting online focus groups on sensitive topics or with hard-to-reach audiences. They also allow for electronic surveys that save time and resources while collecting valuable audience insights.

10. Delivering Complete and Instant Information to the Public: Electronic media enable PR professionals to publish detailed and up-to-date information about the organization, its activities, and its products, increasing transparency and accessibility.

11. Enhancing Monitoring Capabilities: Digital tools improve the organization's ability to track and analyze online content related to its brand, products, or reputation across multiple platforms and media outlets, thus improving crisis responsiveness.

12. Ensuring Flexibility in Content Modification: PR professionals can edit and update messages anytime and anywhere, exercising full control over digital content and ensuring alignment with organizational objectives.

13. Evolving the Concept of Public Relationships: Digital PR has redefined the nature of the organization–public relationship, emphasizing mutual dialogue, interactivity, and responsiveness. Audiences can now react, comment, and participate in real time, transforming communication into a two-way, participatory process.

14. Precise Targeting Capabilities: Digital PR enables organizations to identify and target specific audience segments with precision, tailoring messages to meet their interests and expectations.

15. Flexible Communication at All Times and Conditions : Digital platforms provide continuous and adaptable

communication, allowing organizations to update, modify, and improve their messages as needed to ensure public satisfaction and engagement.

CHAPTER TWO:

DIGITAL PUBLIC RELATIONS — FROM COMMUNICATION MANAGEMENT TO THE ENGINEERING OF CORPORATE IMAGE AND ONLINE REPUTATION

CHAPTER TWO: DIGITAL PUBLIC RELATIONS — FROM COMMUNICATION MANAGEMENT TO THE ENGINEERING OF CORPORATE IMAGE AND ONLINE REPUTATION

1. The Shift Toward Integrated Digital Content in Public Relations

Public relations activities serve as a strategic vehicle through which an organization conveys its philosophy, mission, and identity. In light of technological advancements and the continuous evolution of modern communication technologies, most institutions today are striving to rely on the Internet and digital tools as primary channels for connecting with their publics.

The Internet has become one of the most powerful mass communication media, distinguished by its unique characteristics and features. It can be considered a phenomenon with unparalleled social and cultural impact, and as such, it has become a strategic domain adopted by virtually all organizations seeking to modernize their communication systems.

It now represents a shared platform for integrating modern information and communication technologies, encompassing a range of tools, systems, and methods employed for content processing and dissemination.
These technologies allow for the collection, storage, retrieval, and transfer of various types of data and information—written, visual, auditory, graphic, or audiovisual—and enable their exchange and distribution efficiently across space and time. Through this digital transformation, the very nature of communication has been

redefined, and institutions across sectors have progressively transitioned toward digitization[30].

With the development of electronic communication tools and the diversification of their services, telecommunication has emerged as one of the defining phenomena in the management of modern societies. Furthermore, the integration of computer technology with telecommunication systems has ushered in a new digital era characterized by electronic publishing, which in turn has led to the emergence of numerous new communication media and platforms that have transformed the landscape of organizational communication[31].

Modern Technologies Transforming the Practice of Public Relations

Among the recent technologies that have fundamentally transformed the field of public relations are the following[32]:

• Social Media Platforms

Social media has revolutionized the way organizations engage with their audiences. Platforms such as Twitter, Facebook, and LinkedIn have become essential tools for direct and interactive communication with clients and stakeholders. These platforms enable companies to build communities around their brands, foster long-term engagement, and provide instant feedback and customer support

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[30] Sharīf Darwīsh al-Labbān. *Tikanūlūjiyā al-Ittiṣāl: al-Makhāṭir wa-al-Taḥaddiyyāt wa-al-Taʾthīrāt al-Ijtimāʿiyyah [Communication Technology: Risks, Challenges, and Social Impacts].* 3rd ed. Cairo, Egypt: al-Dār al-Miṣriyyah al-Lubnāniyyah, 2012, pp. 102–103.

[31] Samīrah Shaykhānī. "*al-Iʿlām al-Jadīd fī ʿAṣr al-Maʿlūmāt [New Media in the Information Age].*" *University of Damascus Journal* 26, nos. 1–2 (2010): 436.

[32] PRDMT. *Official Website.* Accessed October 27, 2025, at 6:00 p.m. https://prdmt.com

• Artificial Intelligence (AI) and Data Analytics

Organizations increasingly use AI-driven analytics to process and interpret vast datasets collected from the Internet and social media platforms. These technologies allow for predicting public opinion trends, personalizing content according to audience preferences, and thereby enhancing the effectiveness of public relations campaigns. AI also contributes to crisis anticipation, sentiment analysis, and reputation monitoring, offering PR departments a data-based foundation for strategic decision-making

• Virtual Reality (VR) and Augmented Reality (AR)

The integration of VR and AR technologies into public relations practices has introduced immersive and experiential communication tools. Such technologies allow organizations to create interactive presentations and brand experiences, offering audiences new ways to engage with messages and products that were previously impossible through traditional means

From Traditional to Interactive Public Relations

In comparing traditional PR practices with the new digital era that emerged following the spread of the Internet, **interactive public relations** has become the defining feature of contemporary communication strategies. This new paradigm is characterized by several distinctive features(33)

 Globalization **of practice and performance**, transcending local boundaries.

(33) ʿImād al-Dīn Tāj al-Sirr Faqīr ʿUmar. *Iʿdād wa-Intāj al-Mawād al-Iʿlāmiyyah lil-ʿAlāqāt al-ʿĀmmah [Preparation and Production of Media Materials for Public Relations].* 1st ed. Amman, Jordan: Dār al-Bidāyah, 2013, pp. 182–183.

 Reciprocal **and participatory communication** through digital networks.

 Departure **from conventional activities** and adaptation to digital dynamics.

 Adoption **of transparency and credibility** as pillars of public trust.

 Increased **competitiveness and pursuit of excellence** in organizational communication.

 Strengthening **and consolidating corporate reputation** through active engagement.

 Openness **to international publics** and global communication environments.

 Abandoning **professional isolation** and adopting collaborative digital interaction.

 Activating **communication dynamism** within professional PR operations.

 Expanding **the exchange of knowledge and information** relevant to PR activities.

 Full **global exposure** and integration into the international PR landscape.

 Encouraging **creative and innovative skills** among PR professionals.

 Stimulating **innovative and critical thinking** within the communication process.

 Leveraging **the simplicity and accessibility of Internet-based tools.**

 Enhancing **online communication fields and practices.**

 Providing **new marketing, cultural, and social opportunities** through digital interaction.

 Facilitating **efficient and seamless communication.**

The use of the Internet in public relations offers numerous advantages to organizations, contributing to the effectiveness, speed, and reach of their communication strategies. The main benefits include the following:

1. Gaining Insight into Public Opinion: The Internet enables the PR department to instantly learn about the attitudes and opinions of both internal and external publics through various channels such as email, company websites, and social media platforms.

2. Delivering Accurate Information: It facilitates the distribution of verified and consistent information to different audience segments through electronic correspondence, newsletters, and corporate websites, ensuring message clarity and credibility.

3. Enhancing the Institution's Image and Reputation: By overcoming geographical barriers, the Internet allows organizations to build and promote their reputation locally and internationally, often by maintaining multilingual websites to reach global audiences.

4. Promoting and Marketing Products and Services: The Internet serves as an efficient channel for e-marketing and e-commerce, reducing time, cost, and effort for PR practitioners while enhancing promotional reach.

5. Monitoring Public Reactions and Managing Crises: Through continuous online monitoring of opinions, discussions, and feedback, PR departments can assess the organization's standing, respond to rumors, and manage crises proactively.

6. Strengthening Relations with Media Outlets: The Internet facilitates real-time interaction with journalists and media institutions by providing instant access to multimedia materials such as photos, videos, press releases, and statements.

7. Accessing Information and Data for Communication Materials: It serves as a valuable source of **statistics, reports, and content** used to produce printed and digital materials that support communication programs and campaigns.

8. Conducting Public Relations Research: The Internet enables PR professionals to conduct online surveys and opinion polls to gather audience insights, evaluate PR campaigns, and assess the effectiveness of communication strategies.

Despite these advantages, digital public relations still face a number of challenges and constraints, including:

 The **overwhelming volume of online information**, which makes it difficult to access or verify all available data.

 Inconsistencies **and contradictions** in online information sources.

 Lack **of trustworthiness or ethical integrity** among some organizations.

 The **spread of misinformation or false claims**.

 The **rapid proliferation of rumors**, which may damage reputations.

 Unanticipated **consequences** of global interactivity for organizations that fail to anticipate public reactions.

 The **loss of confidentiality and exposure of internal information**, as the Internet is an open communication system.

 Intensified **competition** in digital markets, which can lead to the decline or disappearance of less adaptable organizations

In light of these dynamics, public relations activities must remain continuous and adaptive, employing all available communication tools to achieve their strategic objectives. The growing shift toward electronic (interactive) public relations reflects the importance of leveraging Internet-based applications—such as email, corporate websites, chat rooms, and social media—to maintain strong audience engagement. Furthermore, as most business transactions today rely on remote client relationship management through Internet-based communication, this medium has become the most effective and fastest means for reaching and interacting with large audiences.

Based on the foregoing discussion, several fundamental differences can be identified between traditional and digital public relations:

1. Communication Approach

Traditional public relations relied primarily on one-way communication, where messages were transmitted from the organization to the public without interaction or feedback.

In contrast, digital public relations enable direct and immediate interaction, transforming communication into a two-way process based on dialogue, participation, and engagement between the organization and its publics.

This interactivity helps bridge the gap and establish a more dynamic and participatory relationship.

2. Speed and Responsiveness

In traditional PR, the production and dissemination of media content were time-consuming processes, often requiring extensive coordination and publishing cycles. By contrast, digital PR tools allow for instant content creation and dissemination, enabling organizations to maintain a continuous and timely digital presence and respond rapidly to emerging events or public feedback.

3. Scope and Reach

Traditional PR, dependent on conventional media, often required large budgets, more time, and had limited audience reach restricted to specific geographic areas. Digital PR, however, achieves wider and more diverse audience exposure, leveraging the global accessibility of online platforms to reach users across borders quickly and at minimal cost, especially among audiences engaged with modern technologies.

4. Measurement and Evaluation

In traditional PR, content effectiveness was assessed using research-based methods that were often time-consuming and imprecise, lacking real-time data. Conversely, digital public relations employ advanced analytical tools that enable organizations to track audience trends, analyze sentiments, monitor engagement metrics, and measure participation in real time. This facilitates data-driven evaluation of communication effectiveness and strategic decision-making.

2. Managing Corporate Image through Digital Public Relations

Public relations play a crucial role in building and shaping an organization's corporate image, which has become a strategic objective for most institutions today. This importance stems from the corporate image's impact on shaping public perceptions, forming attitudes, and influencing behavioral responses toward the organization. In this section, we explore the main uses of the Internet in public relations activities and programs aimed at managing the organization's image, identity, and reputation.

Corporate Image

The term *corporate image* refers to the mental picture that forms in the minds of the target public about an organization. It represents the accumulation of perceptions, judgments, and associations related to the attributes of the enterprise.

In other words, the corporate image encompasses all the evaluations and impressions that determine how an organization is recognized and perceived by its audience. Collectively, these perceptions and analyses form the overall image of the organization in the public mind[34].

In this context, Robinson and Barlow define the corporate image as: *"The mental picture formed in people's minds about organizations or institutions. This image may develop from direct or indirect experiences, may be rational or emotional, and may be based on facts, evidence, or even rumors and unverified statements. Nevertheless, it represents a perceived reality for those who hold it in their minds.[35]"*

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[34] Bozkurt, Mesut. "*Corporate Image, Brand and Reputation Concepts and Their Importance for Tourism Establishments.*" *International Journal of Contemporary Tourism Research* 2, no. 2 (December 2018): 61.

[35] ʿAlī al-ʿAjwah. *al-ʿAlāqāt al-ʿĀmmah wa-al-Ṣūrah al-Dhihniyyah [Public Relations and Corporate Image].* Cairo, Egypt: ʿĀlam al-Kutub, 2003, pp. 5–6.

Similarly, ʿ**Alī** ʿ**Ajwah** defines it as: *"The final outcome of subjective impressions formed by individuals or groups toward a particular person, system, nation, organization, or institution—whether local, international, or professional—that exerts an influence on human life. These impressions arise from both direct and indirect experiences and are linked to individuals' emotions, attitudes, and beliefs. Regardless of the accuracy of the information on which these impressions are based, they represent a true reality for those who perceive and interpret the world through them.*[(36)]"

From the above, it can be concluded that corporate image = knowledge + perception.

It is constructed from the information and experiences individuals receive about the organization—its policies, programs, services, and public engagement. Today, corporate social and environmental responsibility plays a key role in shaping public impressions of organizations, as institutions are now regarded as integral parts of the communities in which they operate. Accordingly, organizations are compelled to adopt cultural and social philosophies that respect societal values, traditions, and norms, while actively contributing to community development and sustainability.

Types and Forms of Corporate Image

The images individuals hold about organizations vary in form and nature.
Frank Jefkins classified corporate images into several main types as follows[(37)]:

[(36)] Bāqir Mūsā. *al-Ṣūrah al-Dhihniyyah fī al-ʿAlāqāt al-ʿĀmmah [The Corporate Image in Public Relations].* 1st ed. Amman, Jordan: Dār Usāmah lil-Nashr wa-al-Tawzīʿ, 2014, p. 56.
[(37)] ʿAlī al-ʿAjwah, *op. cit.*, p. 9

- **Mirror Image:** The image through which an organization **views itself** — its self-perception and internal understanding of its identity.
- **Current Image:** The image held by others (external publics) about the organization, reflecting how it is perceived at present.
- **Desired Image:** The idealized perception the organization seeks to establish in the minds of its publics—how it wants to be seen.
- **Optimal Image:** The best possible image that can be achieved when taking into account the competition and the influence of other organizations striving to shape public perception. It is sometimes referred to as the expected image, as it reflects the realistic target the organization can attain.
- **Multiple Image:** This occurs when individuals (audiences) are exposed to different representatives or messages from the same organization, each leaving a distinct impression. Such diversity in perception usually does not last long—over time, these impressions tend to merge into a unified image that integrates both positive and negative elements, depending on the relative strength of each factor's influence on the public.

To identify and understand the corporate images associated with an organization, the public relations department conducts specialized research and studies aimed at measuring public perception and evaluating the effectiveness of communication strategies in shaping these images.

A number of scholars in the field of public relations emphasize the importance of conducting image-related research,

which serves as a scientific foundation for planning and evaluating communication strategies. The significance of such research can be summarized as follows[38]:

1. Assessing Audience Perceptions and Attitudes

Research helps identify the levels of awareness, interests, and attitudes held by various audiences—whether governmental, institutional, organizational, or individual—and reveals both supportive and opposing motives that influence their perceptions of the organization.

2. Providing Evidence-Based Guidance for Communication Planning

It supplies communication planners and decision-makers with empirical data and reliable indicators to make informed decisions and to design appropriate responses or corrective strategies for specific situations.

3. Ensuring Objectivity and Scientific Rigor

By grounding public relations practices in systematic research, the process gains objectivity and credibility, reducing reliance on personal judgment or random, non-scientific actions.

4. Assisting Managerial Understanding of Environmental Variables

Research enables organizational leadership to analyze, interpret, and adapt to surrounding social, political, and market conditions, thereby enhancing strategic awareness and responsiveness.

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[38] Bāqir Mūsā, *op. cit.*, p. 77

5. Evaluating the Effectiveness of PR Programs and Strategies

It serves as a key tool for **measuring the actual impact** of implemented plans and campaigns, helping determine whether intended objectives have been achieved.

6. Analyzing the Organization Internally

Research also helps assess the internal dynamics of the organization—its management methods, decision-making processes, structure, employees, and activities—to identify areas for improvement and optimize performance.

7. Identifying and Understanding Target Audiences

By determining the types and characteristics of audiences who engage with the organization, PR research helps define their existing perceptions and image of the institution, thus guiding tailored communication strategies.

Accordingly, it can be stated that public relations programs and activities generally deal with three main types of images:

The presented (or projected) image is the one that the organization creates about itself through the messages and content it publishes and communicates to its audiences via various communication tools and channels. It represents the institution's self-presentation and how it wishes to be perceived by its publics.

The perceived (or actual) image is the one that the public actually holds about the organization. This image can be identified and analyzed through corporate image research conducted by the public relations department to determine the current perceptions held by audiences. Such research helps in planning PR programs aimed at either reinforcing a positive image or improving an unfavorable one.

Finally, the desired image refers to the ideal perception that the public relations department strives to establish and strengthen in the minds of the organization's publics. This is achieved by focusing on the organization's name, history, achievements, slogan, and vision — all of which represent key factors in building and shaping the corporate image.

The factors that shape and define an organization's corporate image can be summarized as follows[39]:

1. Vision

The vision is often defined as *"the dream of the organization in terms of what it aspires to become in the future.[40]"* It represents the **mental picture** of the organization's future state and serves as a **source of inspiration** for every individual affiliated with it.

- The vision is a **mental and strategic projection** of what the organization seeks to become.
- It acts as a **motivational force** that unites employees around a shared ambition.
- It is **idealistic yet achievable**, functioning as a **realistic dream** that guides long-term strategy.
- It embodies the **organization's hopes, aspirations, and long-term ambitions**.

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[39] Laila Slimani. *al-Takhṭīṭ fī al-ʿĀlāqāt al-ʿĀmmah* [*Planning in Public Relations*]. Pedagogical course material prepared for first-year Master's students in Media and Communication Sciences, specialization in Communication and Public Relations. University of Ghardaia, 2021.

[40] Muḥammad al-Jīzāwī. *al-Idārah al-Istrātījiyyah wa-al-Aʿmāl al-Iliktrūniyyah (Ishkāliyyāt al-Naẓariyyah wa-al Taṭbīq)* [*Strategic Management and E-Business: Theoretical and Practical Challenges*]. 1st ed. London: E-Kutub Ltd Publishing, 2018, p. 27.

Example:

The vision of Samsung is: *"Inspire the world and create the future."*

2. Mission

The mission is defined as *"the reason for the organization's existence and its fundamental purpose. It answers the questions: What is the organization's field of activity? and What will it strive to achieve in the future?*[41]*"*

- The mission consists of precisely formulated statements that summarize the organization's field of activity and key objectives.
- It must be clearly articulated, well known, and understood by all stakeholders.
- It typically expresses both the organization's capabilities and its core goals.

Example: The mission of **Samsung** is: *"To inspire the world with our innovative technologies, products, and designs that enrich people's lives and contribute to social prosperity by creating a new future."*

- **Core Capabilities:** technologies, products, and innovative designs.
- **Main Objectives:** enriching lives, promoting societal prosperity, and shaping a new future.
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[41] Zakariyyā Muṭlak al-Dūrī. *al-Idārah al-Istrātījiyyah: Mafāhīm wa-ʿAmaliyyāt wa-Ḥālāt Dirāsiyyah* [*Strategic Management: Concepts, Processes, and Case Studies*]. Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah lil-Nashr wa-al-Tawzīʿ, 2005, p. 51.

3. Organizational Values

Organizational **values** are defined as *"the beliefs upon which the organization's actions are built. They determine the distinction between what is right and wrong, important and less important, and serve to guide behavior within the organization.*[42]*"*

 Values form the **framework that governs internal and external relationships**.

 They reflect the **beliefs and standards** that the organization considers essential for success.

 Commitment to these values fosters **trust, integrity, and excellence**.

Examples of Core Values:

- Non-discrimination among employees.
- Mutual respect.
- Openness and participatory communication.
- Transparency and credibility.
- Excellence and innovation in performance.
- Honesty and contractual integrity.
- Service quality and customer satisfaction.
- Sustainability and environmental responsibility.
- Active social engagement.

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[42] ʿAbd Allāh ʿUqlah Mujallī al-Khazaʿlah. *al-Ṣirāʿ bayn al-Qiyam al-Ijtimāʿiyyah wa-al-Qiyam al-Tanẓīmiyyah fī al-Idārah al-Tarbawiyyah* [*The Conflict Between Social Values and Organizational Values in Educational Administration*]. Amman, Jordan: Dār al-Ḥāmid lil-Nashr wa-al-Tawzīʿ, 2009, p. 45.

4. General Corporate Objective

The general objective represents the core purpose of the organization's existence. Contrary to common belief, it is not merely about profit generation; rather, it reflects what the organization provides to society through its products and services[43].

The general objective embodies the ultimate outcome of all organizational functions and activities. It is supported by a set of strategic objectives that derive from the organization's vision, mission, and values, all of which collectively guide its long-term development and social contribution [44].

Defining the Main Areas of Work:

This refers to the major axes that represent the strategic objectives. For example: achieving product quality – gaining the satisfaction of related stakeholders – developing the competencies of its employees – adopting the latest technologies in production – and respecting environmental standards.

Identifying Internal and External Influences:

The organization relies on several methods to analyze its environment, but one of the most commonly used approaches for environmental analysis is the SWOT analysis.This method allows the organization to identify its strengths and weaknesses through an analysis of the internal environment, and to monitor the opportunities and threats or risks that it may face in its external

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[43] Zakariyyā Muṭlak al-Dūrī. *al-Idārah al-Istrātījiyyah: Mafāhīm wa-ʿAmaliyyāt wa-Ḥālāt Dirāsiyyah* [*Strategic Management: Concepts, Processes, and Case Studies*]. Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah lil-Nashr wa-al-Tawzīʿ, 2005, p. 51.

[44] Muḥammad Mafḍī al-Kasāsiyah and ʿAbīr Ḥamūd al-Fāʿūrī. *Qaḍāyā Muʿāṣirah fī al-Idārah: Bināʾ Qudrāt Ḥāsimah li-Najāḥ al-Aʿmāl* [*Contemporary Issues in Management: Building Critical Capabilities for Business Success*]. Amman, Jordan: Dār al-Ḥāmid lil-Nashr wa-al-Tawzīʿ, 2009, p. 26.

environment.
Such analysis provides the organization with all the information it needs to plan its policies, programs, and activities effectively.

Since public relations represent a managerial function within the organization, it will undoubtedly direct all its efforts and activities toward achieving the strategic objectives of the institution.Accordingly, the strategic plan for public relations stems from the mission, vision, values, and strategic goals of the organization.

To identify and determine the corporate image of the organization, the public relations department conducts a set of specialized studies aimed at defining it.

Several researchers in the field of public relations point to the importance of corporate image research in light of the following [45]:

1. Research reveals the levels of perception among the audiences that the source (government – state – organization – institution – individual) interacts with, as well as their interests, attitudes, and mental images, in addition to identifying supporting and opposing motives.
2. Research provides the communicator and the planner of the communication process with evidence and indicators upon which appropriate decisions and solutions for a given situation can be based.
3. Research adds objectivity and scientific rigor to the nature of the work and activity being practiced, meaning that it moves away from personal judgments and random practices.

[45] Bāqir Mūsā. *Previously cited reference,* p. 77.

4. Research helps management leadership understand and perceive the environmental variables surrounding it.
5. Research evaluates the actual impact of the implemented programs and plans.
6. Research analyzes, studies, and evaluates the source internally (management methods, organization, decision-making, employees, activities, etc.).
7. Research contributes to identifying the type of audience that interacts with or is exposed to public relations activities, and thus determining the type of image they hold toward the organization.

However, conducting such research requires meeting several conditions essential for managing the organization's image effectively [46]:

- Studying reality to identify the challenges facing the image formation process in the external environment, understanding public attitudes, shifts in audience preferences, market mechanisms, and social, political, economic, and cultural contexts that shape this image. When the management of the corporate image is based on an accurate reading of reality, the chances of success increase significantly.
- The organization's ability to obtain sufficient information about audience reactions to its messages, analyze feedback, and refine its messages and symbols according to the feedback results.

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[46] Sulaymān Ṣāliḥ. *Wasāʾil al-Iʿlām wa-Ṣināʿat al-Ṣuwar al-Dhihniyyah* [*Mass Media and the Construction of Mental Images*]. Kuwait: Maktabat al-Falāḥ lil-Nashr wa-al-Tawzīʿ, pp. 33–34.

- The organization's efficiency in managing communication operations, defining their objectives, using symbols understandable to the audience, and relying on factual information that can attract their attention.
- The credibility of information and facts on which communication messages are based. Deception, exaggeration, and misinformation may yield quick results, but they can destroy the organization's credibility, distort its image, and reduce its ability to manage that image effectively.
- The organization's human interaction with its internal audience: human-centered management contributes to building a positive internal image of the organization, and internal audiences in turn can help shape its external image through both individual and collective communication.
- The organization's ability to clearly identify the attributes upon which it wishes to build its image. Among the most important are its contributions to public service and the perception that its existence serves the public interest—attributes that strongly reinforce a positive image of the organization.
- The innovation of ideas and topics for conveying the desired image to the public. This requires defining the media and promotional programs aimed at presenting the organization to the audience. Such programs attract attention, highlight the organization's achievements, and explain its policies and objectives to various audiences. This represents the correct starting point for forming public opinion toward different organizations within society based on accurate knowledge of their conditions, and it also constitutes the foundation for building an enlightened public opinion at the national level.

- Providing appropriate tools and methods to study the impact of image-building messages continuously. However, it must be noted that image formation depends on the cumulative effect of activities and programs designed to achieve long-term objectives, alongside short- and medium-term goals. While long-term results may take considerable time to materialize, the achievement of short-term objectives undoubtedly contributes to cumulative effects that support the organization's long-term strategic plans.

the organization should analyze all its functions and take the necessary steps to enhance its effectiveness. Empowering the corporate image can be achieved through the alignment of communication skills and strategies. From this perspective, all stakeholders of an organization must communicate across all available platforms to strengthen mutual understanding and collaboration. The communication that a company establishes with its employees is not identical to that which it maintains with its customers or suppliers; therefore, different communication styles must be developed for each group in line with a professional and strategic communication approach [(47)].

3- THE MARKETING FUNCTION OF PUBLIC RELATIONS AND ITS STRATEGIES IN BUILDING CORPORATE IDENTITY

Marketing public relations (MPR) is defined as: "The new role of public relations, in which PR supports and reinforces the organization's marketing efforts, enhances the image of its products, plays a complementary role to other elements of the promotional mix, and helps to raise the level of awareness and

[(47)] Corporate Image, Brand and Reputation Concepts and Their Importance for Tourism Establishments." *International Journal of Contemporary Tourism Research* 2, no. 2 (December 2018): 61–62.

understanding of the target audience about the organization's products, introducing and promoting its new offerings — thereby increasing the effectiveness of marketing public relations.[48]"

It is also defined as: *"The marketing function that undertakes the assessment of public attitudes, and the identification of areas of interest related to the organization's policies and its offered products and services, with the aim of gaining the public's acceptance and support."*

Thus, public relations seek to obtain positive endorsement of the organization's policies from its various audiences [49].

In the same context, Adermal Parades indicates that: *"Public relations, in its broadest sense, means dealing with people to achieve success or personal gain, and it also includes being concerned with activities that bring benefit to the public and gain its trust and support. [50]"*

Hence, public relations help achieve a balance between the organization's goals and the needs of the public, and to establish mutual interests between them.

The importance of marketing public relations arises from the changing conditions of the business environment, particularly amid declining sales and reduced economic growth rates resulting from product abundance and heightened competition, which in turn have

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[48] al-Sayyid ʿAbd al-Raḥmān ʿAlī ʿAbd al-Raḥmān. "Dawr al-ʿAlāqāt al-ʿĀmmah fī Iṭār Manẓūmat al-Ittiṣālāt al-Taswīqiyyah al-Mutakāmilah" ["The Role of Public Relations within the Framework of Integrated Marketing Communications"]. *Majallat al-ʿAlāqāt al-ʿĀmmah al-Sharq al-Awsaṭ* [*Middle East Public Relations Journal*], Egyptian Public Relations Association, no. 27 (Egypt, 2020), p. 370.

[49] Baḥār Saʿd ʿAbbās ʿAlī. *Taʾthīr al-Mazīj al-Tarwījī ʿalā al-Khadamāt al-Ṣiḥḥiyyah* [*The Impact of the Promotional Mix on Health Services*]. Alexandria, Egypt: Dār al-Taʿlīm al-Jāmiʿī, 2019, p. 67.

[50] Kāmil Shaʿbān ʿAbd al-ʿĀl. *Nujūm al-ʿAlāqāt wa-Funūn al-Taʾthīr* [*Stars of Public Relations and the Arts of Influence*].Al-Ṭāʾif, Saudi Arabia: Dār al-Ṭarafayn, 1420 AH, p. 14

led to changes in consumer tastes. Therefore, it has become essential to adopt marketing strategies that enable organizations to maintain their position and market share.

This has contributed to the evolution of marketing thought, which has become a pressing necessity to which both business owners and their clients attach great importance, due to the significant goals it helps to achieve.

Among the objectives supported by marketing public relations for institutions of various types are the following [51]:

1. It helps marketing through promotional and media campaigns to increase the volume of the enterprise's sales, expand its market share, and maximize its profits.
2. It acts as a radar device to monitor the needs, desires, and tastes of consumers, and also helps the organization adapt to changing environmental conditions.
3. The outputs of research in the field of marketing public relations and market studies determine the size of current and future demand, as well as the needs and desires of consumers.
4. It assists the marketing activity in the organization in achieving economic and social development in the local community by providing the goods and services required to meet consumers' needs at prices within their purchasing power.
5. It contributes, along with the organization's marketing activity, to increasing and doubling the level of consumption

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[51] Aḥmad Yūsuf Dūdīn. *Idārat al-Taswīq al-Muʿāṣir* [*Contemporary Marketing Management*].
Amman, Jordan: Al-Akādīmiyyūn lil-Nashr wa-al-Tawzīʿ, 2011, p. 20.

among consumers to satisfy their needs, while also aiming to increase the organization's profits.

The objectives achieved by the marketing function indicate that it constitutes a fundamental pillar in administrative work, as it focuses on exploring and identifying consumers' desires and needs, studying market requirements, and analyzing competition accurately to make decisions related to product, price, distribution, and promotion—decisions that contribute to achieving the goals the institution seeks to attain and fulfilling its customers' needs.

Especially in light of the transformations and developments witnessed in the business environment and the shift of institutions from a closed environment to an interactive one, new challenges and constraints have emerged. These have made it

necessary to find strategies capable of adapting to such changes and not ignoring them in order to maintain their position and expand their market share.

All of this falls within the general set of functions performed by marketing. Hence, public relations strategies vary according to the circumstances and situations the organization faces. And since public relations is a multi-dimensional and multi-audience activity, it requires choosing the appropriate strategy to deliver its message and ensure the desired effectiveness.

Among these strategies are the following:

1. **Reusing Content through social media:** This is one of the most important approaches for transitioning to digital public relations and integrating marketing content into the organization's communication programs.
   It involves repurposing previously prepared content and transforming it into new, interactive material. For instance,

a traditional press release can be republished as a presentation, rewritten as a blog post, or converted into an infographic—then shared across social media platforms to leverage their advantages in reaching the widest possible base of the target audience [52].

2. **Semrush:** *Semrush* is a widely used and highly effective digital public relations tool. It is a platform for Search Engine Optimization (SEO), Pay-Per-Click (PPC) campaigns, and digital marketing, offering various functionalities such as:
    - Conducting keyword research.
    - Analyzing competitors.
    - Reviewing and improving on-page SEO.

Semrush starts at $99.95 per month and includes more than 40 tools and features, making it suitable for any digital marketing entity focusing on public relations.
The platform also provides tools for digital link-building, content promotion, contact management, and reporting.

3. **BuzzStream**: *BuzzStream* is another ideal tool for any digital marketing entity focusing on digital public relations, link-building, or content promotion. The platform facilitates easy search, outreach, contact management, and reporting.

    BuzzStream offers a user-friendly interface and includes features such as automatic list creation, contact information identification, website statistics, and social media metrics

[52] Dāwūdī Widād & Nisrīn Ziyādah. *al-ʿAlāqāt al-ʿĀmmah al-Raqmiyyah wa-al-Taswīq al-Iliktrūnī: Tadākhul Mafāhīmī wa-Takāmul Waẓīfī* [*Digital Public Relations and Electronic Marketing: Conceptual Overlap and Functional Integration*]. *Maʿālim Journal for Media and Communication Studies*, Vol. 5, No. 1, June 2023, p. 18

extracted from a list of URLs. Subscriptions to *BuzzStream* start at $24 per month [53].

Among the modern trends in digital marketing supported by digital public relations are the following [54]:

1. **Artificial Intelligence (AI) Marketing :**
    - Using smart technologies to analyze data and provide precise and personalized guidance.
    - Enhancing user experience through personalized content delivery and targeted advertising.
2. **Interactive Content Marketing :**
    - Increasing user engagement through interactive content such as videos, 3D experiences, and immersive storytelling.
    - Employing dynamic targeting techniques to generate content based on user interaction.
3. **Augmented Reality (AR) and Virtual Reality (VR) Marketing:**
    - Providing engaging and interactive experiences using AR and VR technologies.
    - Developing applications and marketing campaigns that employ these technologies to attract and retain audience attention.

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[53] Far, Kamel. *The Strategic Positioning of Digital Public Relations Management in Modern Organizations: A Study on the New Challenges of Digital Public Relations Management. El Mieyar*, Vol. 29, No. 3, 2025, p. 110.

[54] Dirghām, Kholūd Khālid. *al-Dalīl al-Shāmil li-As'ilat al-Interview fī Majāl al-Taswīq al-Iliktrūnī* [*The Complete Guide to Interview Questions in the Field of Digital Marketing*]. E-book published by Kholūd Khālid, 2024, p. 86

4. **Voice Search Marketing:**
    - Growing use of voice assistants such as *Alexa* and *Google Assistant.*
    - Improving SEO strategies to align with voice search behavior and queries.
5. **Chatbot Marketing:**
    - Using automated chat systems to provide customer service and guide users throughout the marketing process.
    - Enhancing customer experience by integrating chatbot systems into websites and social media platforms.
6. **Social Media Marketing:**
    - Continued expansion of marketing via social media platforms, with an increasing focus on video content and live streaming.
    - Developing advanced advertising and audience engagement strategies.
7. **Enhancing the Online Marketing Experience:**
    - Utilizing modern technologies such as augmented reality and advanced data analytics to optimize online shopping experiences.
    - Providing interactive and personalized consumer experiences throughout the online purchasing process.
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The Marketing Function of Digital Public Relations and Corporate Identity Building

The marketing function of digital public relations contributes significantly to strengthening corporate identity, which is considered a fundamental pillar for the success of institutions. Corporate identity represents the front through which organizations reflect their communication activities, values, mission, and future aspirations.

Corporate identity is defined as *"the way an organization chooses to define itself to a specific audience through communication symbols and behavior."* It is the tangible, visual, and material manifestation of an organization's personality and culture. Thus, corporate identity encompasses the identity of the organization's products, brands, and all tangible and intangible outputs it produces and communicates to its audiences[55].

Chevalier described corporate identity as comprising the *goals, objectives, rules, standards,* and *activities* that generate the culture of the organization. It relies on three fundamental components for its construction[56]:

- **Objectives:** the necessity of relying on the mission (or project) to shape the corporate identity, as identity is inherently linked to action (that is, *for what purpose?*).

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[55] Bakhoush, Fatima. *al-Huwiyya al-Mu'assasātiyya: Ishkāliyat al-Mafhūm* [*Corporate Identity: The Problematic of the Concept*]. *Algerian Journal of Research and Studies*, Vol. 4, No. 4, October 2021, p. 179.

[56] Daliou, Fadhel. *Huwiyyat al-Mu'assasah min al-Tasmeem ilā al-Tadqeeq* [*Corporate Identity: From Design to Auditing*]. *Annals of Guelma University for Social and Human Sciences*, Issue (2017), p. 481

- **Values:** these determine the motivations and the form of the organization's performance; they represent the principles and conceptions guiding its conduct (that is, *why and how?*).
- **Behaviors:** these form the practical dimension of identity through customs, traditions, and managerial habits that sustain its essence.

Corporate identity thus represents a communicational heritage, a value framework, and an intellectual reference, through which the organization seeks to achieve outstanding success in communication and public relations, while contributing to sustainable development within the scope of its social responsibility.

Designing a strong corporate identity requires creative vision-building, in which all members of the organization participate to feel that it embodies part of their dreams, aspirations, and future. It must rest on a clear mission that expresses the organization's purpose, role, and daily practices, and on a coherent set of values that are meaningful to society and aligned with the organization's mission — unifying its internal culture and motivating its members to implement its mission and realize its vision.

Furthermore, maintaining consistency of corporate identity and a well-defined strategic direction is essential for earning the trust of clients and employees alike, avoiding negative repercussions resulting from abrupt identity changes, and ensuring the continuous development of the organization's marketing communication identity[57].

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[57] Al-Sharif, Talal. *Al-Huwiyya al-Mu'assasiyya* [*Corporate Identity*]. *Makkah Newspaper*, February 2021. Available at: https://makkahnewspaper.com/article/1532409

In light of the above, the importance of digital public relations becomes evident in supporting corporate identity, as it represents the communication mix through which the organization conveys its messages and promotes its values, mission, and objectives to its audiences

CHAPTER THREE:

MODERN THEORETICAL TRENDS IN PUBLIC RELATIONS PRACTICE

CHAPTER THREE: MODERN THEORETICAL TRENDS IN PUBLIC RELATIONS PRACTICE

1. Theoretical Models and Approaches in Public Relations (The Sociological Approach)

In the field of public relations, several theories have been utilized to define its activities from both theoretical and practical perspectives and to establish a framework for its study. Among these frameworks is the **sociological approach**, which encompasses four main theories that serve as conceptual models guiding public relations practice[58].

1. Symbolic Interactionism

This theory is based on psychological foundations, assuming that social interaction is shaped by the meanings individuals construct during interactions, using symbols to express these meanings. Its key proponents include Herbert Mead, Charles Cooley, and Herbert Blumer. This perspective has assisted public relations management in selecting the most effective strategies and organizational rules that regulate the institution's relationships—both internally among its members and externally with other organizations and society at large. Moreover, it contributes to achieving and maintaining internal and external balance as part of the institution's role as a social organization.

2. Exchange Theory

This theory focuses on studying individual behavior within organizations and the motivations that drive such behavior. It posits that social structure is the result of social exchanges among

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[58] Shabīh, Shadwān ʿAlī. *Al-ʿAlāqāt al-ʿĀmmah Bayn al-Naẓariyya wa-al-Taṭbīq* [*Public Relations Between Theory and Practice*]. Alexandria, Egypt: Dār al-Maʿrifah al-Jāmiʿiyyah, 2016, p. 99, ac

individuals, where each party considers the needs and expectations of the other to maintain mutually beneficial relationships. Here, needs and goals act as the main motivational forces. Prominent scholars of this theory include Peter Blau, George Homans, and Richard Emerson. Within public relations, practitioners employ this perspective to analyze the dimensions of PR functions in the institution to identify the elements and determinants of exchange relationships. This theory also provides valuable insights into understanding organizational motivation, influencing the organization's coherence and harmony both internally and externally, and informing decision-making and communication strategies.

3. Conflict Theory

This theory assumes that conflict is an inevitable part of social interaction, arising from discrepancies and incompatibilities in goals and values among individuals and organizations. From this standpoint, conflict is a valuable and constructive perspective in public relations analysis, especially when addressing the underlying reasons behind the declining status of PR departments within organizations—often relegated to secondary or decorative roles without substantial impact. The conflict approach thus emphasizes the necessity of empowering PR management, strengthening its institutional role, and granting it the authority needed to play a strategic and influential function within the organization

4. Structural–Functional Theory

This theory views society as a complex structure—an organized system composed of interrelated parts functioning together as a whole. According to this perspective, social theory encompasses more than a mere aggregation of individuals; rather, it represents a cohesive entity characterized by systemic interdependence.

In the context of public relations, this theory is employed to analyze an organization's need for PR functions and to define the role of PR as a vital component in understanding the organization's structure and the outcomes it generates within its operational system. It also helps to examine the relationships between PR practitioners, their roles, and functions within professional communication networks.

Consequently, scholars in the field of public relations have emphasized the importance of adopting the open-systems approach, which allows for constant interaction between the organization and its internal and external environments.

2. THEORETICAL MODELS AND APPROACHES IN PUBLIC RELATIONS (THE COMMUNICATIVE APPROACH)

Public relations, in its essence, is based on communication. Therefore, PR departments aim to apply and integrate communication theories to achieve effectiveness and sustained interaction with their audiences. Among the most prominent theories applied within the field are: *Systems Theory, Dialogue Theory, and Situational Theory.*

1. Systems Theory

The foundations of Systems Theory rest on integrating insights from both the behavioral school and the classical school of management. While the former emphasizes the human aspect, the latter focuses on administrative efficiency through scientific methods. Systems Theory, however, perceives the organization as an open system composed of interdependent parts that interact with one another and with the surrounding environment.

One of the principal theorists of this model, Ludwig von Bertalanffy, conceptualized the organization as a comprehensive social system striving to achieve specific objectives[59]. He proposed that organizations are made up of several subsystems, each complementing the others and contributing collectively to the organization's overarching goals.

Core Principles of Systems Theory[60]:

- Any change introduced to one part of the system will inevitably affect other parts, thus requiring balanced and coordinated interrelationships among all subsystems.
- The openness between the system and its environment facilitates the flow of information and ensures effective feedback mechanisms, allowing the organization to detect and correct imbalances before they escalate.
- The organization's behavior is influenced by its surrounding environment and contextual variables; hence, understanding individual or group behavior within an organization alone is insufficient to comprehend its overall functioning.

Within this framework, communication is defined as the process of exchanging information and meanings between the organization and its environment, as well as among its internal components. Communication thus serves as the binding mechanism that connects the organization's subsystems, ensuring coordination and harmony[61].

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[59] ʿAbbās, ʿAlī. *Asāsiyyāt ʿIlm al-Idārah* [*Fundamentals of Management Science*]. 3rd ed. Amman, Jordan: Dār al-Masīrah lil-Nashr wa-al-Tawzīʿ wa-al-Ṭibāʿah, 2008, p. 64.

[60] Al-Kubaysī, ʿĀmir. *al-Tanzīm al-Idārī al-Ḥukūmī Bayna al-Taqālīd wa-al-Muʿāṣarah* [*Governmental Administrative Organization Between Tradition and Modernity*]. 1st ed. Damascus, Syria: Dār al-Riḍā li-al-Nashr, 2004, p. 119

[61] Al-Dibs al-Sardī, Muḥammad. *al-Ittiṣāl wa-al-ʿAlāqāt al-ʿĀmmah fī Idārat al-Maktabāt wa-Markaz al-Maʿlūmāt* [*Communication and Public Relations in the*

Communication, therefore, is not merely a one-way transmission of messages from sender to receiver but a dynamic process of interaction between the organization and its broader social environment.

Systems Theory asserts that[(62)]:

- Communication constitutes an integral part of the social work system, influencing and being influenced by it.
- It is the primary channel linking the organization's social system to its environment—including other institutions, clients, suppliers, and stakeholders.
- Organizational equilibrium depends on a comprehensive and integrated communication network connecting all its parts and members.
- Communication systems and methods may vary depending on contextual conditions, actors, and subject matter.

In conclusion, Systems Theory underscores the pivotal role of communication within the organization: it ensures internal cohesion and coordination through the smooth flow of information, while simultaneously enabling interaction and adaptation with the external environment in response to emerging needs and challenges via structured and efficient communication channels.

Management of Libraries and Information Centers]. 1st ed. Amman, Jordan: Ithra' Publishing and Distribution, 2011, pp. 118–119

(62) Kabbaqoub, ʿĪsā, and Warda Brous. *Faʿāliyyat al-Ittiṣāl al-Idārī fī al-Mu'assasah al-Ṣināʿiyyah* [*The Effectiveness of Administrative Communication in the Industrial Institution*]. *Journal of Human and Social Sciences*, No. 15, June 2015, p. 92

The Role of Public Relations within Systems and Situational Theories [63]

Within this framework, the role of public relations is centered on performing several key functions:

1. **Monitoring:** This refers to observing and tracking developments and events in the external environment, as well as gathering information about challenges the organization may face and opportunities that could be leveraged for strategic advantage.
2. **Interpretation:** This involves the ability to absorb, comprehend, and analyze the information collected in order to prioritize issues and audiences, anticipate trends of change, and identify potential opportunities or threats that might affect the organization positively or negatively.
3. **Advisory Function:** This consists of alerting management to existing or emerging environmental problems and assisting the organization in responding effectively to them by providing objective, evidence-based recommendations that can be translated into actionable initiatives.

2. Situational Theory

The Situational Theory is considered an extension of Systems Theory, as it builds upon the principles of the open-systems approach. It is founded on the idea that

there is no single universal theory or organizational model that can be applied uniformly across all conditions and types of

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[63] Al-ʿAdawī, Fahmī Muḥammad. *Mafāhīm Jadīdah fī al-ʿAlāqāt al-ʿĀmmah* [*New Concepts in Public Relations*]. 1st ed. Amman, Jordan: Dār Usāmah lil-Nashr wa-al-Tawzīʿ, 2011, p. 97.

organizations. Rather, each organization should adopt a selective approach, adapting the theory to suit its specific circumstances and contextual variables [64]. Among the leading proponents of this school are Paul Lawrence and Jay Lorsch.

This theoretical perspective provides significant flexibility in managing relationships—both within the organization and with external stakeholders. It emphasizes that there is no single best way to organize or manage, highlighting that organizations are dynamic systems of communication and human interaction capable of adaptation and change according to environmental pressures and situational demands [65].

The theory posits that administrative leaders must pay close attention to all **contextual elements of each situation** [66] in order to determine the most appropriate behavior for their subordinates and the most effective course of managerial action. It aligns closely with the realities of modern business organizations, which operate in environments characterized by constant interaction and mutual influence between internal and external factors.

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[64] Ḥarīm, Ḥusayn. *Idārat al-Munazzamāt: Manẓūr Kullī* [*Organization Management: A Holistic Perspective*]. 2nd ed. Amman, Jordan: Dār al-Ḥāmid lil-Nashr wa-al-Tawzīʿ, 2009, p. 33

[65] Būḥaniyyah Qawī. *al-Ittiṣālāt al-Idāriyyah Dākhil al-Munazzamāt al-Muʿāṣirah* [*Administrative Communications within Contemporary Organizations*]. Algeria: Dīwān al-Maṭbūʿāt al-Jāmiʿiyyah, 2010, p. 64

[66] The elements of the situation (*ʿAnāṣir al-Mawqif*) include: *the individual, the group, the organization, and the environment*. Individual elements involve perception, age, gender, education, skills, needs, personality, and psychological attitudes influencing behavior within the organization. Group elements consist of cohesion, cooperation, conflict, communication, and leadership that affect both individual and collective behavior. Organizational elements include structure, authority, degree of centralization, and management systems impacting behavior within the organization. Environmental elements refer to customs, traditions, national income, and economic and political conditions. For more details, see Māhir, Aḥmad. *al-Sulūk al-Tanẓīmī: Madkhal Bināʾ al-Mahārāt* [*Organizational Behavior: A Skills-Building Approach*]. Alexandria, Egypt: al-Dār al-Jāmiʿiyyah, 2003, p. 37

From a public relations perspective, **Situational Theory** offers a **strategic framework for managing relationships and audiences**. It suggests that publics can be classified according to their behavioral responses into three categories:

- **Active publics**, who are fully engaged in participation and problem-solving;
- **Aware but passive publics**, who are informed but not sufficiently motivated to take part;
- **Latent or inactive publics**, who are largely indifferent to the issue at hand.

Through this classification, public relations professionals can analyze and interpret audience behavior, identify the specific publics relevant to each issue or situation, and design **targeted communication strategies and programs** that foster

mutual understanding, beneficial relationships, and the exchange of shared interests between the organization and its various audiences[67].

3. **Dialogue Theory**

This theory was introduced by *Pearson* as a model for managing and practicing public relations. It calls for adopting **dialogue** in decision-making processes to avoid potential risks arising from **one-way communication**, based on the notion that the organization operates within an environment to which it must adapt—an obligation that requires it to assume **social responsibility**.

Pearson identified several conditions necessary for achieving true dialogue, among which are:

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[67] ʿAdawī, Fahmī Muḥammad. *Previously Cited Reference*, p. 98.

- Ensuring that **all parties have equal opportunities** to present their ideas and suggestions.
- Dialogue should not be dominated by a single party; rather, it should involve **interactive participation** where all sides possess the **same degree of authority**.

Accordingly, the theory encompasses **five fundamental principles**[(68)]:

1. **Mutuality (Reciprocity):** recognizing and valuing the importance of relationships between the organization and its publics.
2. **Propinquity (Proximity):** maintaining continuous and ongoing communication with audiences.
3. **Empathy:** emphasizing the understanding and support of the audience's objectives and interests.
4. **Risk:** the organization's readiness to engage and interact with individuals and institutions under mutually agreed conditions.
5. **Commitment:** the organization's dedication to dialogue, explanation, and mutual understanding with its publics.

These principles highlight that the public relations management must earn the support and trust of its audiences to preserve the organization's stability. This can only be achieved through open, two-way channels of communication and dialogue, enabling target publics to access the knowledge and information necessary for making informed decisions related to them. Ultimately, such an approach ensures the organization's

(68) Ibid., p. 99.

adaptability to changes in audience behaviors, preferences, and its surrounding environment in general.

3.THE MODELS ASSOCIATED WITH PUBLIC RELATIONS PRACTICE

James E. Grunig and Todd Hunt presented four models that illustrate the nature of public relations practice across different organizations. Although these models appear to represent the natural evolution of public relations as a profession, they primarily emphasize the communication patterns within organizations. Moreover, these models are situational, meaning that they can be applied according to the specific circumstances faced by public relations practitioners[(69)].

Thus, the nature of the situation and the organization's objectives determine the type of communication to be adopted (one-way or two-way communication, for example). These factors also dictate which model should be employed by public relations professionals. The four models are as follows:

1. The Press Agentry / Publicity Model

In this model, public relations activities aim primarily at gaining publicity and promoting the organization's image by disseminating its name and presence through all possible means. The information provided to the public is often incomplete, exaggerated, or even misleading, designed to manipulate public perception. Communication here is one-way—from the organization to the public—and research, if conducted, is limited to

(69) al-ʿAnazī, Fayṣal. *Tajribat al-Mutaḥaddith al-Iʿlāmī al-Rasmī bi-al-Mamlakah al-ʿArabiyyah al-Saʿūdiyyah* [*The Experience of the Official Media Spokesperson in the Kingdom of Saudi Arabia*]. Riyadh, Saudi Arabia: Maktabat al-Malik Fahd lil-Nashr, 2020, p. 49

rudimentary forms, such as counting attendance at events or measuring media mentions[70]

2. The Public Information Model

According to this model, the main objective is to inform the public honestly and objectively. Practitioners of this model focus on the accurate and factual dissemination of information from the organization to its audiences. The communication process remains one-way, directed outward, and the research employed focuses mainly on content analysis, exposure studies, and audience reach[71].

3. The Two-Way Asymmetrical Model

This model introduces a two-way communication process, though it remains imbalanced. Information flows in both directions—between the organization and its publics—but the process primarily serves the interests and goals of the organization. The organization gathers information about public attitudes and behaviors through surveys, interviews, and focus groups to design persuasive communication programs aimed at influencing and changing public perceptions in its favor[72].

This model, therefore, is also known as the persuasive communication model, as it applies social science theories and research to enhance the organization's ability to shape opinions and attitudes rather than to achieve mutual understanding or equality in communication

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[70] al-Dulaimī, ʿAbd al-Razzāq. *al-ʿAlāqāt al-ʿĀmmah wa-Idārat al-Azmāt* [*Public Relations and Crisis Management*]. Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah lil-Nashr wa-al-Tawzīʿ, 2019, p. 70

[71] Ibid., p. 70.

[72] al-Sayyid Sālim, Shaymāʾ. *al-Ittiṣālāt al-Taswīqiyyah al-Mutakāmilah* [*Integrated Marketing Communications*]. Cairo, Egypt: Majmūʿat al-Nīl al-ʿArabiyyah, 2006, p. 156

4. The Symmetrical or Balanced Model

According to this model, public relations aim to achieve mutual understanding between the organization and its publics, with communication occurring in two parallel directions. Public relations seek to persuade and influence the public, while the public, in turn, possesses an equal power of influence over the organization. This influence enables the public to affect the organization's management, prompting it to modify its policies, decisions, and plans in response to the needs and attitudes of its audiences[73].

This model employs both formative and evaluative research methods. It represents an advancement over the previous model, as it does not merely emphasize the organization's efforts to make the public adapt to it, but rather highlights that the organization itself must adapt to its external environment — including its active publics — in order to maintain balance and harmony.

Table 02: *Models of Public Relations Practice*

Type of Research Used	Main Objective	Nature of Communication	Type of Model
Does not rely on scientific research	Serving the organization's interest	One-way communication (from the organization to the public)	Press Agentry / Publicity Model
Inductive research and	Serving the organization's interest	One-way communication (from the	Public Information Model

[73] Ibid., p. 29

exposure studies		organization to the public)	
Evaluative research	Primarily serving the organization's goals and interests through persuasion	Two-way communication (from the organization to the public and from the public to the organization)	Two-Way Asymmetrical Model
Formative and evaluative research	Serving both the organization's and the public's interests	Two-way communication (from the organization to the public and from the public to the organization)	Two-Way Symmetrical Model

Source: *Prepared by the researcher*

Based on the above, Grunig's models can be summarized as follows:

The Press Agentry Model is considered one of the earliest models used in the practice of public relations. It relies on one-way communication from the organization to its audiences, without paying attention to feedback or audience reactions. Its main focus is on publicity and disseminating messages to the public.

The Public Information Model does not differ significantly from the previous one, as it also depends on one-way communication from the organization to the public. However, it provides information only when requested by the audience, emphasizing factual and informative content rather than persuasion.

The Two-Way Asymmetrical Model aims primarily to serve the interests of the organization, even though it uses two-way communication. Its main objective is to persuade the public to accept the organization's policies and services, without necessarily considering their needs or interests.

Finally, the Two-Way Symmetrical Model seeks to achieve mutual adaptation between the organization and its publics, relying on two-way communication that serves common and shared interests between both parties.

CHAPTER FOUR:

THE ROLE OF PUBLIC RELATIONS RESEARCH IN DEVELOPING ITS STRATEGIES AND ENHANCING COMMUNICATIVE EFFECTIVENESS

CHAPTER FOUR: THE ROLE OF PUBLIC RELATIONS RESEARCH IN DEVELOPING ITS STRATEGIES AND ENHANCING COMMUNICATIVE EFFECTIVENESS

1. Scientific Research in Public Relations: Its Importance and Objectives

As previously mentioned, scientific research in the field of public relations is considered one of the primary functions carried out to investigate current realities and identify the factors influencing an organization's performance. It aims to collect facts and gather information about the opinions and attitudes of the organization's publics.

"Research is the process of collecting information and investigating facts about all factors and variables influencing public relations activities, providing them continuously to management in an objective, systematic, and ongoing manner, using all scientific methods that ensure achieving this goal with the highest level of efficiency.[(74)]*"*

Scientific research in public relations constitutes the first step toward effective public relations, as it forms the foundation upon which policies and programs are designed on scientific and objective bases. This is achieved by collecting various types of data, facts, and information, and analyzing the different factors affecting the organization's relationship with its publics.

Conducting research is therefore a crucial element in helping public relations fulfill its mission effectively. Without research, public relations decisions are often based on unclear assumptions and unverified facts. In this context, research serves as an activity

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(74) Ghabbashi, Nivin Ahmad. *Marjiʿ Sabiq Dhikruh* [Previously Cited Reference], p. 84

aimed at exploring, interpreting, and utilizing factual information to improve decision-making.

The **importance of public relations research** lies in the following aspects[(75)]:

- Assessing the **level of public trust** in the organization, its policies, and its products.
- Enabling management to evaluate the **effectiveness of communication tools** used.
- Identifying the **strengths and weaknesses** in the organization's performance.
- Acting as an **early warning system** to detect potential problems before they occur and to work toward solving them.
- Understanding the **nature and direction of public opinion**, which allows for the creation of targeted and appropriate messages for each audience segment.
- Providing **accurate information** that can be utilized in the **planning process** for public relations programs.
- Reducing the level of **risk and uncertainty** while enhancing the organization's ability to make informed decisions.
- Assisting in **gaining management approval** for public relations plans and budgets by presenting credible data and measurable results.

[(75)]Al-Bashir Al-Amin, Murtada. *Al-Ittiṣāl fī al-ʿAlāqāt al-ʿĀmmah* [Communication in Public Relations]. Amman, Jordan: Al-Warrāq Publishing and Distribution, 2016, pp. 71–72.

In general, **the objectives of research** can be summarized as follows[76]:

- Research aims to **identify a specific phenomenon** or to gain a new perspective on it, thereby enabling the precise formulation of the research problem and the establishment of scientific hypotheses.
- Research contributes to **drawing an accurate picture of the characteristics** of an individual, a group, or a situation without making preliminary assumptions about the nature of these characteristics.
- Research determines **the frequency of an event's occurrence** or its correlation with another variable.
- Research serves to **test hypotheses** by revealing **causal relationships** among various variables.
- Research aims at **self-discovery** through understanding the organization's image, where the clarity of this image depends on the precision of the research process.

In the context of **public relations**, the objectives of scientific research are more specific and can be outlined as follows:

- To uncover **public opinions and attitudes** toward the organization and to measure the intensity of these attitudes.
- To assist in **designing and formulating communication messages** that align with the organization's objectives while meeting the needs and expectations of its audiences.
- To facilitate **two-way communication**, since feedback can be used to modify messages directed toward audiences and to help select the most suitable communication channels.

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[76] Mūsā, Bāqir. *Marjiʿ Sabiq Dhikruh* [Previously Cited Reference], pp. 77–78.

- To enhance the organization's **capacity for responsible decision-making** based on factual and verified information.
- To **prevent crises and disturbances** by anticipating problems that may escalate into crises and by maintaining stable relationships between the organization and its publics.
- To support **strategic planning** of public relations activities, ensuring that such efforts achieve their intended goals.

Among the **key benefits** of conducting scientific research in public relations are the following:

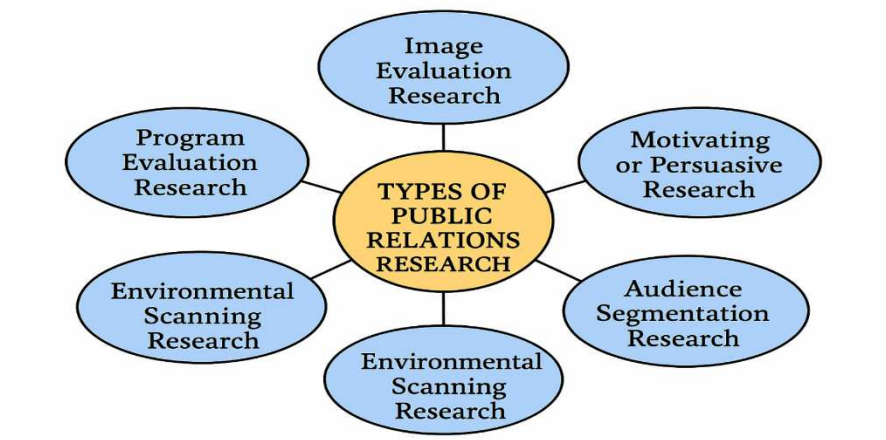
- Providing a realistic and comprehensive picture of the situation under study, including its dimensions, components, and potential approaches to address it.
- Allowing the organization to assess its success and reputation among its publics.
- Enabling an understanding of public perceptions toward the organization.
- **Encouraging management** to support decisions based on research findings and to adopt evidence-based recommendations.
- **Reducing unnecessary expenses** by avoiding arbitrary and unplanned programs or campaigns.

The objectives outlined above emphasize the **importance of relying on scientific research** when planning public relations activities. Any initiative or decision taken by an organization should be based on the **outputs of research** to ensure effective and measurable results. Therefore, to achieve the desired outcomes, the public relations department must adopt **systematic and scientific methods** in conducting its research to obtain reliable and accurate data.

2. Types of Research in Public Relations

The types of research conducted in the field of public relations vary according to the intended objectives behind carrying them out. These types have been classified into several categories, as illustrated in the following figure.

Figure No. 02: *Types of Research in Public Relations*



Source: *Prepared by the Researcher.*

The Types of Public Relations Research Are Defined as Follows[77]:

1. **Research aimed at identifying the organization's public image:** This type of research highlights the extent of public awareness of the organization and their opinions about its policies (production, marketing, media, service, etc.).

[77] Ilyas, Tarek. *al-Ḥimāyah min al-Ikhtirāq: Dawr al-ʿAlāqāt al-ʿĀmmah wa-al-Iʿlām* [Protection from Hacking: The Role of Public Relations and Media]. Cairo, Egypt: Markaz al-Khibarāt al-Mihaniyyah lil-Idārah lil-Nashr wa-al-Tawzīʿ, 2020, pp. 26–27.

2. **Motivation research:** Aims to uncover the reasons behind the alignment or misalignment of public attitudes with the organization's policies — essentially studying public opinion.

3. **Research measuring the effectiveness of public relations programs:**
   Focuses on understanding the program's impact on shaping public opinion before and after its implementation. This involves studying attitudes, opinions, knowledge, and beliefs toward the organization prior to a PR campaign, then re-evaluating them after the campaign to determine the degree of influence.

4. **Research identifying the opinions and attitudes of specific audience groups:**Conducted to understand the perceptions of distinct groups (employees, consumers, clients, distributors, suppliers, local citizens, opinion leaders, etc.), as each segment holds unique views and attitudes differing from others.

5. **Research on economic, social, political, national, and global conditions:** This type of research is specific to international and regional organizations that

   are influenced by the various conditions within both their local and global environments.

In light of the above, it becomes evident that public relations research primarily revolves around studying and measuring public opinion, monitoring prevalent attitudes among audiences toward the organization, analyzing their positions, and identifying the motives and influencing factors.

This enables the selection of appropriate methods and communication tools to influence those audiences effectively.

It is also important to emphasize that scientific research in public relations is not merely a preliminary phase; rather, it accompanies all stages and processes of PR work—particularly the evaluation phase.

Once the scientific research is conducted and its findings determined, the PR department proceeds to plan its activities and programs, following systematic stages and steps that can be outlined as follows.

1. Situational Analysis of the Organization

This refers to *"conducting in-depth studies to identify the current status of the organization, its circumstances, its relationships with the public, and both its positive and negative aspects.*[78]*"* This analysis seeks to answer the fundamental question: "Where are we now?" by determining the following:

- The organization's position relative to its competitors and its available capabilities.
- Its internal strengths and weaknesses, as well as the opportunities and threats present in its external environment.
- The attitudes and opinions of its audiences toward it.

Such questions are typically addressed through analytical methods previously mentioned in Lecture 3, such as the SWOT analysis, which examines both the internal and external environments of the organization, in addition to the PERT method and Gap Analysis, which help identify areas of weakness or

[78] al-ʿAllāq, Bashīr. *Tanzīm wa-Idārat al-ʿAlāqāt al-ʿĀmmah* [Organization and Management of Public Relations]. Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah lil-Nashr wa-al-Tawzīʿ, 2014, p. 84.

imbalance. These approaches provide the factual basis, data, and information necessary for the planning process.

2. Accurate and Comprehensive Goal Setting

This involves *"defining the message intended for the target audience, which should always aim to build a positive reputation for the organization, clarify and reinforce its image and status, and create favorable conditions for sales promotion, service improvement, and gaining public trust — all of which constitute the primary goal of a public relations program.*[79]*"*

Setting precise objectives for PR activities or programs is a fundamental step, as it determines both the time frame for implementation and the strategic and policy directions to achieve these goals.

Moreover, PR objectives must adhere to the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound), which will be detailed in a subsequent lecture on *Setting Objectives in Public Relations Planning.*

Hence, defining PR program objectives carries great importance: PR managers must be fully aware of the organization's mission, goals, and overarching policies to ensure alignment and avoid contradiction

3. Identifying the Public

According to *Grunig and Hunt*, the public in public relations is *"a group of individuals who can be included within the scope of*

[79] Maṭāwiʿ, Samīr. *al-ʿAlāqāt al-ʿĀmmah: Jisr al-Ittiṣāl wa-al-Najāḥ* [Public Relations: The Bridge of Communication and Success]. 1st ed. Amman, Jordan: Dār al-Yāzūrī al-ʿIlmiyyah lil-Nashr wa-al-Tawzīʿ, 2018, p. 49.

an organization's activities and are considered capable of influencing its operations.[80]"

Studies have emphasized that the role and importance of the public lie in its opinions and tendencies, as they represent a pressure force that both influences and is influenced by organizational activity.

Since PR aims to build and maintain relationships between the organization and its publics, accurate audience identification is essential.

The objective of defining and studying audiences is to reach the social segments relevant to communication goals. This includes studying the prevailing customs and traditions of the society and accounting for individual differences[81].

Any communication activity must therefore start with identifying the target audience by understanding its demographic and sociological characteristics — such as age, gender, education, income level, language, and religion — all of which shape attitudes, beliefs, and opinions.

Accordingly, the organization must distinguish between its internal public (employees and staff) and external public (stakeholders, distributors, consumers, suppliers, etc.).

4. Determining Available Resources and Means

"Implementing public relations plans requires providing the necessary human and financial resources. No organization can

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[80] Kamal, Muḥammad Muṣṭafá. *al-ʿAlāqāt al-ʿĀmmah bayna Taqniyat al-Ittiṣāl wa-al-Azmāt: Idārah – ʿAwlamah – Ittikhādh al-Qarārāt* [Public Relations between Communication Technology and Crises: Management, Globalization, and Decision-Making]. 1st ed. Beirut, Lebanon: Dār al-Manhal al-Lubnānī, 2012, p. 55.

[81] al-Zubaydī, Muḥammad Ibrāhīm ʿAbd Allāh. *al-ʿAlāqāt al-ʿĀmmah wa-al-Iʿlām al-Riqābī* [Public Relations and Supervisory Media]. Amman, Jordan: Dār Ghaydāʾ lil-Nashr wa-al-Tawzīʿ, 2017, p. 55.

approve a PR activity unless its cost is known. Therefore, PR planners must specify the budget and estimate the cost of each proposed activity.[82]"

The human element, or the communicator, plays a key role in persuasion and message delivery. This person must possess the skills, competencies, and personal qualities needed to successfully perform the task.

As for budgeting, it remains a debated issue linked to how management perceives the importance of the PR function. Some executives view PR expenses as unnecessary costs, while others with a forward-looking perspective consider them a strategic investment that yields long-term benefits. By attracting and retaining audiences, PR contributes to promoting the organization's products and services, boosting sales, and increasing profits.

5. Defining the Program:

Planning public relations programs and activities, as mentioned in the previous lecture, depends on clearly identifying the topic the program addresses while ensuring that sufficient information about it is available (collected primarily through research). It is also essential to determine the nature of the program — whether it is *preventive* or *corrective* — and to select the most appropriate public relations strategy for the topic or situation. Furthermore, the program's time frame must be defined.

Next, the message should be formulated (that is, determining the information to be conveyed, how it will be presented, and the persuasive methods used to communicate it to the public). The plan should then be outlined by specifying the necessary activities to achieve the goals in light of the available resources — both

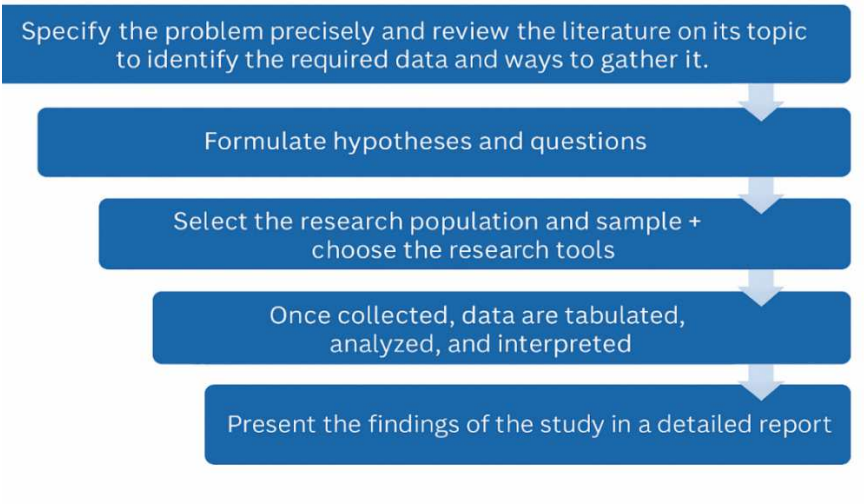
[82] Yūsuf, Maḥmūd. *Previously Cited Reference*, p. 119.

human and financial — as well as the chosen means of communication and the target audience.

3. Stages of Conducting Scientific Research in Public Relations and the Difficulties It Faces

To achieve the aforementioned objectives, it is essential to follow the methodological steps for conducting research in public relations, which are as follow:

Figure No. 03: *Methodological Steps for Conducting Scientific Research*



Source: *Prepared by the Researcher.*

The process of conducting public relations research passes through several stages, which can be summarized as follows:

- **Precise identification of the problem or problems** to be studied.
- **Defining the hypotheses** to be tested and the questions that the research seeks to answer.

- **Defining the study population** and selecting representative samples that accurately reflect the population.
- **Determining the data and information** required for collection.
- **Identifying the analytical methods** that will be used to conduct the field study.
- **Classifying, tabulating, and organizing the data.**
- **Analyzing the data and processing it statistically.**
- **Writing the final report and presenting recommendations.**

2. Difficulties Facing Scientific Research in the Field of Public Relations

- **Difficulties related to the organization's audiences:** In recent times, organizations have been operating in environments characterized by constant change in opinions and attitudes, making it difficult to study, anticipate, and predict audience motivations, needs, and orientations.
- **Difficulties related to the lack of accurate measurement tools:**
  Unlike the exact sciences, public relations lacks standardized and precise measurement instruments that would allow researchers to obtain highly objective and reliable results.
- **Difficulties related to researcher bias:** In some cases, the researcher's bias may influence the study results at any stage of the research process.
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Factors Affecting the Effectiveness of Scientific Research in Public Relations

Internal Factors[83]:

The public relations function, like any other managerial function, is influenced by the organization's internal environment. Several factors determine the organizational framework for practicing public relations, among which are:

- **The extent to which top management understands the nature of the public relations role:** *"In many cases, public relations represent a vague concept for a large number of organization managers who lack a clear idea of the services that the public relations department can provide. Some managers perceive public relations merely as a superficial function that does not require much attention or formal evaluation of its activities.[84]"*

Since public relations is considered a relatively modern administrative function, its practical implementation still faces several challenges — particularly because it is closely linked to communication and the influence of audiences' orientations, beliefs, and opinions. Media studies have demonstrated the complexity of the communication phenomenon, which stems from the increasing intricacy of modern mass society, the development and sophistication of communication technologies, and the diversity and multiplicity of audiences who have become active and influential participants in the communication process.

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[83] Slimani, Laila. *al-Takhṭīṭ fī al-ʿAlāqāt al-ʿĀmmah* [Planning in Public Relations]. Lecture notes presented to first-year Master's students in Communication Sciences, specialization in Communication and Public Relations, University of Ghardaia, 2021.

[84] ʿAjwah, ʿAlī, and Yūsuf, Maḥmūd. *Idārat wa-Takhṭīṭ al-ʿAlāqāt al-ʿĀmmah* [Management and Planning of Public Relations]. Cairo, Egypt: University of Cairo, 2005, p. 125.

• **Senior Management's Philosophy Toward the Public** At its core, public relations revolves around managing relationships and behavior between an organization and its publics in order to establish mutual trust — a process that requires ethical conduct and honesty. However, *"many untrained public relations practitioners make serious mistakes that cause clients to feel that their organization does not provide them with sufficient care or respect for their self-esteem, which undermines public relations programs and destroys the trust essential to their success.*[(85)]"

This issue is common in many organizations that lack qualified specialists in public relations. Studies have shown that non-specialized practitioners have failed to elevate public relations as a vital and influential function within the organization, leading to its marginalization and the lack of recognition from top management.

• **Employee Policies :** The concerted efforts of all employees within an organization enhance the success of its public relations activities and programs.
As the well-known principle in public relations states, it always begins from the inside out. Therefore, one of the primary duties of the public relations department is to strengthen job satisfaction among internal audiences, involve them in planning and programming processes, and raise their morale by highlighting their essential role in achieving the organization's success.

• **Material and Human Resources**

Human and material resources represent one of the main challenges facing the public relations function. This is largely related to its position and status within the organizational structure,

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(85) Lubadi, Nizar Awni. *Idārat al-ʿAlāqāt al-ʿĀmmah wa-Tanmīyatuhā* [Management and Development of Public Relations]. Amman, Jordan: Dār Dijlah Nāshirūn wa-Mawziʿūn, 2015, p. 49.

which depend on the organization's size, nature of activity, and financial capabilities. Large organizations typically allocate an independent department for public relations, whereas smaller ones often see no need for it. In such cases, it is usually integrated with other departments such as marketing — given its contribution to promoting products and services — or handled by a single employee responsible for all related public relations tasks.

• External Factors

Organizations operate within an environment in which they both influence and are influenced. Achieving a high level of performance therefore requires adaptation to the broader system of societal factors that shape the context of their activities. These external forces inevitably form the framework within which public relations is practiced, as the function seeks to ensure harmony and mutual adjustment between the organization and its environment. Among the most significant societal factors affecting public relations are the following:

– The Cultural Environment: Customs, Traditions, and Values
"Culture, from the perspective of axiological determinism, is defined as living reality through the lens of values." Accordingly, traditions and customs serve as a value-based reference through which individuals interact with issues that concern them. The culture that individuals carry is reflected in their attitudes and opinions. Any behavior that falls outside this value framework is typically met with rejection and resistance. For this reason, public relations practitioners must possess a deep understanding of the cultural and value systems that guide individual behavior — both internally within the organization and externally within society — so they can craft effective communication messages that resonate with the audience's beliefs and value orientations.

– The Overarching Ideology and the Political and Legislative Environment Laws and regulations issued by governments for specific sectors constitute a principal reference for organizing the work of institutions. An organization cannot transgress or ignore these laws without facing legal accountability. Furthermore, the philosophy, norms, and ethical standards of society define the parameters within which public relations can operate.

4. The Importance of Public Relations Research in Strategic Planning for Crisis Management

Preventive programs in public relations place great emphasis on continuous and systematic research aimed at fostering mutual understanding between the organization and its publics. These efforts rely primarily on research designed to measure, analyze, and interpret audience opinions toward the organization. At their core, such programs focus on anticipating potential threats, risks, and future crises, in order to take preventive measures and corrective actions to avoid their occurrence.

Thus, planning preventive programs in public relations constitutes an integral part of strategic planning, which can be defined as *"the process through which an organization determines the set of activities and operations it is expected to undertake, while taking into consideration the external opportunities and threats it faces at the same time.*[(86)]*"* In this sense, strategic planning involves the formulation of a strategic plan that articulates the desired long-term objectives in line with the organization's vision and mission, while identifying the optimal courses of action to achieve them.

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(86) Ḍumūr, Muwafaq Muḥammad. *Al-Takhṭīṭ al-Istrātījī lil-Mawārid al-Bashariyya fī al-Qaṭāʿ al-ʿĀmm* [Strategic Planning for Human Resources in the Public Sector]. Amman, Jordan: Dār al-Ḥāmid, 2011, p. 19.

The **importance of strategic planning** can be summarized as follows[87]:

1. Developing and preparing administrative leadership to adopt a comprehensive and integrated way of thinking.
2. Taking into account possible environmental changes and future expectations.
3. Providing the necessary basis for coordination among the various components of the organization.
4. Offering a holistic and systematic view of the organization's reality that flows coherently toward its targeted goals.
5. Enhancing the organization's competitive capabilities.
6. Achieving the organization's long-term objectives.

Public relations also play a vital role in crisis management, relying heavily on research outcomes. Indeed, in many organizations, the public relations department has been instrumental in preventing crises by conducting exploratory and forecasting studies of both the organization's environment and its publics.

These studies help in identifying weaknesses, shortcomings, and emerging issues, allowing for the preparation of proactive programs that mitigate or address potential challenges. Consequently, this strengthens the organization's position by building a positive image within its surrounding environment

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[87] al-ʿAzzāwī, Najm. *Athar al-Takhṭīṭ al-Istrātījī ʿalā Idārat al-Azmah* [The Impact of Strategic Planning on Crisis Management]. Proceedings of the Seventh International Scientific Conference: *"The Repercussions of the Global Economic Crisis on Business Organizations — Challenges, Opportunities, and Prospects."* Zarqa University – Faculty of Economics and Administrative Sciences, November 5, 2009, p. 6.

In this context, the Public Relations Department relies on several strategies for crisis management prior to their occurrence, through the planning of preventive programs aimed at anticipating the organization's future.

During the pre-crisis stage, the Public Relations (PR) unit undertakes a series of operations that encompass numerous tasks and activities related to research preparation, risk identification, and planning. These strategies can be explained as follows:

1. **Conducting Research and Studies:** These are studies carried out by the PR department with the objective of gathering information and facts to anticipate or prevent potential crises. Such research reduces the likelihood of crises occurring and enhances the organization's capacity to confront rumors that may affect it or to detect disturbances in its relationships with internal and external

   publics. Through these studies, the PR department can protect the organization and prevent crises before they arise, as this step constitutes the essential foundation for taking preventive measures against potential threats.

2. **Identifying Potential Risks:** This refers to the management of risk-related issues, whereby the PR department anticipates possible threats that could impact the organization. It monitors events and issues relevant to the organization, identifies the influence of the surrounding environment, and analyzes both internal and external factors affecting its interests.
   Through this analysis, the department determines priorities, selects feasible alternatives, and ultimately helps shield the organization from exposure to risks.

3. **Planning:** This involves a set of principles, procedures, and tools designed to assist managers—particularly PR directors and team members—in making critical decisions based on sound strategic vision.
   Planning represents a forward-looking process, a way of anticipating future conditions and determining outcomes based on hypothetical actions ("what will happen if we do X or Y?").

In light of the foregoing, public relations can be regarded as a planned and systematic activity built upon deliberate efforts to define the organization's objectives and to select and employ the communication tools necessary to achieve them.

The PR department also plays a crucial anticipatory role by identifying potential problems or crises that might arise and designing preventive programs to manage such situations proactively—thus protecting the organization from falling into crises.

Consequently, strategic planning for preventive PR programs contributes to defining objectives, forecasting future risks and threats, and ensuring the allocation of sufficient material and human resources to implement programs with clearly defined tasks, responsibilities, and timelines. This enables the organization to manage its relationship with its environment, adapt to external conditions, and address any potential issue or crisis before it escalates.

CONCLUSION

Conclusion

The contemporary business environment is witnessing significant challenges, foremost among them achieving customer satisfaction by seeking to balance interests in pursuit of mutual benefit. This has driven organizations to adopt new strategies that enable them to monitor expectations and prepare to face the challenges that may hinder the achievement of their objectives or threaten their continuity. Such strategies are framed within a strategic vision that integrates the various interests and interrelated functions of the organization. Consequently, there has been a shift toward what is known as Public Relations (PR) Management, which has evolved from being a secondary function to a core strategic role that ensures effective communication and interaction with the organization's publics through scientifically grounded programs and activities that provide accurate information for decision-making.

This shift has elevated the status of public relations, granting it a strategic role in achieving organizational objectives. Practitioners within PR departments have increasingly adopted interactive and digital public relations due to their efficiency, flexibility, and cost-effectiveness. These practices are implemented through an integrated communication approach that leverages diverse media, tools, and techniques to engage broad audience segments effectively.

In conclusion, although the field of public relations continues to evolve in its functions, methods, and resources, it still faces certain challenges that hinder the attainment of some goals—mainly because it seeks to influence and shape public opinions and attitudes, a task that is inherently complex. The ever-changing preferences and behaviors of audiences represent one of the major obstacles confronting PR practitioners. This underscores the necessity of relying on specialized professionals who possess the

technical expertise and communication competencies required to design and execute programs with maximum effectiveness.

Ultimately, public relations in the digital era is not merely a transfer of traditional practices to new platforms, but rather a fundamental transformation in philosophy and approach. It demands an open mindset, a commitment to lifelong learning, and the ability to adapt rapidly to technological and social changes. Success in this field depends not only on a deep understanding of available technologies but—more importantly—on maintaining the essence of public relations, which lies in building genuine, trustworthy relationships with the public, ensuring transparency and credibility, and creating real value for society.

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