

NGOs公共關係研討會 多角度探討如何建立良好持份者關係

張美娟 / 葉碧玲

香港社會服務聯會（社聯）及PRPA合辦的社會服務機構（NGOs）公共關係研討會2012於11月16日圓滿舉行。五位知名講者就「建立持份者關係」課題，分享他們的寶貴經驗，吸引逾200名社福、公營及商業機構的行政和公關專業人士參加。

建立共同理念 爭取中間派支持

盧子健林乃仁顧問有限公司董事總經理盧子健強調，持份者關係需經長時間的累積及耕耘，不可單單著眼於即時的利益關係，而應建基於擁有共同理念，透過與持份者協作或共事，讓持份者深入了解企業或公關人員的價值觀和信念，爭取他們支持，以達至社會整體利益為基礎，建立更大群體，這樣，與持份者的關係才會鞏固。

他分析現時社會氣氛逐步走向意見多元化，持份者數目驟增，一些意想不到的持份者隨時可能湧現，某些問題上意見趨向極端及兩極化。正因如此，我們不要期望以公關方法去「解決」所有問題，而是在現實政治與社會形勢下，如何好好「應付」事情的發生。

盧先生引用中國的統一戰線理論，解釋如果在一個意見紛紜的社會，爭取中間力量及發展進步力量，以有效建立持份者關係，務求爭取社會上最大程度支持，不強求改變反對意見。就香港情況而言，持中間及溫和意見者往往佔社會上大多數，得到他們的關注及支持，對建立持份者關係可說是無往而不利。最後，他寄語公關專業人員加強對社會的觸覺和敏感度，為隨時有可能發生而影響企業或機構的議題作好準備。

兼顧法理情 顯示公開公正公平

領匯管理有限公司企業傳訊總監潘啟迪指出，在眾多持份者中，傳媒日益受到重視，因為社會輿論對機構之聲譽起關鍵作用。傳媒查詢已是一般機構公關每天必須處理的工作，包括由傳媒轉介從市民接獲的大小投訴，必須小心處理以免造成負面形象。若將持份者與機構關係簡



▲社聯行政總裁方敏生（左一）、PRPA會長張一心（右二）在講座開始前與講者合照，包括（左二起）馮穎君、王永平、潘啟迪及盧子健，感謝他們撥冗分享經驗，令與會者得益不淺。



▲答問環節反應熱烈，李華明（中）正認真解答與會者的提問。

(續上頁)

單劃分為「我、你、他」三種，傳媒屬於「他」組別，在社會上扮演著監察者的角色，發揮舉足輕重的影響力。

潘先生剖析傳媒作為持份者的角色，將機構與社會拉上更緊密關係，因此我們應多從社會責任、企業責任等角度考量機構之公關工作。

然而，在眾多不同持份者的利益、權力、訴求各據一方情況下，最重要還是兼顧法、理、情考慮，並力求取得最佳的平衡，對事情必須具備充分了解，然後進行分析，謹守必須把持的原則，與持份者深入討論，尋求共識的過程中顯示公開、公正、公平，與傳媒建立良好關係。

認清誰是持份者 通曉運作

前工商及科技局局長王永平以政府推出新措施的經驗和所引起的回響，說明認清誰是持份者的重要，如公務員改革的成功，包括簡化公務員架構。公務員的數目由20萬減少至16萬，並減薪三次，過程一點也不簡單，就是因為能認清各持份者包括職員工會、立法會、市民和傳媒等的角色，就能運籌帷幄；相反，政府推出母語教學時，沒有仔細考慮最大持份者即家長的反應和影響力，國民教育同樣出現這個問題，結果遇到困難重重。

另一方面，王先生勸勉各社福及公營機構，向政府申請或爭取撥款時要有理據、白紙黑字，如構思極佳便要有耐性、堅持，同時也可尋求其他可行方案，令討論更有效和更有建設性。由於公務員經常調職，熟悉不同部門和職級的公務員有助我們完成任務。

長期努力 善用社會資源

前立法會議員李華明認為議員做社區工作如關心長者是長期的果效，不能只做一、兩次，與政府官員周旋也是長線的，申請撥款時要爭取接觸較高級的官員，如助理署長級或以上的最為理想。議員是社區的寶貴資源，亦因為他們熟悉政府和社區不同界別的運作，人脈又廣，甚受機構歡迎，並獲邀出任董事。

廣結善緣 群策群力

香港迪士尼樂園度假區企業公民事務總監馮穎君分享近年迪士尼如何透過舉辦不同活動，與持份者建立良好關係，當中包括員工以義工身份到各地區拜年、成立兒童基金等，部分活動亦會邀請其他持份者如立法會議員、區議會和社福機構人士一同參與，整體的概念是由「一心一意」(Connection)和「廣結善緣」(Outreach)，發展至「群策群力」(Empowerment)。而持份者對機構及其員工來說，可謂意義重大——個人經驗、金錢以外、投入、共創和眾聲。

靈巧處理網絡和傳媒討論

答問環節反應亦相當熱烈，講者們提醒與會者現今網絡使用者也是機構重要的持份者，他們大多沒有主流意見，我們只要讓他們自由討論，無需多加干預。大眾傳媒的持份者角色舉足輕重，負面報導或令機構尷尬和頭痛，但機構無需過份介意；若自己不幸成為其中一位當事人，切忌只相信和倚賴自己，務必找其他人協助應對。📺

▼ 研討會成功舉辦，合辦機構的代表十分雀躍，會後一起合照留念。



踏上公關青雲路2012

吳君慈

RPA於11月17日舉行「踏上公關青雲路2012」職業講座，吸引了數十名大學生及在職人士參加。是次講座邀請了四位來自不同行業的資深公關專業人員分享工作經驗及心得，分別為：新世界發展有限公司企業傳訊總經理張一心、縱橫財經公關顧問有限公司客務總監鄭英華、香港體育學院公眾事務及市務拓展經理葉碧玲，以及創意無限公關推廣有限公司創辦人兼董事尹美玉。

勇於溝通 心存感恩

張一心首先以現職公司為例，講解上市公司公關部門的角色與職能。張女士表示，現在香港市民一提起「地產商」，一般人很容易聯想到「霸權」二字，因此更凸顯出「溝通」的重要。張女士認為，作為公關要與不同持份者保持溝通，包括觀點對立的人，即使明知不能改變對方的立場，亦希望打好關係，讓反對者在批評時留一點情面。談到活動管理時，張女士特別強調於活動後發感謝信的重要。她認為別人的幫忙不是理所當然的，這也是待人處事應有的態度。



▲參加者於問答環節爭取機會發問。

任財經公關 拓知識眼界

鄭英華以互動形式，剖析財經公關機構的服務對象、目標及具體工作內容。鄭女士指財經公關除溝通技巧外，必須具備相關的專業知識，如有關盈利預測有何法例規定等。據鄭女士說，財經公關工作時間長，且涉獵層面廣，譬如早上出席地產公司的新聞發佈會，下午可能又要協助百貨公司辦股東大會，因此對缺乏工作經驗的人甚具挑戰性。此外，由於財務資料多掌握在公司高層手中，故此從事財經公關除了要面向不同行業及傳媒外，亦經常要與董事或公司秘書等接觸，是拓闊眼界及學習的好機會。

公營機構角色獨特 不計較學得更快

葉碧玲任職的香港體育學院（體院）是政府委派培訓精英運動員的主要機構，角色獨特，因此葉女士的工作範疇與一般公關亦不盡相同。由於運動員象徵堅毅精神，許多公、私營機構都喜歡請他們作代言人或擔任講者分享經驗；體院每年面對的合作機會便逾百次之多。故此，除了處理大量公眾及傳媒查詢、活動管理等工作外，葉女士更會充當運動員的經理人，從洽談合約條件到陪同出席活動，都一一安排周到。葉女士認為自己的工作非常有滿足感，因為努力的成果往往很快「見報」。她建議同學初入行時不要只顧自己負責的工作，要多留意其他同事在做什麼，互相協助，才能學得更快和更全面。



▲四位講者於講座合照留念，左起：葉碧玲、張一心、尹美玉及鄭英華。



▲同學們把握中場休息時間向講者遞上個人履歷及請教入行心得。

公關須浸淫 勿頻頻轉工

尹美玉以「溝通」二字精煉地總結公關每天的工作，並指公關要有「四得」—「睇得」、「寫得」、「講得」、「捱得」，意思是外表得體、下筆成章、應對如流及不辭勞苦。尹女士並打趣說在公關公司工作有如患上「精神分裂」，因為一天中可能要替多間業務性質不同的企業處理不同方面的公關問題，所以公關人員必須具有同時處理多項工作的能力。她強調好的公關是「浸淫」出來的，寄語初入行者要慢慢累積經驗，不要頻頻轉換工作。

與工作談戀愛 踏公關青雲路

講座進入問答環節，參加者均踴躍發問。講者就如何面對公司不當銷售要求、初入行者在企業公關部門與公關公司之間如何抉擇、求職面試秘訣、公關要求學歷、如何兼顧工作和家庭等問題均予以詳盡解答，並為初出茅廬的同學提出了許多寶貴意見。最後，尹女士鼓勵同學「與工作談戀愛」—踏上公關青雲路的第一步，便是愛上自己的工作。☞



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Public Relations is as Strong as its Weakest Link

By Clara Shek
Managing Director, Ogilvy Public Relations, Hong Kong



The PR industry has long been associated with reputation management. Ironically, our industry also needs to manage its own reputation if organizations and brands are to trust us more.

While there are no official statistics, I dare to speculate that up to 70% of organizations in Hong Kong do not have proper crisis management strategies and procedures, not to mention that of social media. In this rapidly evolving digital world, every organization is even more vulnerable to crises and issues and increasingly exposed in the social media environment. If the PR function is really managing an organization's reputation, why are these fundamentals not in place and enforced? Who is to blame?

Many organizations and brands have now embraced social media, but most are just complying to tick the box rather than using social media to proactively build an organization's reputation. Today, far too many are just jumping on the bandwagon without setting up the proper social media practices. For those of you who are eager to do the right thing, the following is a quick reality check, along with some ideas to keep in mind:

Transparency and Disclosure

Social media's true power is grounded in trust — trust between bloggers and their readers; between brands and their followers; between marketers and customers. The value of using social media is to earn the attention, advocacy and action of customers, influencers and stakeholders.

As you cultivate the online relationship between brands and customers or stakeholders, are you committed to doing things right to grow healthy relationships, earn brand advocacy, earn a place in someone's social graph, earn people's precious time and attention – in a way that is ethical?

We encourage brands to embrace the principles of clear disclosure in their work.

What is your organization and your stance towards so-called “gunners” for example? Many organizations/brands are too eager to get guaranteed results and so resort to using “gunners”. Is such an “under the table” deal consistent with the “trust” you are trying to build for the organization/brand? Are organizations perpetuating undesirable and unethical practices?

Here are a few questions to see if you are on the right track:

- When reaching out to influencers and fans (these could be bloggers, journalist-bloggers, Facebook fans, Twitter followers, message board members etc), do you always identify yourself as working on behalf of an organization/brand, disclosing who you are and who you work for?

- When blogging about your brand, products and services, do you require an influencer to clearly disclose their relationship with your organization/brand, including any ‘material connection’ (e.g. a product loaner, an event experience, travel expenses to a brand event, etc)?
- When your agency is blogging or tweeting about your organization/brand/product, is there full disclosure of their connection to the brand (e.g. adding (cl) to a tweet about a brand to signify that they are a client)?
- When having employees as brand ambassadors, do they openly disclose their employee relationship in external communications?

While journalists may have been invited to a variety of sponsored media trips and do not necessarily disclose this in their stories, in the social media world, we expect to have transparency in the relationship between the brand and the bloggers.

How often do you require or are told to expect positive content about the product or service when engaging with influencers or fans, no matter the type of experience they may have with your organization/brand? To what extent does your organization understand and respect that “whatever the influencer or fan chooses to write should always reflect their honest and truthful opinion and actual experience?”

Value Exchange

Are you conscious of the value that an influencer or fan will receive for engaging with your organization/brand?

If you reach out to an influencer about a product, campaign or issue, will you provide monetary compensation (e.g. cash, cash cards, similar cash-like offers) for them to produce positive content about the product, service or brand? Do you consider it bad practice to “buy” favorable reviews?

If you ask an influencer to review a product and, therefore, provide the influencer with the product to enable him/her to “experience” it, will you ask him/her to reveal that he/she has been given the product temporarily, or permanently?

These pointers are not new and are principles that can guide our behavior in community management as well as influencer management – be it online or offline.

Are you ready to own up to the task of reputation management? Trust, transparency and true value exchange are key to building lasting relationships. The future of the PR industry lies in each and every one of us being our toughest critic and gatekeeper in doing the right things that build lasting trust.

The Cross-Cultural Study of Leadership in Public Relations and Communication Management & The Plank Center Leadership Summit

Maria Cheung

The Cross-Cultural Study of Leadership in Public Relations and Communication Management, the largest study of its kind in public relations, was conducted from November 2011 through July 2012. While The Plank Center for Leadership in Public Relations was one of the sponsors, Prof Bruce K Berger of The University of Alabama was the principal investigator for this research project. PRPA was pleased to be one of the project's Research Allies.

The study was conducted in nine languages in 23 countries by 27 researchers. A total of 4,484 global practitioners completed the survey. The findings were announced in the Leadership Summit in Chicago on 1 November 2012. Out of the 10 largest economies in the world, eight including the United States of America, China, India, Brazil, Germany, Russia, the United Kingdom and Mexico, participated in the study while Japan and France were not included. Smaller countries, such as Singapore, Latvia and Estonia, were included to increase cultural diversity and potential variance in findings.

The survey sought answers to five questions:

- What do PR leaders believe are the key issues in the field?
- What strategies and tactics do leaders use to manage those issues?
- How do the issues affect key dimensions of leadership?
- How can the development of future leaders be improved?
- What similarities and differences are present in the study's diverse demographics?

Big Issues in the Field

Survey participants were asked to indicate the relative importance of the top issues in the field, which were identified through previous studies and professional reports.

They rated three digital-linked issues the highest, including the speed and volume of information flow, dealing with crises and managing the digital revolution. This exacerbates crisis management by eliminating time and distance barriers and reducing the window of opportunity for response to a hyper minute.

Four other issues were ranked as important, but somewhat less so. They are employee engagement, measuring communication effectiveness, dealing with demands for transparency, and locating and keeping top talent.



▲ 張一心皆與會的公關學術界人士合照



▲ PRPA會長張一心和Prof Berger及於香港浸會大學任教的Dr Flora Hung-Beaesecke 合照



▲ 張一心於晚宴上留影

Strategies and Tactics to Manage the Issues

Participants were asked to indicate the strategies or tactics they used to try to manage the above issues:

- Organizations globally are developing new skills and improved work processes and using new technologies to capture, analyze and distribute information faster so as to deal with the speed and volume of information flow.
- Developing effective crisis communication plans for action, implementing effective issues management programs to reduce the risk of crises, and using issue scanning and monitoring technologies to identify and track problems were the top three highest rated approaches for dealing with crises or preparing for them.
- Revising communication strategies to incorporate greater use of social media is the highest rated approach for managing the digital evolution and rise of social media. This provides more evidence that digital media are exerting profound implications on practice. Training team members and other employees how to use social media, monitoring stakeholder communications on social web and hiring employees with specialized digital media skills are also rated reasonably high.

- Practitioners are focused on creating a positive communication climate, helping executives to be more visible, and transferring knowledge and sharing best practices across the organizations to improve employee engagement.
- Monitoring and analysing media coverage, a long-time approach, is the measure being used most for improving measurement of communication to demonstrate value.
- To increase transparency of communications, professionals are pursuing strategy implementation, posting more information for the publics, increasing two-way communication, sharing more information externally, and monitoring stakeholders to identify transparency concerns.
- Providing greater autonomy to talented performers and designing individual development plans are the leading approaches to landing and keeping top communication talent.

The Issues and the Seven Dimensions of Leadership


A research previously conducted found the six dimensions of leadership, namely self-dynamics, team collaboration, ethical orientation, relationship building, strategic decision-making capability and communication knowledge management, are largely complementary, while a seventh dimension, organizational culture and structure, was seen to influence the extent to which PR leaders could be excellent. This research suggests that public relations leadership should not be seen as an isolated perspective, but rather should be seen and developed in a comprehensive and balanced manner.

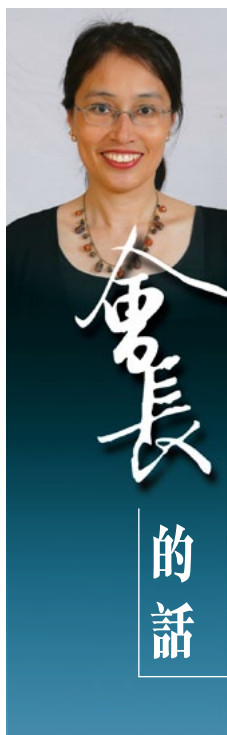
The results in this global survey are similar to previous test results, relationships or correlations existing among the seven dimensions. Furthermore, the ratings for these leadership capabilities did vary based on the top four issues selected in the survey: information flow, digital media, measurement and crisis management. It is found that the greatest demand on leadership in public relations occurs during crisis situations when organizations are being scrutinized by others and judged in the court of public opinion. In addition, leadership dimensions for measurement were elevated over those for dealing with information flow and digital media.

The Development of Future Leaders

The survey asked participants to share their insights about developing communication leaders for the future and strengthening the profession.

Strengthening change management capabilities was rated the highest, a strong reflection of the dynamic changes in practice, organisations, and the global marketplace. Two other traditionally softer skills – listening and conflict management – were also highly rated. Five other approaches were considered important: developing better measures to document value, strengthening the business component of education, increasing cultural understanding and sensitivity, enhancing skills to cope with stress, and enhancing the emotional intelligence of professionals.

Due to the space limitation of 2-Way, only part of the findings of The Cross-Cultural Study of Leadership in Public Relations and Communication Management global survey can be covered in this newsletter. Readers if interested in getting further details of the above are welcome to obtain the key themes and findings of the survey by visiting The Plank Centre website (plankcenter.ua.edu). 




新年伊始，萬象更新！在此謹代表 PRPA 祝願各位今年更勝舊年。

PRPA於過往數年皆為有意從事公關行業的大專院校生舉辦講座，介紹行業的實質工作和前景，加深他們對公關行業的瞭解。本屆的執行委員會於2012年的下旬更到訪各大專院校，介紹本會的工作，又分享他們的實戰經驗，希望能吸納更多學生會員加入本會，以及為扶植未來的公關人才略盡綿力。

PRPA欣悉近年慈善團體及非牟利組織對公關工作日益看重，所以再接再厲，去年10月再與香港社會服務聯會舉辦公共關係研討會，題目為「與持份者建立關係」，並請來資深的公關顧問、私營機構的高級管理人員、前任立法會議員及前政府官員一同解構此課題。

本人去年11月有幸獲邀參加了在美國芝加哥舉行的公關高峰會，約200位與會者皆為公關專業人員和學術界人士。活動當中公佈了有史以來全球最廣泛的公關及傳訊管理的領導才能之跨文化研究，當中提及多媒體的應用及衝擊如何影響作為決策者的公關領袖、不同年齡層的公關專業人員對行業的大相逕庭的看法、文化不同對某些公關議題和應對策略的差異，以及男性和女性對領導才能和如何成為領袖的不一意見等。但無論如何，是次的調查顯示了公關專業人員必須與時並進。我們面對全球資訊發達、電子傳媒技巧變得異常重要之同時，軟技巧如聆聽、對文化的敏感度、情緒智商、衝突解決和變更管理技巧等，於不能預計的將來，對提升公關人才同樣是不可忽視的。各位如有興趣，可到The Plank Center 的網址 (plankcenter.ua.edu) 瀏覽其詳盡的調查報告。

最後，祝各位工作愉快、身體健康！

PRPA校園講座 培育公關新一代

許翠鳳 / 陳志豪

PRPA致力推動公關行業的發展，鼓勵及促進業界交流。除了積極與香港及境外公關組織合作，促進本港、內地及海外公關行業的交流之外，又為本港公關業界提供機會，讓傑出公關專業人員及其對行業的貢獻獲得肯定。

在培育下一代公關專業人才方面，本會亦不時舉辦講座，並安排資深公關人士向現正就讀有關課程之學生及對公關行業有興趣的人士講解公關行業的需求及發展前景。

在2012年11月，本會先後為香港中文大學傳媒及公關課程之碩士生，以及香港城市大學專上學院之副學士生舉行了校園講座。擔任香港中文大學校園講座之嘉賓包括市區重建局對外關係助理總經理梁綺蓮、九龍倉集團企業傳訊高級經理許翠鳳及創意無限公關推廣有限公司創辦人兼董事尹美玉；而為香港城市大學專上學院校園講座作分享的講者包括本會會長兼新世界發展有限公司企業傳訊總經理張一心、港鐵公司項目傳訊經理譚錦儀及代表創意無限公關推廣有限公司的尹美玉。學生不但踴躍出席這兩次講座，亦在分享會上積極提問。

來年，本會將繼續為新一代及新會員舉辦迎新活動，並為現有會員舉辦不同之行業活動。

PRPA於1995年成立，全賴業界及會員的鼎力支持，會員人數多年來保持穩定增長。會員來自不同界別，有政府機構、公用事業、本地公司、跨國企業等，也有自僱人士及不同規模的公關顧問公司。除現有的四類會籍，即「創會會員」(Founding member)*、「專業會員*」(Professional member)、「機構會員」(Corporate member)及「普通會員」(Associate member)外，新增永久會員會籍及學生會籍，申請表格可於www.prpa.com.hk下載。

如欲查詢有關本會會籍或迎新活動詳情，請與會員事務執委許翠鳳 agnes.hui@prpa.com.hk 或本會行政員Mani Huen enquiry@prpa.com.hk 聯絡。

*合資格成為「專業會員」者必須從事公關工作並具有不少於兩年相關經驗。

▼香港城市大學專上學院校園講座的講者與學生合照留念，三位講者為（左五起）譚錦儀、張一心及尹美玉。



▲香港中文大學校園講座，講者為梁綺蓮（左一）、尹美玉（左二）及許翠鳳（右一）。



▲香港中文大學校園講座出席學生十分專心聆聽。

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