

**#4**

*"Los nuevos escenarios  
del diálogo institucional"*

# "Public Relations and Institutional Dialogue: A Critical View"

W. Timothy Coombs

Professor

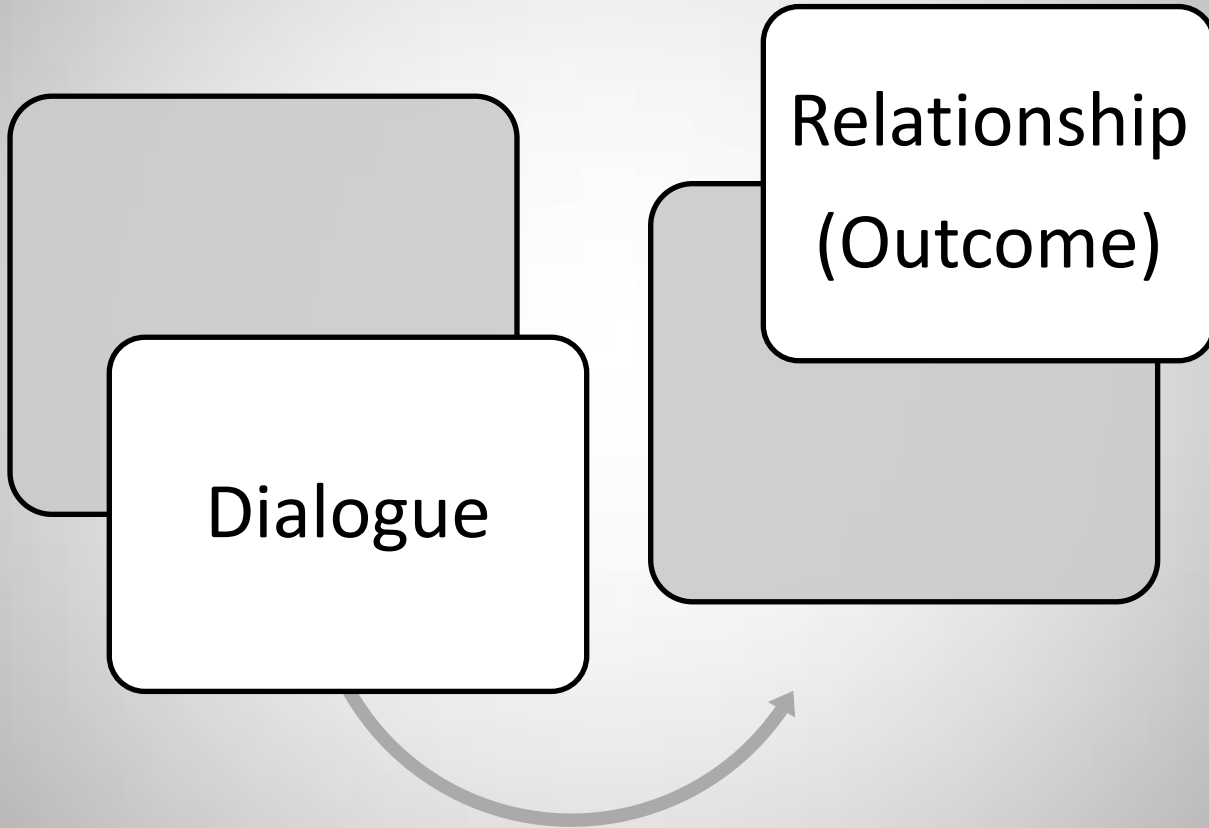
University of Central Florida

# Dialogue Assumptions

- Ultimate form of public relations
- Rather equal exchange
  - Power
  - Two-way communication

# Research

- What PR model is being used
  - Wanted two-way symmetrical (dialogue)
- Little use of dialogue found
- Rather limited
- Critique too idealistic



# Strong Relationship Focus

- Desired outcome
- Interpersonal model

# Research

- Measure relationship (OPR: Organization-Public Relationship scale)
- Value of close/strong relationships
- Tried to connect to other outcomes
  - Prove value of relationship
- Tried to define public relations as relationship management

# What We Learned



Trust is important

Means to other outcomes

Social media re-energizes dialogue



# Social Media

**Engagement**



**Converation**

# New Round of “Dialogue Research” Findings

Social media did not create more dialogue

Interesting pockets of use



# Search for Dialogue

- Social media channels potential of dialogue
  - Interactive
  - Control by stakeholders
- Consistently find lack of dialogue in corporate social media
  - Costs
  - Power

# Interesting Pockets

- Employee communication
- Community relations
  - Especially risk communication

# Problematic Assumptions

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Most people do not want  
close relationships

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Interpersonal not best  
model

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Theory is like a window

What do we see?



What do we not see?



How many of you have a close relationship with your mobile phone provider?

How many of you **WANT** a close relationship with your mobile phone provider?



**Most organization-stakeholder  
Relationships are weak**

# We Ignore

- Value of weak relationships
- Understanding how to build weak relationships

**Think parasocial not  
Interpersonal relationships**

# PARASOCIAL INTERACTION

communication science,  
by @ikbenjullie

one-sided "bond"  
with a media figure



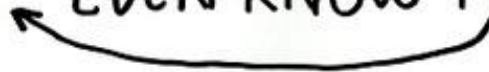
FAN:

I FEEL AS IF HARRY  
POTTER IS A  
REAL FRIEND OF  
MINE.



HARRY POTTER:

FIRST OF ALL I'M NOT  
A REAL PERSON AND  
SECOND OF ALL I DON'T  
EVEN KNOW THIS GUY.









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Joined December 2009

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# Parasocial

- One-sided (power)
  - Celebrities
  - Corporations/Brands
- Still beneficial
- Lower cost/investment
- Both sides still happy



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# Dialogue and Relationship: Effects on Research and Practice

