

PUBLIC RELATIONS ETHICS AND SOCIAL NETWORKING SITES:  
ETHICS OF PUBLIC RELATIONS AGENCIES THAT USE MYSPACE AND FACEBOOK

By

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To Catherine

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By

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The growth and popularity of social network sites like MySpace and Facebook led to a new communication medium where publics, clients and public relations agencies can all maintain direct dialogue. This increased two-way communication has quickly become the standard whereby businesses and agencies who do not engage in these conversations with their publics will fall behind those who do. Despite the vast usage of social network sites by these public relations agencies, little thought has been given to the ethical implications. The purpose of this research study was to determine the extent to which public relations agencies are using social network sites, whether ethical standards or codes exist within these agencies and whether they address ethics for social network sites and to determine which factors influence the public relations agency to, or not to, revise and update their ethics codes. In addition, this study will compare what is being done in public relations agencies in the United States and in the United Kingdom.

In order to accomplish this, a web-based survey was created and emailed to a purposive sample of agencies in the US and the UK. After analyzing the data the researcher proposes that there are significant differences between public relations agencies in the US and the UK in regards to their ethics on social network sites. Most notably, agencies in the US used more

social network sites than those in the UK, agencies in the US agreed that there is 'very much' relevance for revising ethics codes to discuss social network sites while UK agencies agreed there is 'some' relevance and agency practitioners in the US agreed that using social network sites changed their relationship to their publics 'some', while practitioners in the UK agreed it had changed their relationship 'very little'. In addition, there was no significant difference between US and UK agencies as to whether they had or had not revised their ethics codes to include ethical guidelines for social network sites.

## CHAPTER 1 INTRODUCTION

### **Purpose of the Study**

Social network sites, or SNS, like MySpace and Facebook, have become a phenomenon in connecting people since their inception in 2003 and 2004 respectively (Boyd & Ellison, 2008). These websites have grown exponentially in the past few years with Facebook now boasting over 140 million active users and MySpace having 38 million users with more than 230,000 new users signing up each day (Sellers, 2006; Christakis, Fost & Moreno, 2008). Although MySpace has always been open to any individual who desired membership, Facebook was originally only available to college students; but, in 2006, Facebook became available to anyone, from high school students to international users (Boyd & Ellison, 2008).

This increased access to SNS also motivated public relations agencies to use this new communication medium. By using SNS agencies were able to gain information about their publics, have direct communication with publics and launch public relations campaigns. According to Locke and Weinberger (2001), “the connectedness of the Web (and SNS) is transforming what’s inside and outside your business-your market and your employees” (p. xix). Locke and Weinberger (2001) believe that if businesses, like public relations agencies, do not catch up to the changing trends in how employees and customers are communicating and conversing on the Web, they will no longer be in business. “By encouraging and engaging in genuine conversations, not pumping out mass produced messages and controlling workers and consumers, businesses will connect to people and markets” (Locke & Weinberger, 2001, p. 165).

In addition to public relations agencies transforming how they conduct business, new ethical standards must also develop in order to adapt to the new communication medium of SNS. According to Marshall (1999), “exploration of the ethical implications of new technologies is a

necessary part of the processes of social change and adaptation” (p. 81). Marshall goes on to explain that considering ethical implications becomes even more important when the technology involves a great cultural shift such as rapid diffusion into everyday, human activities (Marshall, 1999). This standardization of use in everyday life equals the position that SNS have achieved. In addition, Schwartz (2001) argues that unethical behavior amongst corporations can have a serious negative impact on the welfare of society. Schwartz (2001) states that the total social cost of US corporations and other businesses that must be borne by employees, customers, communities and society comes to approximately two and a half trillion dollars a year (Schwartz, 2001). Therefore, it is important for corporations and in this case, public relations agencies, to have and maintain ethical codes and principles throughout the firm.

### **Gaps in Research**

Although there have been many scholars who have written on public relations ethics, ethical codes and possible universally applicable ethics (Bowen, 2004; Fitzpatrick & Gauthier 2001; Grunig 2000; Wright, 1993; Harrison, 1990; Kent & Taylor 2002; Huang, 2001), these scholars are looking at how ethical standards can be and should be applied to already existing communication mediums such as newspapers, television or magazines. However, in recent years research on how ethics should be applied to new communication mediums, including SNS, is beginning to be conducted (Marshall, 1999; Ess, Jones & AoIR Ethics Committee, 2002; Jankowski & Selm, 2007; UNESCO, 2007). Despite these advances there is a lack of relevant research from a pragmatic standpoint. Studies on how public relations agencies are using social networking sites and how or if they are considering the ethical implications that accompany SNS are largely nonexistent. This is somewhat understandable as SNS have only been in existence for about six years and many public relations agencies may not want to share information about their business practices. In addition, the lack of ethical standards on SNS themselves acts as an

obstacle for public relations practitioners. The fact that Facebook and MySpace do not have ethical codes, only privacy statements, does not provide public relations practitioners any guidance as to appropriate ethical behavior when conducting business on these sites. There is also a lack of research being done on an international level. Although many studies have looked at how the European and EU policies towards corporate social responsibility are more developed than those that exist in the United States (Doh & Guay, 2006; Maignan & Ralston, 2002), very few studies have considered ethical standards on SNS for international public relations agencies (Langlois & Schlegelmilch, 1990). Therefore, this study will attempt to compare what is happening to public relations ethics on SNS in the United States and in the United Kingdom.

Public relations agencies were chosen from all 50 states and from England, Ireland and Scotland. These two countries were chosen based on their similarity in language, the researcher's dominant language being English and the familiarity the researcher had in working in public relations in both regions.

### **Relevance to Practitioners**

For this research paper, public relations will be defined as,

a distinctive management function which helps to establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; keeps informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; keeps abreast of and utilizes change; and uses research and sound ethical communication techniques as its principle tools (Harlow, 1976, p. 37).

This definition was chosen because it stresses the importance of public relations practitioners being responsive to publics and using ethical communication. These are the principle ideas that this study is arguing practitioners should be engaged in. It is the primary job of public relations practitioners to protect the relationship between the client and their publics. According to Harlow (1976), this relationship should provide benefits to the consumer and uphold the well-

being of society. In addition, the idea that the client corporation should give back to communities and all of their stakeholders, not just their shareholders, is the basis for corporate social responsibility, or CSR. CSR has grown from Carroll's (1979) social performance model that depicts bottom line interests as the most important function of business and philanthropic responsibilities as the least important, into the concept of CSR today as being a primary function of business (Carroll, 1979; Brookes, Wood & Brewster, 2005).

Harlow (1976) also stresses the importance of public relations 'utilizing change' and this can come in the form of new technologies like social network sites. SNS give agencies greater interactivity with their publics, better access to information and research and therefore, public relations campaigns and activities done on SNS will likely continue to thrive. However, the ability of public relations agencies to have a direct two-way communication with their publics via MySpace or Facebook raises the 'ethical communication techniques' that Harlow (1976) discusses to a greater significance. This research topic is extremely relevant because it affects the future of SNS, the future of online ethical codes and the future of a consumer's interaction with public relations agencies and the level of trust they can achieve.

### **Study Objectives**

This study will first determine the extent to which public relations agencies in the United States and in the United Kingdom have begun to use SNS in their everyday, public relations-related activities. It will then determine what ethical standards or codes (if any) have been adopted by public relations agencies in the United States and the United Kingdom and whether these have been updated to include ethical standards on SNS. Finally, this study will look to see what factors, in the opinion of the research respondents, influence the public relations agency to, or not to, revise and update their ethics codes. The results will then be compared by region to discover differences in ideology or possible advancements in the field of public relations and the

practice of communicating via SNS. This study will use the research technique of a web-based survey. The survey sample will be organized simply by using search engines such as Google to find 1,000 public relations agencies in the United States and 1,000 agencies in the United Kingdom. These agencies will have complete anonymity in the study, however, a full list of all the agencies contacted will be available in Appendix B.

This study will also serve to further the ongoing research about social network sites and public relations ethics in regards to new communication mediums. The results of this study will either support that public relations' agencies have begun adapting to the new technologies and advanced methods of interactivity with publics that SNS incur, or that the agencies' ethical codes have remained the same. In addition, the comparison between agencies in the US and the UK will allow for an international view that is not always present in research studies. By comparing responses between the US and UK, this study will present differing means of approaching ethics on SNS. This data may generate theories of how public relations should be conducted on social network sites, or at least lead to further research and investigation.

## CHAPTER 2 LITERATURE REVIEW

### **Social Network Sites**

Boyd and Ellison (2008) define social network sites as:

web based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection and view and traverse their list of connections and those made by others within the system (p. 211).

Once an individual has become a member of an SNS they are typically asked to create their 'profile.' This entails providing information such as name, age, birthday, various interests, relationship status, political views and an 'about me' section (Boyd & Ellison, 2008). Sites like MySpace and Facebook also ask users to upload a profile picture. Privacy also differs from site to site. MySpace allows users to choose whether their profile can be viewed by anyone or 'friends only', while Facebook allows only those users who are in the same network to view the other's profile. However, Facebook users can also change these privacy settings manually. Although social network sites have been around since SixDegrees.com launched in 1997, it was not until 2003, with the creation of MySpace that SNS became mainstream.

MySpace began in Santa Monica, California and initially functioned as a way for musicians and bands to communicate their show venues and album releases to their fans (Boyd & Ellison, 2008). However, the popularity of MySpace grew quickly and soon the website was being used by teenagers, professionals and college students. By 2006, MySpace overtook Google as the most visited website for U.S. web users (Thelwall, 2008). MySpace was always an open service that differed from other social network sites that catered to niche demographics, like Facebook.

Facebook was launched in 2004 at Harvard University exclusively. However, this rapidly expanded to include other universities where users had to have an '.edu' email address to

become a member. The popularity of Facebook amongst college age students is evident as over 80% of all college students in the United States have a registered profile page (DiMicco & Millen, 2007). In 2005, Facebook expanded to include high school students, corporate professionals and by 2006, anyone who wanted to join. Since Facebook has permeated the corporate world it has become a normal workday routine for young hires to access it for both personal and professional use (DiMicco & Millen, 2007).

The majority of the research that has been done about SNS shows that they support already existing social relationships (Boyd & Ellison, 2008). This bridging of offline and online relationships can actually solidify offline connections since individuals now have alternative means to keep in touch. Although these offline relationships may be weak ties, like being a mere acquaintance in a class instead of a longtime, childhood friend, there is generally some common element amongst individuals who ‘friend’ each other on a SNS (Boyd & Ellison, 2008). In addition, Facebook users search more for people that they share an offline connection to, rather than browsing through random strangers to meet.

Although other social networks like LinkedIn and Twitter fit the Boyd and Ellison (2008) definition of social network sites, they will not be included in this study. Facebook and MySpace have traditionally been more entertainment based or involved in bridging offline and online relationships (Boyd and Ellison, 2008). LinkedIn is involved in creating online relationships through networking with other professionals in order to facilitate job searching ([LinkedIn website](#), 2008). Therefore, LinkedIn does not assume the same functions as Facebook or MySpace, at least intentionally. In addition, Twitter involves single line ‘status updates’ as its entire function for communicating with others and does not contain the standard profile, uploaded pictures, group membership etc. that Facebook and MySpace afford their members.

## **Privacy and Ethical Dilemmas**

In September 2006 a blog entitled 'Wal-Marting Across America' came onto the Internet and it detailed the cross-country travels of Jim and Laura. The blog was sponsored by Working Families for Wal-Mart and told the stories of various Wal-Mart employees that Laura and Jim encountered along the way. However, Working for Families was actually an organization created by the public relations agency, Edelman, who were trying to increase positive attitudes towards Wal-Mart amongst publics. Therefore, the blog was considered to violate public relations ethics in that it was not explained that the website was produced by Edelman (Craig, 2007). In addition, because Edelman is a member of WOMMA, the Word of Mouth Marketing Association, they violated the code of ethics which states that, "members must disclose their relationship with marketers in their relationship with consumers" ([WOMMA website](#), 2009, p. 3; Boynton, 2007, p. 219). Although Edelman later acknowledged their lack of transparency, the fact that an agency who is globally recognized as a leader in public relations committed an ethical violation on the Internet only furthers the importance of public relations agencies updating or revising their ethical standards to incorporate or stress activities and practices that occur online.

Although this ethical violation occurred on a blog, it is equally important for public relations agencies to be concerned with ethical activities on SNS. The social aspect of SNS and the openness of providing personal information can result in privacy concerns. Much of the research that has been done on online information disclosure centers on social exchange theory. Social exchange theory explains that if the perceived benefit is greater than the cost, than an individual will give out as much information as necessary (Dwyer, Hiltz & Passernini, 2007). In the case of social network sites, the benefits of communicating with friends, participating in a

technological trend and networking may all be worth the cost of providing personal information such as uploading photographs or giving out an email address.

In addition, Neher and Sandin (2007) explain that the technological advances in communication have made it easier to access instantly and simultaneously many people, all over the world. Although they believe that this technology makes it easier to communicate, they also explain that it has made it more difficult to be 'present' to the person you are communicating with. In accordance with the ideas of dialogic ethics, being 'present' is when "two people are mutually sharing ideas, hearing and observing the other and feeding back their responses" (Neher & Sandin, 2007, p. 294). If it is the primary duty of the public relations practitioner to "maintain the lines of communication" with their publics and, therefore, not having 'presence' would greatly hinder this function (Harlow, 1976). In addition to lack of 'presence' and increased in impersonality, issues over deception and privacy arise (Neher & Sandin, 2007). Neher and Sandin explain that, "Without a 'face' we have a difficult time connecting ethically with the person on the other end of our email" (p. 301).

In regard to deception on SNS, Dwyer, Hiltz and Passernini (2007) found that the level of trust one can achieve differs depending on the SNS. MySpace appears less trustworthy in that users view profiles as exaggerating a person's appeal more so than on Facebook. In fact, users felt their overall privacy was better protected on Facebook than on MySpace and that Facebook would not use personal information for any other purpose than what the user originally intended (Dwyer, Hiltz & Passernini, 2007). However, according to Acquisti and Gross (2006), 30% of Facebook members do not realize they have control over who can view their profile and therefore, do not set up privacy preferences. In addition, social network sites' security controls are weak by design; information that is provided on a SNS is essentially public data (Acquisti &

Gross, 2006). Facebook and MySpace do share information provided by their members to third party entities (Acquisti & Gross, 2006). This allows marketers, employers, and even national security agencies to view and disseminate the information users provide. Because of this reality, Acquisti and Gross (2006) suggest that SNS are actually ‘imagined communities’ where users believe their privacy is safe and maintained but, in fact, it is not.

Since MySpace and Facebook have become open to any member of the public and they serve as a “unique window of observation on the attitudes and the patterns of information revelation among young individuals,” researchers like marketers, advertisers and public relations agencies have begun to utilize these SNS (Acquisti & Gross, 2006, p. 38). In addition, many scholarly researchers argue that the administrative burdens of collecting subjects or gaining IRB approval disappear when conducting research on SNS, and this allows for research on underrepresented groups, like adolescents, plus it provides research opportunities that are otherwise unavailable (Christakis, Fost & Moreno, 2008). Many times a research study is exempt from gaining IRB approval when it involves the collection of existing data, documents or records that are publicly available (UFIRB, 2007). Since much of the information that is online is considered public, researchers have been able to bypass IRB approval when conducting studies on websites or SNS. However, it is the opinion of the researcher that just because there are fewer restrictions on SNS does not mean researchers should take advantage of users.

For public relations’ research and campaigns, Christakis, Fost & Moreno (2008) explain that SNS present a new universe, both because of the sheer volume of diverse demographic groups and because researchers and practitioners can learn a great deal by what those users choose to display publicly. On SNS practitioners can obtain relevant information by collecting observational data about a users’ profile, without ever having to contact the user. Practitioners

can also use SNS to identify and communicate with users for recruitment in research studies, public relations campaigns or competitions (Christakis, Fost & Moreno, 2008). Although Acquisti and Gross (2006) would argue that this information is public data, Christakis, Fost and Moreno (2008) state that, “research on a MySpace website could be viewed as analogous to eavesdropping on conversations that take place in a public space such as a coffee shop” (p. 158). This leads the researcher to believe that just as most individuals have ethical principles or norms that remind them that it is rude to listen in on someone else’s private conversation, so should public relations practitioners have similar ethical standards and practices when navigating on SNS. Frankel and Siang (1999) address this important distinction between what is publicly accessible and what is publicly distributed stating, “an online support group may be publicly open to anyone who wishes to participate, but its member may perceive the exchange of information as a very private matter” (p. 11). As Christakis, Fost and Moreno (2008) explain, “each new technology brings new opportunities and challenges” (p. 160). That is why, in the researcher’s opinion, these challenges must be met with updated ethical principles, informed practitioners and publics, and adherent agencies.

According to Christians, Fackler, Rotzoll and McKee (1998), it is also difficult, especially for public relations agencies to remain truthful. This is due in part to the role they play in communications, having many times to only publicize the positive news rather than address the negative as well. However, it is also due to the organizational setting of public relations agencies. “In an organizational setting, truth is often negotiated and contains components of several opinions. Messages are often composed so that the original kernels of truth are well hidden” (Christians, Fackler, Rotzoll & McKee, 1998, p. 216). Another aspect of the organizational setting is that public relations practitioners themselves may be afraid to

become ‘whistleblowers’ (Dworkin & Baucus, 1998). When an employee witnesses an ethical violation or malpractice within the organization he faces the decision to blow the whistle or ignore the issue. If the individual decides to ‘blow the whistle’ many times he is subject to scrutiny by the public and retaliation by the corporation (Dworkin & Baucus, 1998). Many times ‘whistleblowing’ is viewed as a betrayal of trust to the agency (Gobert & Punch, 2000).

In order to protect ‘whistleblowers’ many countries and governments have undertaken legislation. In 1998, Great Britain passed the Public Interest Disclosure Act or PIDA (Gobert & Punch, 2000). PIDA protects employees, independent contractors, home workers, trainees and NHS personnel and provides legal protection to good faith whistleblowers. However, according to Gobert and Punch (2000), “this legislation can also be viewed as part of a larger movement to make institutions more transparent and accountable” (p. 26). The US also adopted the Federal Whistleblower Protection Act of 1989 to protect the rights of whistleblowers (Gobert & Punch, 2000). Although much has been done to allow public relations practitioners to remain truthful and ethical there are still occasions when this becomes difficult. For those practitioners working in large agencies, maintaining ethics may be difficult if the organization is not dedicated to upholding its ethical principles.

### **Corporate Social Responsibility and Ethics**

In many corporations, the public relations department is seen as the ethical conscience of the organization (Bowen, 2004). One reason for this may be because it has become the duty of public relations practitioners to oversee that the company is engaging in corporate social responsibility or CSR. CSR is defined as, “the managerial obligation to take action to protect and improve both the welfare of society as a whole and the interest of organizations” (Davis & Blomstrom 1975, p. 6). However, according to Sen and Battarachya (2001), alternative perspectives on the role of CSR and place of corporations in the broader social environment have

engendered many different conceptualizations of CSR. Friedman (1970) stressed the economic importance of CSR, where the duty of CSR should be to produce economic benefit to shareholders. More recently, CSR takes a 'proactive social responsiveness view' where the long term goals of the corporation should be concerned with society's needs and the corporations obligation to fulfill these (McGee, 1998). This is the view of CSR that this study will adopt. In addition, as a by-product of undertaking the needs of all stakeholders, scholars argue that there is a positive correlation between a company's CSR actions and consumers' attitudes towards the company and its products (Sen & Battarachya, 2001). These positive effects of CSR initiatives have encouraged more and more companies across the globe to participate in CSR initiatives like corporate philanthropy and environmental research. This is evident through global programs like the UN Global Compact which was formed in 1999 to challenge international businesses to implement universal values throughout their corporations and Business for Social Responsibility that works with over 250 global corporations to develop CSR practices (Kell & Ruggie, 1999; [BSR](#), 2009). The ideas stressed in CSR; being concerned with society's needs and improving the welfare of society, are similar to the ethical theories that have been adopted within the field of public relations. That is why it is important to look at both what is being done in the field of public relations via corporate social responsibility and ethics.

Since this study is comparing what is being done ethically in public relations agencies in the United Kingdom and in the United States, it is also important to compare what is being done via corporate social responsibility in these countries. According to Doh and Guay (2006), although the term CSR has gained more prevalence and notoriety in the US, the idea that corporations have societal obligations that transcend their shareholder obligations has been present longer in Europe. According to Matten and Moon (2004), CSR in Europe tends to be

more 'explicit' or self-governing. Thus, in the UK corporations have developed their own programs and strategies in order to be socially responsible. In the US, CSR tends to be more 'implicit' within corporations. Instead of the corporation itself setting standards and developing CSR programs, rules and mandatory requirements are regulated by formal and informal institutions. In addition, the key issue in European corporations in regard to business-society relations tends to be centered on employee rights. In the 1980s environmental protection and 'going green' moved to the forefront of business endeavors in the UK, whereas the US has been slower to adopt environmental practices (Matten & Moon, 2004). There are also significant political institutions that have undertaken CSR. The European Commission has funded projects as well as various publications in order to shape CSR in a European context (Matten & Moon, 2004). Many national governments have also gotten involved in CSR, most notably in the UK where a governmental minister of CSR exists. However, the most notable political action towards CSR is the UN Global Compact. The Global Compact was developed in 1999 by Kofi Annan in order to "challenge the international business community to help the UN implement values in the areas of human rights, environment and labor" (Kell & Ruggie, 1999, p. 3). In order to demonstrate good corporate citizenship the corporations must meet nine key principles in the three value areas. The UN also asks corporations to incorporate these principles directly into their mission statements and to implement them in their everyday management practices (Kell & Ruggie, 1999).

In addition to the UN the European Union or EU, has pledged itself to furthering CSR amongst its European members. In 2006, with the backing of the European Commission, the European Alliance on CSR was launched as a business-led initiative to promote CSR (European Union website, 2009). The EU has defined CSR as, "a concept whereby companies integrate

social and environmental concerns in their business operations and in their interaction with stakeholders on a voluntary basis” (CSR Europe website, 2009, p. 1). Therefore, the European Alliance is designed to “mobilize the resources and capabilities of European Enterprises and their stakeholders in the interests of sustainable development, economic growth and job creation” (European Union website, 2009, p. 1). The Alliance also has three business organizations that help to coordinate the work of the Alliance and report back to the European Commission; CSR Europe, Business Europe and UEAPME. The Alliance, along with its supporting business organizations, strives to facilitate transparency and communication, sustainable production and consumption, integrated workplaces, revolutionary business models for various companies and stakeholders for a “competitive and responsible Europe (CSR Europe website, 2009). The Alliance uses ‘Laboratories’ or action oriented projects to integrate CSR into everyday business practices (CSR Europe website, 2009).

In regard to corporations broadcasting their CSR initiatives to their publics, Maignan and Ralston (2002) found that on Fortune 500 websites in the US, UK, Germany and the Netherlands 41 US firms and 48 UK firms discussed their CSR practices and principles. However, only 14 French and 17 Dutch corporations did. The authors suggest this means that CSR is not viewed the same in all European countries and that the UK and US are more eager to appear to be good citizens (Maignan & Ralston, 2002). US firms also viewed CSR as being an extension of their core values. However, this justification was the least used in the European firms, instead they stressed that CSR was value driven (Maignan & Ralston, 2002).

### **Ethical Realities in Public Relations Agencies**

With increasing globalization, media coverage and corporate identity issues, Nelson (2003) argues that public relations agencies are more concerned with being informed of new developments and trends, trying to take the lead in corporate standards and yet remain

competitive, facilitating communication with their client organizations and implementing approaches that strengthen publics' awareness that the corporation values integrity. However, according to Scott (2007), the World Wide Web has changed these rules of public relations, making "public relations public again" (p. 11). Scott (2007) would argue with Neher and Sandin (2007) that new communication mediums allow practitioners to be 'present' to their public in that practitioners can now deal directly with their publics via blogs, online news releases and social networking sites. In fact, the increased interconnectivity with publics can allow for a relationship that cannot exist offline (Scott, 2007). According to Scott (2007), publics want public relations to be less about spin and more about accountability, less about propaganda and more about participation. The Web also allows agencies to view what is being said about them and what reputation they have developed. Scott (2007) explains that for public relations practitioners to utilize social networking sites they must maintain authenticity and transparency. In a normative view of practitioner's duties Scott (2007) states, "they should target a specific audience, provide valuable information to publics, encourage publics to contact you, create links and make it easy for publics to find information about your organization or client, participate in other blogs and online discussions" (p. 234).

Christ (2005) stipulates that the most important reason for public relations' practitioners to use the Internet is due to how it has transformed the way stakeholders obtain information. Publics can now shop online, research companies online and get their daily news online. In addition, Locke and Weinberger (2001) states, "the web has been adopted faster than any other technology since fire and the Internet has become a way for anyone to have a voice" (p. 43). Personal webpages, connection to other people and the ability to broadcast ideas on blogs or SNS allows for an 'authentic self' (Locke & Weinberger, 2001). As these publics become more

comfortable and savvy at navigating the Internet they expect public relations practitioners and their agencies to do the same and to present themselves as being 'authentic'. That is why, according to Christ (2005), "public relations practitioners must not only be aware of emerging technologies and trends but must also accept that tasks traditionally undertaken by public relations practitioners are evolving into ones that require a high comfort level with the technologies" (p.7). Although accuracy, speed of information and privacy are not new ethical issues to public relations, in light of the Internet they must be reexamined (Patterson & Wilkins, 2008). In addition, since the Internet is becoming the key contact point for communicating with stakeholders and stakeholders are expecting public relations practitioners to present their 'authentic selves', public relations agencies must either adopt the new technologies or be prepared to be at a disadvantage when dealing with clients and publics (Christ, 2005). In fact, according to Locke and Weinberger (2001), many organizations and agencies, "still resemble the Berlin Wall- monoliths interposing themselves between the internal conversations of the workforce and the external conversation of the marketplace" (p. 164). Nelson's (2003) depiction of public relations agencies only being concerned with leading in corporate standards and finding approaches to show or persuade publics that the agency or its clients value integrity only furthers Locke and Weinberger's (2001) image of these 'monolith agencies.' Locke and Weinberger (2001) state that the convergence of these two conversations, workforce and marketplace, is inevitable if agencies and their client organizations wish to remain in business. Since markets and consumers are beginning to value engagement, quality of products and conversations among human voices, they will simply cease to deal with organizations and agencies that do not provide these qualities (Locke & Weinberger, 2001). Locke and Weinberger (2001) even went as far to

develop a '95 Theses' on how organizations should begin to think of the Internet and its role in communicating with consumers and publics. The authors stipulate that:

- “Markets are conversations”
- “Markets consist of human beings, not demographic sectors”
- “The internet is enabling conversations that were not possible in the era of mass media”
- “These conversations are enabling powerful new forms of social organizations and knowledge exchange to emerge”
- “Markets are getting smarter, more informed more organized”
- “In a few more years, the homogenized voice of business, the sound of mission statements and brochures will seem as contrived and artificial as the language of the 18th century French court”
- “Public relations does not relate to the public”
- “We have better things to do than worry about whether you’ll change in time to get our business. Business is only a part of our lives. It seems to be all of yours. Think about it: who needs whom?” (Locke & Weinberger, 2001, p. xi-xviii).

In addition to changing the way public relations practitioners think about stakeholder engagement, the Internet should also lead agencies to reevaluate their corporate code of ethics. For the purpose of this study, a code of ethics in a corporation will be considered, “a written, distinct and formal document which consists of moral standards used to guide employee or corporate behavior” (Schwartz, 2001, p. 248). In addition, the code must be implemented throughout the organization and there must be adequate commitment, compliance and monitoring as well. Despite the benefits of having ethics codes and even revising them to incorporate new social media like SNS, Schwartz (2001) finds that many companies are only beginning to engage in self-regulation in the form of ethics codes, codes of conduct or corporate credos. One reason for this may be due to the overall cost of creating and implementing ethics. Organizations spend hours and substantial sums of money in developing, revising and enforcing

their corporate codes (Schwartz, 2001). Another reason may be the question of whether it accomplishes its intended purpose. Schwartz's (2001) study examined whether the existence of a corporation's ethics code actually affects employee behavior. He found that codes have the potential to influence behavior and respondents even referred back to the code for guidance on various occasions. However, other factors such as company interest in educating employees about the ethics code, loyalty of employees to the company, peer pressure within the corporation can all affect the level of compliance with ethical codes (Schwartz, 2001). Verschoor (1998) found that if a corporation is serious about benefitting its publics and remaining ethical, it must continue to discuss with and train employees about ethical standards. The corporation should also send emails, hold meetings and update its ethical standards in accordance with new trends, technologies, research and public interests (Verschoor, 1998). This may also deter the creation of ethics codes, since it requires investing time and personnel for the codes to be successful. However, despite the potential influence that ethics codes can have, Welford (2005) found that less than half of corporations in the UK had written codes of ethics, while 50% of corporations in the US had a written ethics policy.

According to Langlois and Schlegelmilch (1990) the attitude of European companies is that they are "far less enthused about the use of ethics codes" than US companies (p. 520). In addition, ethics codes are viewed as an import from the United States and not as something that could benefit companies in the UK. In the study that Langlois and Schlegelmilch (1990) conducted they determined that only 31% of 200 companies in the UK had a company-wide ethics code. This contrasted sharply to their findings that 75% of the US companies they surveyed had codes of ethics. In addition, the European companies that had a formal ethics code did not use the word 'ethics.' Most of them contained words like 'conduct', 'principle', or

‘objectives’ (Langlois & Schlegelmilch, 1990). Although the authors do not explain why this distinction is made, it does seem clear that diction comes into play in the differences between the US and UK companies. When the authors looked at the topics addressed in each of the ethics codes that existed and then compared these between the UK and the US, they found that while all UK codes addressed the conduct of employees, only 55% of the US codes did (Langlois & Schlegelmilch, 1990). However, over 80% of US companies discuss the customer and only 67% of UK companies did. Although the percentage of US companies that addressed innovation and technology was not mentioned, only 6% of UK companies mentioned it in their ethics codes.

### **Ethical Associations for Public Relations Agencies**

#### **The PRSA Code of Ethics**

The Public Relations Society of America or PRSA, is perhaps the most likely ‘change agent’ that could adopt and clarify specific ethical responsibilities to public relations practitioners. Since 1952, the organization has updated and revised its codes of professional standards many times following on the initial decision to address the “responsibility for the good character and reputation of the public relations profession” (Fitzpatrick, 2002, p. 89). In 2000, they released their latest ethics code, which was hailed as the manifestation of all that PRSA had been trying to achieve over the years with increasing enforcement for violators and adding ethical issues (Fitzpatrick, 2002). The code stresses that it applies to all PRSA members and is designed as a guide for public relations practitioners and other organizations, professionals and professions ([PRSA website](#), 2008). The code explains the importance of honesty to all stakeholders, expertise in the field, advocacy for those represented and honesty and fairness. It also goes into detail about preserving the integrity of all aspects of communication, fostering a business environment, ethically handling disclosure of information and handling conflicts of interest ([PRSA website](#), 2008).

However, scholars (Bowen, 2004; Harrison, 1990) would explain that there are problems with maintaining ethics in public relations. One of the major dilemmas with industry codes of ethics as general guidelines is that they rely too heavily on the moral principles of the individual and provide little guidance for specific situations. In addition, enforcement of maintaining ethical standards and serious repercussions for violating those ethics seems to be lacking. According to Bowen (2004), “the PRSA’s current method of repudiation for code violation is to revoke membership in PRSA. Practitioners are free to continue to practice and seem to suffer little” (p. 75). Huang (2001), although recognizing the difficulty of enforcing ethical standards, believes that this can be achieved if PRSA changed its enforcement measure and created formal licensure or a rewards system.

### **The Word of Mouth Marketing Association Code of Ethics**

In addition to PRSA, WOMMA or the Word of Mouth Marketing Association is another organization with global membership that could impact what is being done ethically online. WOMMA is the official trade association for the word of mouth marketing industry. WOMMA members have access to the latest case studies, market research and blogs and they can network with other WOMMA members, partners and clients ([WOMMA website](#), 2009). Members consist of international corporations and those located in North America. The majority of members are advertising, marketing and public relations agencies, however, various financial firms have also signed on ([WOMMA website](#), 2009). What makes WOMMA stand out is its adoption level of new media. Not only has WOMMA set up their own group on Facebook, Twitter, LinkedIn, Flickr and YouTube, but many of their member corporations have as well ([WOMMA website](#), 2009). In addition, WOMMA has developed its own ethics code and created an ‘ethics review blog’ where members can ask questions directly and receive answers

from any member corporation or WOMMA themselves. WOMMA's ethics code has six main tenets:

- “Consumer protection and respect are paramount.” They promote practices that allow for the consumer to be in charge and dictate the terms of the consumer-marketer relationship.
- “The honesty of ROI: Honesty of relationship, opinion and identity.” They encourage disclosure of identity to consumers, transparency, credibility and trust.
- “We respect the rules of the venue.” They respect the rights of offline or online communications sites, such as blogs, website, discussion forums or traditional media.
- “We manage relationships with minors responsibly.”
- “We promote honest downstream communications.” They cannot control what consumers say and they do not engage in measures that would alter the original message.
- “We respect privacy and permission.” Marketing programs are based on the highest level of privacy, opt-in, and permission standards ([WOMMA website](#), 2009, p. 3).

Although this ethics code was established in February of 2005, it is important to note that it is much newer than the PRSA ethics code and includes ethics for marketing and communicating online. In order to ensure that members are following the ethics code, WOMMA has created a Membership Ethics Advisory Panel that sets standards of procedure for disciplinary action and reviews prospective WOMMA members for ethical practices ([WOMMA website](#), 2009). If a violation occurs, a petition by another member corporation must be submitted to the MEAP for review. Depending on the severity of the violation, initial intent, extent of knowledge of the infraction etc., the MEAP board can vote that the corporation be given a ‘notice of corrective action’, be put on probation or be completely expelled from WOMMA ([WOMMA website](#), 2009). In addition to WOMMA's enforcement action, the other member corporations themselves can act as enforcement agents. Since the initial petition of violation comes from another member corporation, the knowledge of the violation would be profound. It is possible

that the member corporations would no longer decide to do business, recommend clients etc., to the corporation that violated the ethics code.

### **Association for Internet Researchers**

Another source of ethics for new media is the AoIR, Association for Internet Researchers. This is the top international organization for students and scholars in any discipline in the field of Internet studies ([AoIR website](#), 2009). The AoIR acts as a member-based support network promoting scholarly research and hosting conferences ([AoIR website](#), 2009). In 2002, the AoIR working ethics committee put together ethical recommendations for Internet research (Ess, Jones & AoIR Committee, 2002). The ethics committee explains that “as online research takes place in a range of new venues (email, chatrooms, webpages) researchers and research subjects will encounter ethical questions and dilemmas that are not directly addressed in extant statements and guidelines” (Ess, Jones & AoIR Committee, 2002, p. 3). Although the AoIR does not list specific ethical principles, it raises various questions for public relations practitioners to consider before engaging with publics on the Internet or SNS such as,

- “What ethical expectations are established by the venue?
- Do participants assume their information/communication is private?
- What are the ethical traditions of the subjects’ country or culture?
- Are we seeking to magnify the good?” (Ess, Jones & AoIR Committee, 2002, p. 4-8).

### **European Union**

In addition to these questions, the AoIR ethics committee explains that the European Union established European Union Data Protection Directive in 1995 to ensure that “subjects provide consent for their personal information to be gathered, be given notice as to why the data is being collected, be able to correct data, be able to opt-out of data collection and be protected from countries with less extensive privacy protections” (Ess, Jones & AoIR Committee, 2002, p. 7). Therefore, the business interests of EU corporations set a priority on individual privacy.

The EU has a more duty based, or deontological view of respect for citizens and human rights (Ess, Jones & AoIR Committee, 2002). In contrast, the US favors the ‘consequentialist’ view where business interests and economic benefit are stressed more than individual privacy (Ess, Jones, AoIR Committee, 2002).

### **Chartered Institute of Public Relations**

However, besides the EU, the United Kingdom has various public relations professional bodies similar to PRSA in the US. However, the largest and most notable is the Chartered Institute of Public Relations or CIPR. This body was formed in February of 1948 and now boasts over 9,000 members ([CIPR website](#), 2009). The CIPR is the largest organization of its kind in the UK and is also a member of the European PR Federation, CERP ([CIPR website](#), 2009). Membership in CIPR is obtained by individual practitioners or agencies through a rigorous process based on educational background, multi-disciplinary experience and general high standards of practicing public relations ([CIPR website](#), 2009). CIPR strategies for 2009 include continuing research and promoting research amongst students as well as agencies, increasing stakeholder engagement and to increase internal and external media audiences ([CIPR website](#), 2009). In addition, CIPR holds international conferences for public relations practitioners on upcoming or relevant topics in the field of public relations such as crisis communication, feature writing and digital PR ([CIPR website](#), 2009). CIPR members also must conform to a code of conduct that was recently revised to include social media. The code of conduct explains that social media can include websites, blogs, social networking sites or content sharing sites like YouTube ([CIPR website](#), 2009). The code states that practitioners should “err on the side of disclosure thereby being transparent, acknowledge their identity and relate conflicts of interest, have regard for the public interest, not release confidential information, remain aware of potential legal issues such as intellectual property, invasion of

privacy or defamation and remain aware of how your agency's policies or guidelines towards social media" (CIPR website, 2009, p. 3). The website itself also has information for employers and a blog for questions or discussion.

## **UNESCO**

In addition to the EU and the CIPR, UNESCO, or the United Nations Educational, Scientific and Cultural Organization, also has stipulations as to how ethics and technology in Europe should be combined. According to UNESCO (2007), "since people have been the main actors in the first phase of the Internet, they should remain of central concern in future developments and it makes sense that computers would need a detailed set of terms to facilitate exchanges on behalf of individuals" (p. 8). UNESCO (2007) also states that although emerging information and communication technologies (ICTs) can benefit humanity, they can also be used to limit human rights. Therefore, UNESCO (2007) proposes that the first goal of 'infoethics' should be to "put technology in the service of human rights, thereby promoting the public domain, diversity of content and access to information and the means of communication" (p. 11). While UNESCO (2007) stresses the importance of having ethics for new media technology it does not propose any ethics codes, it merely serves to address some of the major dilemmas in Internet research.

## **Ethical Theories in Public Relations**

### **Situational Ethics**

Despite major associations such as PRSA and WOMMA espousing their own ethics, Pratt, Im & Montague (1994) found that the overwhelming choice amongst public relations practitioners in the U.S. seems to be situational ethics. Their study questioned 449 members of PRSA about four different ethical scenarios that might occur in public relations. Although Pratt, Im & Montague (1994) were testing deontological ethics, they discovered that the responses

varied amongst the four scenarios and incorporated 'situationism'. According to Bowen (2004), situational ethics can be problematic in that there are no universal or morally applicable norms, therefore each situation is looked at independently from the next. Depending on the level of professionalism, training and longevity of a public relations practitioner, situational decision making may not produce the best possible ethical outcome. More importantly, the scholarship that has been done on organizational communication, such as amid a public relations agency, suggests that shared values and morals were the crucial component in an organizational structure. Therefore, according to Bowen (2004), Shockley-Zalabak and Morley (1994) it is both the values of the issue managers, public relations practitioners and the value system of the organization that combine to define the ethical approach that will be used.

### **The Public Conscience View of Ethics**

Fitzpatrick and Gauthier (2001) stress that instead of being titled the 'ethical or social conscience' public relations practitioners should be called the 'public conscience' of the corporation. This change places greater importance on the role of practitioners to balance the clients and institutions' interests with those directly associated with those decisions and actions. It is this area of public relations on which ethical standards should then be based. According to Fitzpatrick and Gauthier (2001), this would "resolve the ambiguity of such phrases as 'serve the public interest' and 'social responsibility'" (p. 206). Therefore, these scholars suggest three principles that would provide a foundation for ethical theory in public relations.

- "harm should be avoided or minimized and benefits promoted at the least possible cost in terms of harm"
- "persons should be treated with respect and dignity"
- "the benefits and burdens of any action or policy should be distributed as fairly as possible" (Fitzpatrick & Gauthier, 2001, p. 208).

Fitzpatrick (2006) also stresses the idea of ‘advocacy’ in public relations or understanding and valuing the perception of publics inside and outside the organization. Fitzpatrick (2006) states that advocacy becomes even more important now that relationships with stakeholders have become complex due to publics being connected and empowered through the Internet. The principles of access to multiple voices and ideas, disclosure to publics, truthfulness and process of contributing to the ‘marketplace of ideas’ are all part of ethical advocacy (Fitzpatrick, 2006). In this view, clarifying the organizations’ ethical responsibilities to its publics, public relations practitioners can go further in defining standards of performance that are appropriate for their ethical codes (Fitzpatrick & Gauthier, 2001).

### **A Normative Model of Ethics**

Grunig (2000) disagrees stating, “it is necessary to move beyond individual ethics and organizational ethics to address the values and ethics of public relations as a profession and to incorporate them into our normative theories of how public relations should be practiced” (p. 28). Huang (2001) would agree, citing that public relations as a field is relatively new and to move it from simply an ‘occupation’ to a ‘profession’, a universal code of ethics should be adopted. In addition, the idea that public relations should focus on more than merely the bottom line interests of a corporation and include practices like social responsibility, stewardship and concern for the community have become popularized in recent years with theories like Corporate Social Responsibility (Leeper, 1996). Therefore, Grunig would most likely rather adopt ethics codes from PRSA or WOMMA than from insights from individual scholars.

### **Practitioner’s Personal Values and Ethics**

Grunig (2000) explains the importance of balancing both a practitioner’s personal values with those of the organization, publics and other professionals in his theory of a two-way symmetrical model. Grunig (2000) believes that the central ethical dilemma lies in the difficulty

of practitioners applying their personal ethics in an organizational setting, where the ethical beliefs of the corporation may be different. This idea of competing loyalties was first established by Thomas Hobbes' Social Contract Theory (Patterson & Wilkins, 2008). The theory suggests that individuals have more than one loyalty and are sometimes forced to choose between them. Patterson and Wilkins (2008) explain one method of resolving this conflict is through 'reciprocity' or the idea that "loyalty should not work against the interest of either party" (p. 99). One way for an individual to establish their loyalties and decide which is more important is by using the Potter Box method (Patterson & Wilkins, 2008). There are four steps in the Potter Box method that should be taken in order:

- "Understanding the facts of the case." The individual must access the facts objectively.
- "Outlining values." Addressing those ideas or principles that you are willing to give up other things for. This also requires the individual to be honest with himself.
- "Application of philosophical principles." The individual must decide which ethical theory they agree with and which they want to adopt. For example, they may believe in utilitarianism or providing the most good for the largest amount of people.
- "Articulation of loyalties." Deciding which loyalties conflict with one another and making a decision (Patterson & Wilkins, 2008, p.100-102).

However, Patterson and Wilkins (2008) explain that, "loyalty to a particular principle may become so dominant that you are forced to abandon a variety of other loyalties" (p. 102).

Therefore, in a business setting, it is important to maintain conflicting loyalties between the organizations and publics and find a solution that treated both parties ethically. Grunig's (2000) two-way symmetrical model strives to allow "practitioners to use research and dialogue to bring about symbiotic changes in the ideas, attitudes and behaviors of both the organization and its publics" (p. 32).

## **Dialogic Communication**

Kent and Taylor (2002) agree with Grunig's (2000) two-way symmetrical model and expand on the idea of using dialogue by explaining that, "a theoretical shift has been occurring in public relations that is moving away from managing communication to communication as a tool for negotiating relationships" (p. 23). Kent and Taylor (1998) believe that practitioners should not allow new technologies to "create distance between an organization and its publics. Instead Internet communication can provide that 'personal touch' that makes public relations effective" (p. 323). Therefore, these scholars stress the importance of dialogic communication. The five tenets of dialogic communication are:

- "Mutuality." Public relations practitioners must recognize the relationship between the organization and its publics.
- "Propinquity." The temporary interactions with publics.
- "Empathy." The confirmation of the public's goals and interest by the public relations practitioner.
- "Risk." The willingness to interact with publics on their own terms.
- "Commitment." The extent to which an organization tries to understand and interact with its publics" (Kent & Taylor, 2002, p. 25).

Kent and Taylor (1998) also explain that their initial scholarship of dialogic communication as ethical standards for public relations practitioners can be applied on the Internet. "Without dialogue, internet public relations becomes nothing more than a new monologic communication medium or a new marketing technology. The Web provides practitioners with an opportunity to create dynamic and lasting relationships with publics" (Kent & Taylor, 1998, p. 326). There are five main principles of dialogic communication that practitioners should employ when using the Internet:

- "The 'Dialogic Loop' which should give publics a way to offer feedback back to the corporation or the public relations practitioners directly."

- “The second principle is the usefulness of information. This refers to how websites should contain information that is content based and valuable to general, not specific or targeted publics.”
- “Websites should also contain updated information like changing issues, forums and question and answer sessions in order to promote the generation of return visits.”
- “Intuitiveness or Ease of Interface explains that the website should be simple to navigate and to understand.”
- “Rule of Conservation of Visitors is to not distract website visitors from leaving the site and not returning. Therefore, when utilizing links they should take visitors to related websites or contain links for publics to return to the original website” (Kent & Taylor, 1998, p. 326).

### **Cultural Lag**

Marshall (1999) would agree with the Ess, Jones & AoIR Committees (2002) assessment on the importance of ethics for the Internet when she states, “public exploration of the ethical implications of new technologies is a necessary part of the process for social change and adaptation. Such reflection is even more necessary when technological innovation involves a great cultural shift- either due to breaks from past thought and ways of life or to rapid diffusion into a range of human activities ” (p. 81). Marshall (1999) goes on to cite William Ogburn’s (1964) study on ‘cultural lag’. This phenomenon refers to how material culture, like physical equipment and the procedures for producing it, advances more rapidly than non-material culture or religion, philosophy, values and ethics (Marshall, 1999). According to Marshall (1999), this ‘cultural lag’ is partly due to the rapid inventions and dispersion of new technologies and the desire of the producing corporations to remain competitive in the market and also the process of developing a social consensus around ethical guidelines inevitably takes longer. In addition, Marshall (1999) believes that “the gap between developing technologies and developing corresponding ethical guidelines for their use is widening” (Marshall, 1999, p. 86).

## Research Questions and Hypotheses

Since there is no overarching ethical theory of public relations that has been universally adopted and there is no universally accepted ethics code for social networks sites, it is important to understand whether or not public relations agencies are changing their existing ethics codes to address new social media like SNS. Due to the saliency of this issue, the following research questions will direct this research:

- RQ1: Is there a significant difference between how often agencies use SNS for public relations- related activities and whether they are located in the US or the UK?
- RQ1a: Is there a significant difference for whether practitioners' relationship to their publics have changed since using SNS for public relations-related activities by whether they reside in the US or the UK?
- RQ1b: Is there a significant difference for whether the new codes of ethics that discuss SNS impact the actions of practitioners when using SNS by whether the agency is located in the US or the UK?
- RQ1c: Is there a significant difference for how much relevance practitioners see in their agency revising their ethics codes to include SNS and does this vary between practitioners residing in the US or the UK?
- RQ1d: Is there a significant relationship between how many SNS the agency uses on a daily basis for public relations-related activities and whether they are located in the US or the UK?
- RQ2: What factors or characteristics about SNS increase the need for development of new ethical codes in public relations agencies?
- RQ3: Is there a significant relationship between how long practitioners have worked in their current job position or in public relations and whether they reside in the US or the UK?

After conducting a literature review, the research showed that in many cases the United Kingdom is more advanced than the United States in regards to public relations and the emphasis that is placed on corporate social responsibility. For years the norm philosophy of corporations in the UK has been that they have a societal obligation that transcends their shareholder obligations (Matten & Moon, 2004). This philosophy has only begun to be practiced within

corporations in the US. In addition, the EU has spent time and resources in order to fund projects and political activities that further CSR initiatives within businesses. This led the researcher to posit that since ethics in organizations and agencies are so closely tied to CSR, that in regards to ethics for SNS, UK public relations agencies would also be further along in changing their ethics codes than US agencies.

- HQ1: A greater percentage of UK agencies will have developed new codes of ethics or revised their codes in regards to ethics on SNS than will US agencies.

According to the studies done by Langlois and Schlegelmich (1990) and Welford (2005), the US has a greater number of public relations agencies that have written ethics codes than the UK. The researcher posited that these findings would still hold true. Therefore, the following hypotheses were developed.

- HQ2: A greater percentage of public relations agencies in the US will have written ethics codes than agencies in the UK.
- HQ2a: If HQ2 is accepted and public relations agencies in the United States have a significantly higher percentage of written ethics codes, then a higher percentage of public relations agencies in the United Kingdom will require their employees to be bound to other ethics codes, besides the agency's own, more than those agencies in the US.
- HQ2b: A higher percentage of public relations agencies in the United Kingdom will have adopted other ethics codes that discuss ethics on SNS than agencies in the US.

## CHAPTER 3 METHODOLOGY

### **Selected Sample and Location**

The purpose of this study is to compare whether public relations agencies in the United States have revised or developed new ethics codes in regards to the new communication medium of social networking sites, to whether public relations agencies in the United Kingdom have done the same. Therefore, the sample for this study is based on a purposive sampling of public relations agencies in the United Kingdom and the United States from available lists of public relations agency websites that were available on the search engine, Google. Formal lists, such as agencies who are members of PRSA or CIPR were not used since access to these lists is provided on a 'members only' basis and the researcher does not fall into this category. Since the survey is web-based it was necessary for the agencies to have an active, contact email address. Due to the large number of agencies needed, the researcher did not discriminate based on firm size or annual income. However, after typing in 'public relations agencies in the US' and 'public relations agencies in the UK' on Google, after awhile the available agencies that had websites and were displayed became repetitive. The researcher then chose to search for public relations agencies in larger cities. This was done simply because it was the opinion of the researcher that public relations agencies located in larger cities were more likely to be the leading public relations agencies in their area. For example, the researcher typed into Google search, 'public relations agencies in New York' and 'public relations agencies in London.' Other cities in the US that were researched were Los Angeles, Chicago, Miami, Dallas, Boston, Philadelphia, St.

Louis, Houston, Detroit, New Orleans, Minneapolis, Memphis, Phoenix, Washington D.C., Seattle, Honolulu, San Diego, Atlanta and Charlotte. Cities that were researched in the UK were Dublin, Edinburgh, Liverpool, Manchester, Glasgow, Leeds, Cardiff, Birmingham and Leicester. This was an exhaustive search of all available public relations agencies that were listed on the Internet. After the search was conducted the researcher obtained the names of 1,000 public relations agencies in the US and 1,000 in the UK. In addition, the agencies that were international and had firms located in many cities within the US and the UK were only sent one survey in the country or city that the agency originated. This was determined by visiting the agency's website and determining through their background or historical information in which city the agency was first established. This prevented the researcher from receiving multiple surveys from the same agency. A full list of the companies that were chosen can be found in Appendix B.

Once the researcher had the names of 2,000 public relations agencies in the US and the UK another Google search was conducted to obtain contact email addresses for the agencies in which to send the web-based survey to. The researcher visited each agency's website to determine which practitioner in the agency to contact via email. The researcher looked for practitioners who worked in the consumer department of the public relations agency as these individuals would be more likely to deal directly with publics and social networking sites. However, in most cases a list of practitioners and their job titles were not available, nor was an email address provided. Therefore, the survey emails were either sent to the email address of the practitioner given or the general email address that was provided on the agency's website. In addition, the researcher's personal email was given in the emails that were sent to the agencies and in many instances the agency provided the researcher with a direct email address to an

appropriate practitioner to complete the survey. Agency websites that did not have a contact email address of any kind were excluded from the study as there was no way for these agencies to receive the web-based survey. Out of the initial 2,000 agencies, email addresses were only obtained for 1,020 agencies. Therefore, the survey was only sent to 1,020 public relations agencies in both the US and the UK; 615 were sent to agencies in the US and 405 to agencies in the UK. Of these 1,020 surveys, 141 were returned to the researcher. This study desired to achieve a 10% response rate and it achieved a 14% response rate, which is acceptable.

### **Pilot Testing**

Before the survey was sent out to the public relations agencies, the researcher conducted a pilot testing. Pilot testing, for this study, including emailing individuals with a background in public relations who are similar to the sampled respondents, but would not be contributing to the survey results. An acceptable pilot testing sample should include between 5-10 individuals (Henderson & Bialeschki, 2002). Therefore, the pilot test was sent to 10 public relations practitioners working in agencies in the US and 10 to practitioners working in agencies in the UK. These individuals aided the researcher in determining whether the research questions were clear, understandable and whether the survey itself had reliability and usability. A total of 7 surveys were returned to the researcher with suggestions, only 3 of these being from agencies in the UK. Most practitioners agreed that the topic was interesting and the length of the survey was conducive to other practitioners completing the entire questionnaire. However, initially there were additional demographic questions asking specifically what agency the practitioners worked for and what city they lived in. After conducting the pilot testing it became obvious that if the study was going to promise the practitioners and the agency anonymity, then asking them which agency they belonged to would seem a violation of this. Although the researcher only intended to determine for herself which agencies had responded to the survey and was not going to

include that information in the study, this demographic question was excluded from the final survey that was sent to all 1,020 public relations agencies. In addition, asking practitioners which city they lived in would also have narrowed down the possibilities as to which agency had responded to the survey and was unnecessary for the study since what was more important was whether they were located in the US or the UK. Therefore, this question was changed for the final survey to only ask whether the practitioners lived in the US or the UK. Although the pilot testing resulted in a small sample of agencies who responded, it gave the researcher insight as to which questions were less likely to be answered. Many practitioners skipped the open-ended, free response questions and others did not complete the survey once they came upon the questions about the agency's ethics.

### **Survey Methodology**

Given the broad geographical range of this study and the importance of gaining the perspectives of many public relations agencies, the research technique of a web-based survey was chosen. A web-based survey format has the advantage of low cost and quick distribution, allowing for a larger sample size (Andrews, Nonnecke & Preece, 2003). The web-based survey was designed using the program from Survey Monkey. According to Andrews, Nonnecke and Preece (2003), "a web-based survey provides more design options than email surveys and provides researchers with increased control over respondent use of the survey" (p. 5). The web-based survey format was able to accommodate both qualitative and quantitative questioning and more in-depth information and coding possibilities for the researcher (Andrews, Nonnecke & Preece, 2003).

Respondents were also not able to continue with the survey if they failed to reply to required questions. The questions that the researcher chose to designate as required, were those that were most central to the research and hypothesis questions. This forced all of the questions

in the survey that were pivotal to the study to be answered. Also, respondents were allowed to return to previous questions they had already answered in order to review their answers and make any necessary changes.

The survey used a 'skip logic.' This allowed the researcher, depending on the respondents' answers, to direct them to certain questions. For example, if the respondent replied that his agency did not have an ethics code then he was not asked any further questions about his agency's ethics code.

The respondents were also provided anonymity to increase the response rate and to decrease the likelihood of competition between agencies. Since this study was conducted at the University of Florida, a freedom of information state, it is available as public record and the entire list of public relations agencies that were contacted are included in Appendix B. However, no specific response, individual or public relations agency was named in this study.

### **Questions**

A total of eighteen questions were developed and organized. The questions were designed using interview questioning protocol. This standardized protocol involves arranging questions in order from general to specific, with the more personal or difficult questions occurring at the conclusion of the interview, or the survey (Lindlof & Taylor, 2002). Therefore, the first and second questions were designed to ease the tension of the respondents and gain their interest in the survey so that they would want to continue. These were questions on how often the practitioners used social networking sites and which ones they used, such as MySpace, Facebook, LinkedIn, etc. These questions eased the tension of the practitioners because they were not personal questions about the practitioner themselves. These questions were also able to gain the interest of practitioners since SNS have gained a lot of popularity and the practitioners are very likely members of these different SNS sites, whether for personal or professional use.

The more invasive questions, such as asking about the agency's ethics codes or whether the practitioner has ever dealt with ethical dilemmas on SNS, were kept until the very end of the survey.

The majority of the questions consisted of quantitative questions in the form of multiple choice, 'yes/no', Likert scale, etc. This allowed for more expedient coding for the researcher and allowed the survey to be completed by the respondents more expeditiously. However, open-ended questions were included to allow respondents to reply in their own words and expand on topics or ideas. This was beneficial to this study because according to Andrews, Nonnecke and Preece (2003), in other studies where open-ended questions occurred after a set of coded questions, over 70% of respondents provided additional information and explanations through the open-ended question opportunity.

The demographic questions considered residence in the UK or US, length of time working in the public relations industry and length of time working in their current agency and constituted the last few questions of the survey. The survey questions are presented in Appendix A. The closing question asked the respondents if there is any additional information they would like to discuss or add to their comments.

### **Procedure**

The research technique consisted of three separate emails sent to 1,020 public relations agencies in the US and the UK. The emails were sent to 615 public relations agencies in the US and 405 agencies in the UK. Since this was a large amount of emails to send, the researcher did not personally address each email. Instead the emails were sent using the subject line, 'Request From Public Relations Student' and were addressed, 'To Whom it May Concern.'

The first email gave the contact information of the researcher, explained the purpose and methodology of the study to the respondents, the length of time it would take to complete the

survey (no longer than 7 minutes), let the respondents know they would be given anonymity in the study and requested that they reply back to the researcher if they were interested in taking the survey. This helped the researcher gauge the potential response rate. In addition, as Cho and LaRose (1999) explained, respondents will not feel as if their privacy is invaded if the invitation to participate in the study is separate from the survey itself. However, those practitioners who did not reply were still sent the second email containing the web-based survey. This was done in order for those practitioners who may not have had time to reply to the first email or may have been out of the office on the day the first email was sent to be given an opportunity to still complete the survey. The second email included information about how to contact the researcher with questions if necessary, the length of time to complete the survey, the date that the survey was due and the link to the Survey Monkey web-based survey. By clicking on the survey link in the email, the practitioners agreed to participate in the study and therefore, did not have to fill out a separate IRB consent/assent form. The third email simply acted as a reminder to those practitioners who had not yet filled out the survey and encouraged them to do so. This email, once again, stipulated the date that the survey was due back to the researcher. Instead of sending out a fourth email thanking those practitioners who completed the survey, the researcher included a short thank you note at the end of the Survey Monkey survey. This note thanked practitioners for participating and completing the survey and made the overall experience more personal and less invasive.

The first email was sent out to agencies on Monday morning, March 23, 2009, giving practitioners all week to reply back to the researcher whether they would like to participate in the study or not. The second email, containing the survey itself, was sent on Friday March 27, 2009. Since the end of the workweek is typically on Friday, this allowed the public relations

practitioners to complete the survey on a day that they may not be as busy, were less likely to have meetings or new business opportunities that would occupy their time. The third email, reminding practitioners and encouraging them to complete the survey, was sent on Monday March 30, 2009. This Monday followed the agency's initial receipt of the survey since many practitioners may not have read the email on Friday or may have forgotten it over the weekend. The surveys were available for submission from March 27 to April 6, 2009. This gave public relations agencies about a week and a half to reply to the survey. Although this was a relatively short time for public relations agencies to complete the survey, the response rate was over the expected 10%.

### **Method Analysis and Verification**

Upon receipt of the completed surveys on April 6, 2009, they were analyzed by the researcher. All of the multiple choice questions were coded by giving each answer choice a numerical value. Each open-ended question was carefully read individually by question for the researcher to distinguish patterns and identify possible themes among the responses. Once all of the open-ended responses had been read through, the researcher wrote down a list of overarching categories that the various responses would fit under. For responses that discussed topics that fell into different categories priority was given to the topic or issue that the practitioner stressed the most in their response and was coded under that category. These categories were also coded for and given a numerical value. This allowed the researcher to use SPSS, a statistics program, to analyze both the quantitative and qualitative data for similarities and dissimilarities in responses between public relations agencies in the US and in the UK. The data was assessed and the results are shown in Chapter 4.

## CHAPTER 4 FINDINGS

### Results

After conducting a purposive sampling of 1,000 public relations agency websites in the United States and 1,000 agency websites in the United Kingdom, an attempt was made to find an email address to send the Survey Monkey links to the agencies. Accounting for the lack of email addresses, lack of public relations agency websites, incorrect web addresses etc, the researcher was able to locate 1,020 total email addresses for the US and the UK agencies. Of these email addresses, 615 were from public relations agencies in the US and 405 were from public relations agencies in the UK. Although this number was not equal for both regions, the researcher sent out the web-based surveys to all of the 1,020 email addresses in order to gain a greater response rate.

Of the 1,020 web-based surveys that were sent out to public relations agencies 141 were sent back to the researcher. Of these 141, 85 responses were from the US and 46 were from the UK. This gave an acceptable response rate of almost 14%. Although 141 surveys was less than the desired return of 200 for the projected sample of 2,000 public relations agencies, it was higher than 10% of the actual 1,020 surveys that were sent to the email addresses of the public relations agencies. However, since the researcher obtained an unequal amount of surveys from the US (85) and the UK (46), in order to make the data comparable between the United States and the United Kingdom, the data for the UK were weighted. The data was weighted to the return rate of US agencies. This was done by dividing the number of returned surveys from the US by the number of returned surveys from the UK. Table 4-1 shows the surveys that were returned by region and how these were weighted in SPSS and recalculated.

Table 4-1 Responses weighted for differential response rates and sample size

	% of surveys returned	Total number of returned surveys	Weight function used	% of surveys returned after weighting	Total number returned after weighting
United states	60.3%	85	1.000000	50%	85
United kingdom	39.7%	46	1.847826	50%	85
Missing data		10			None
Totals	100%	141			170

### Research Question 1

Is there a significant difference between how often agencies use SNS for public relations-related activities and whether they are located in the US or the UK?

In the survey, this question was presented as a multiple choice answer option. Practitioners were asked how often they used SNS in their everyday public relations-related activities and they had the opportunity to choose ‘never’ (1), ‘sometimes’ (2), ‘often’ (3), or ‘very often’ (4). However, in order to determine whether there was a significant difference in use between the US and the UK, an F-test to determine the difference of means was conducted. Table 4-2 shows the mean for the questions asking about SNS use.

Table 4-2 Difference of means test for how often practitioners use sns

	United states		United kingdom		F	D.F.	P≤
	X	S.D.	X	S.D.			
Use of sns	2.5	1.0	2.5	1.1	.3	1, 168	.60

Table 4-2 shows that the means for agencies in both countries were both 2.5 and therefore, the majority of public relations agencies in both the US and the UK use social networking sites somewhere between ‘sometimes’ (2) and ‘often’ (3) in their everyday public relations activities.

The significance level ( $P \leq .60$ ) shows that use of SNS is not significantly different between agencies in the US and the UK.

### Research Question 1a

Is there a significant difference for whether practitioners' relationship to their publics have changed since using SNS for public relations-related activities by whether they reside in the US or the UK?

This survey question asked practitioners how much using SNS has changed their relationship to their publics. They had the option of replying 'very much' (4), 'some' (3), 'very little' (2), and 'not at all' (1). The results of these responses are shown in Table 4-3.

Table 4-3 Results of mean test for rq1a, b, c and d

	United states		United kingdom				
	X	S.D.	X	S.D.	F	D.F.	$P \leq$
Relationship to publics	3.1	0.8	2.7	0.9	11.6	1, 137	.001
Impact of ethics for sns	2.6	1.1	2.1	1.0	4.6	1, 77	.03
Relevance of revising codes for sns	3.6	0.6	3.1	0.8	19.5	1, 163	.001
How many sns are used	1.5	0.9	1.0	0.8	10.1	1, 168	.002

Looking at whether SNS have changed the practitioners' relationship to their publics, the means are 3.1 in the United States and 2.7 in the United Kingdom. Where practitioners had the option of choosing 'very much' (4), 'some' (3), 'very little' (2), 'or not at all' (1), overall in the United Kingdom and the United States the majority of respondents stated that SNS have changed

their relationship to publics ‘some.’ In addition, there is a significant difference for whether this has changed practitioners relationship to their publics for those who reside in the US vs. the UK, with US practitioners more likely to say that it has changed their relationship ‘some’ to publics than UK practitioners ( $P < .001$ ).

### **Research Question 1b**

Is there a significant difference for whether the new ethics codes that discuss SNS impact the actions of practitioners when using SNS by whether the agencies the practitioners worked for are located in the US or the UK?

The impact that ethics codes have over the actions of practitioners when they are using SNS in the United States has a mean of 2.6 and a mean of 2.1 in the UK with a significance level of ( $P \leq .03$ ). For this survey question practitioners had the option of choosing ‘very much’ (4), ‘some’ (3), ‘very little’ (2), or ‘not at all’ (1). Therefore, the majority of practitioners in the UK said that ethics codes for SNS impact them ‘very little’ when they are actually using these SNS. However, in the US practitioners were significantly closer to agreeing that ethics codes for SNS affect them ‘some’ than are agencies (or practitioners) in the UK. The significance level ( $P \leq .03$ ) shows that there is a significant difference between whether the actions of practitioners are impacted by the ethics codes of their agency that discuss SNS and whether the agency is located in the US or UK.

### **Research Question 1c**

Is there a significant difference for how much relevance practitioners see in their agency revising their ethics codes to include SNS and does this vary between practitioners residing in the US or the UK?

For whether practitioners saw any relevance in their agency revising their ethics codes to include ethics for use of SNS, the mean is 3.6 in the US and the mean is 3.1 in the UK with a

significance level of ( $P \leq .001$ ). This survey question allowed practitioners the option of choosing ‘very much’ (4), ‘some’ (3), ‘very little’ (2) or ‘not at all’ (1). In the UK practitioners stated that there was ‘some’ relevance in their agencies revising their ethics codes. However, in the United States practitioners were significantly closer to agreeing that they saw ‘very much’ relevance in revising the ethics codes than agencies in the UK. Thus, this research finds that there is a significant difference for how much relevance practitioners see in their agency revising their ethics codes to include ethics for SNS by whether these practitioners reside in the US or the UK.

#### **Research Question 1d**

Is there a significant relationship between how many SNS the agencies use on a daily basis for public relations-related activities and whether they are located in the US or the UK?

Initially to determine which SNS agencies used on a daily basis the survey asked practitioners to choose ‘Facebook, MySpace, LinkedIn or Other.’ Although this study did not look at LinkedIn or Twitter, the survey allowed practitioners to answer that they did use these SNS. Practitioners were also allowed to choose multiple combinations of these and were not limited to one choice. However, in order to better compare how many SNS were being used between the US and the UK, these responses were re-coded into ‘one, two or three’ SNS on a daily basis. For the US the mean is 1.5 and for the UK the mean is 1.0 with a significance value of ( $P \leq .002$ ). Therefore, the United States agencies said they used more than one SNS daily while in United Kingdom the majority of agencies used one SNS in their everyday public relations-related activities. Thus, there is a significant difference between how many SNS agencies use on a daily basis by whether they are located in the US or the UK.

Once the survey asked questions regarding the agency and social networking sites, the survey progressed to more specific questions about ethics and social networking sites. The

researcher most wanted to know what pertinent characteristics or factors about SNS would lead agencies to believe that developing ethics codes for SNS is important.

### **Research Question 2**

What factors or characteristics about SNS increase the need for development of new ethical codes in public relations agencies?

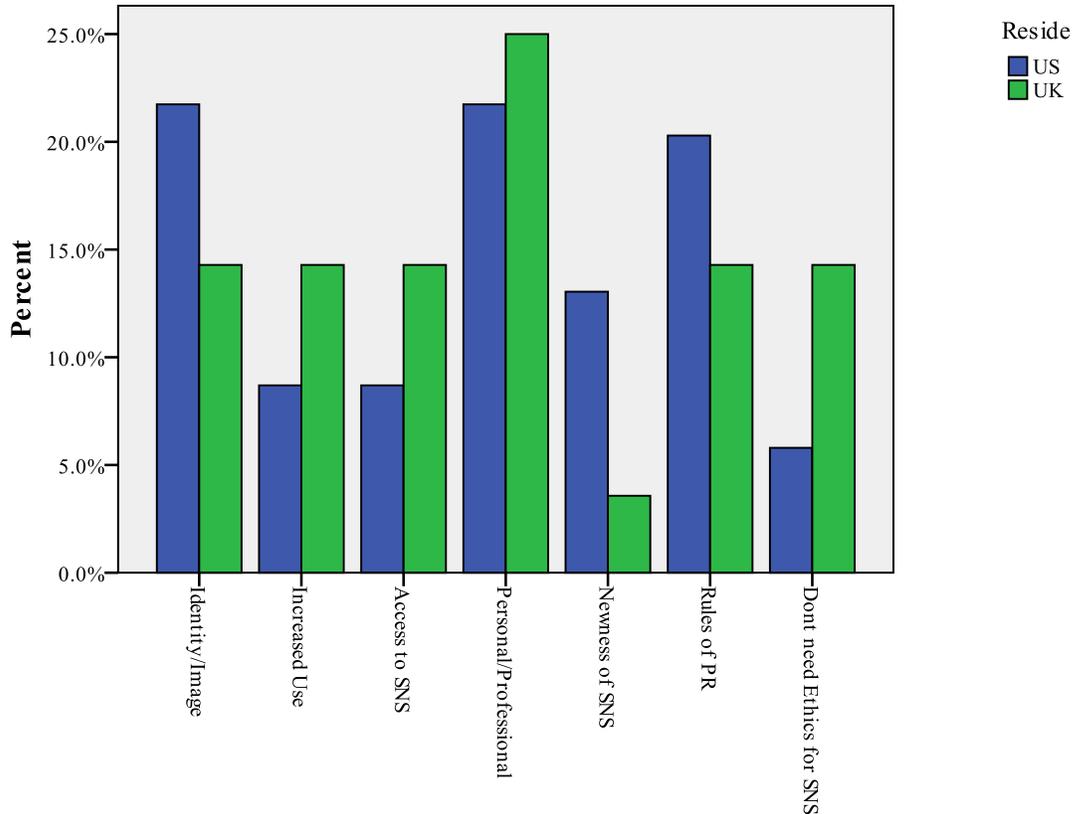
In the web-based survey the above question was asked in an open-ended question format.

Therefore, practitioners were able to provide a range of responses with whichever factors they found most relevant to developing new ethics codes.

Once these responses were read over by the researcher they were coded into specific categories or themes that encompassed the practitioners' responses. The responses provided by the practitioners fell into the following seven categories; identity/image, increased use, access to SNS, personal/professional, newness of SNS, rules of pr and don't need ethics for SNS.

Responses that were coded under 'identity/image' dealt with topics such as being clear about whether opinions were the practitioners' or the agencies' when talking to publics on SNS, making sure the agency was accurately presented on SNS, maintaining the public image and reputation that the agency wanted to present and accurately presenting the image that the client wanted to present. 'Increased use' responses discussed how SNS were being incorporated into everyday public relations practices and SNS were continuing to grow in popularity with publics and in the work practices of agencies. Responses that were coded under 'access to SNS' focused on potential privacy issues with anyone being able to create a profile on a SNS, including minors or other practitioners from competing agencies. Responses that were coded under 'personal/professional' discussed balancing the two and the dichotomy of having personal photographs or information, but also maintaining a professional appearance. These responses also included comments from practitioners about how younger staff members needed to learn

what was considered professional or appropriate in the business world. 'Newness of SNS' included responses from practitioners about the lack of clarity of what practitioners can or cannot do on SNS, how SNS are new and still developing leaving room for a wide margin of error and the overall freedom and unedited state of SNS. Responses that were coded under the 'rules of pr' were those responses that the researcher deemed to be standard ethical principles of public relations and public relations practitioners. These included comments about honesty, integrity, transparency, accountability and disclosure. In addition, there were a few practitioners who thought that existing public relations ethics or their agencies ethics codes were good enough and nothing needed to be changed in regards to SNS. These were coded under 'don't need.' Once the responses were coded under their specified category the percentage of responses in each grouping was presented in a bar graph and responses were compared between those practitioners who work in agencies in the US and the UK. These results can be seen in Figure 4-1.



**What factors increase the need for ethics on SNS**

Cases weighted by Reside

Figure 4-1 Factors that lead to the need for new ethics codes for sns in the united states and united kingdom

The issue of balancing practitioners private lives on SNS and that of their professional careers seems to be one of the most important topics for both those in the United States (22%) and the United Kingdom (25%). However, those in the United States place much more emphasis on accurately representing the identity/image of their agency or clients (22%) and normative ethical principles of public relations roles such as honesty, disclosure and transparency (20%) than the UK (14% and 14%). On the other hand, the United Kingdom also shows a much higher percentage of practitioners who thought that having ethics codes that apply to SNS was not necessary (14%) than in the United States (5%). In addition an equal number of practitioners in

the UK (14%) thought that ethics for SNS was not necessary as those practitioners in the UK who thought ‘identity/image, newness of SNS, rules of pr, access to SNS and increased use’ were important factors. In addition while the ‘newness of SNS’ seemed to be the factor that was the least influential toward increasing the need for ethics codes on SNS in the UK (3%), in the US it was considered the fourth most influential factor amongst practitioners (13%). Although the small numbers made a chi square test for independence and a difference of proportions test impossible for US vs. UK agencies, this question was answered by 71% of respondents in the web-based survey.

Another important aspect of the survey was to determine how much experience or exposure respondents had had with SNS and in public relations. If the respondents had not been with their agency long enough, they may not be aware of the agencies’ ethics codes or whether SNS were used. In addition, if they had not been working in public relations very long they may not be aware of existing ethical theories in public relations. Therefore, the demographic questions in the survey asked how long the practitioners had worked in their current job position and then asked how long they had worked in public relations. However, it was also important to determine whether longevity was affected by location, US or UK, as the objective of this study was to garner a similar sample group from both regions.

### **Research Question 3**

Is there a significant relationship between how long the practitioners have worked in their current job position or in the public relations field and whether they reside in the US or the UK? The survey questions asking about the practitioners’ longevity in their current job positions and in the public relations field were asked in a multiple choice format. For both questions practitioners had the option of choosing 0-5 years, 6-10 years, 11-15, or 16 or more years. These results are shown in Tables 4-4 and 4-5.

Table 4-4 Results of years in current position

How long have you worked in current position?	United states	United kingdom	X <sup>2</sup>	D.F.	P≤
0-5 years	36.8%	44.8%	11.5	3	.009
6-10 years	11.8%	25.4%			
11-15 years	19.7%	19.4%			
16 or more years	31.6%	10.4%			

Table 4-5 Results of years working in public relations

How long have you worked in public relations?	United states	United kingdom	X <sup>2</sup>	D.F.	P≤
0-5 years	21.1%	26.5%	5.76	3	.124
6-10 years	10.5%	19.1%			
11-15 years	17.1%	22.1%			
16 or more years	51.3%	32.4%			

Table 4-4 shows that both in the US and the UK, the number of practitioners who replied to the web-based survey had not worked at their current position for a similar amount of time. In the US (36.8%) of practitioners had worked at their current job for 0-5 years while (44.8%) of practitioners in the UK had. In the US (11.8%) of practitioners had worked at their current job for 6-10 years while (25.4%) of practitioners in the UK had. In the US (19.7%) of practitioners had worked in their current position for 11-15 years while (19.4%) of UK practitioners had.

Finally, the largest percentage of difference occurred amongst those practitioners who had worked at their current jobs for 16 years or more; (31.6%) in the US vs. (10.4%) in the UK. With a significance level of ( $P \leq .009$ ) the relationship between how long practitioners had worked in their current job position and whether they reside in the US or the UK is significant.

Table 4-5 shows that in both the US and the UK, the number of practitioners who replied to the web-based survey had worked in the public relations field for a similar amount of time. In the US (21.1%) had worked in public relations for 0-5 years and in the UK (26.5%) had. In the US (10.5%) of practitioners worked in public relations for 6-10 years and in the UK (19.1%) had. In addition, in the US (17.1%) of practitioners who replied to the web-based survey had worked in public relations for 11-15 years and (22.1%) of practitioners in the UK had. The only notable percentage difference occurred amongst those practitioners who had worked in public relations for 16 years or more. In the US (51.3%) of practitioners fell into this category and in the UK (32.4%) did. However, the significance level ( $P \leq .124$ ) shows that there is not a significant difference for how long practitioner have worked in the field of public relations and whether they reside in the US or the UK. Although the amount of time the practitioners have worked in public relations was not significant and therefore, did not affect this study, the length of time practitioners had worked in their current positions at their agency was significant ( $P \leq .009$ ). Therefore, the longevity, or lack thereof, that a practitioner had at his current agency did affect this study and there was a significant difference between how long these practitioners worked at their current agencies and whether these agencies were located in the US or the UK. Not only did this potentially affect the study, but also the responses, since the longer a practitioner worked for an agency the better he might know the inner workings of the agency and their ethics codes.

A literature review showed that in many cases the United Kingdom is more advanced than the United States in regards to public relations and the emphasis that is placed on corporate social responsibility. According to some researchers, the norm philosophy of corporations in the UK has been that they have a societal obligation that transcends their shareholder obligations (Matten & Moon, 2004). It is believed that this philosophy has only begun to be practiced within corporations in the US. In addition, the EU has spent time and resources in order to fund projects and political activities that further CSR initiatives within businesses. This led the researcher to posit that since ethics in organizations and agencies is so closely tied to CSR, that in regards to ethics for SNS, UK public relations agencies would also be further along in changing their ethics codes than US agencies.

### **Hypothesis 1**

A greater percentage of United Kingdom agencies will have developed new codes of ethics or revised their codes in regards to ethics on SNS than will US agencies.

In the web-based survey practitioners were asked whether their agency had revised their ethics codes to include ethics for SNS (1), whether the agency was in the process of revising their ethics codes (2), or whether the agency had not revised the ethics code (3). These responses were re-coded to group agencies that were revising or already had revised their ethics codes into one category. The results between the US and the UK are shown in Figure 4-2.

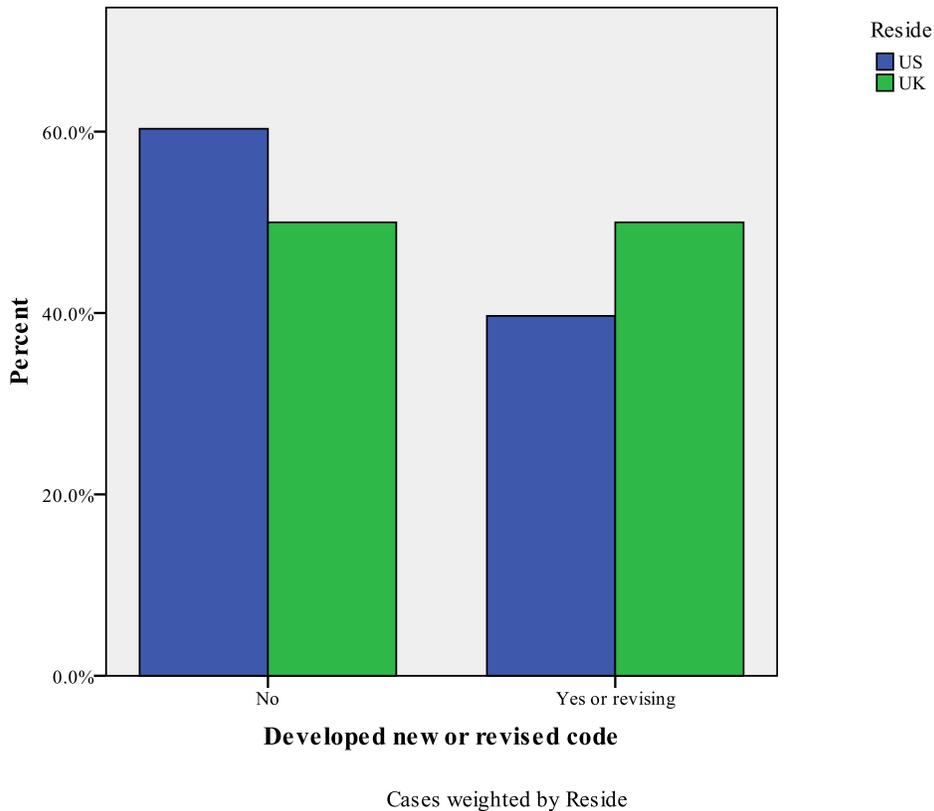


Figure 4-2 Results of agencies revising ethics codes

In the United States (60.3%) of practitioners responded that their agency had not revised their ethics code to include ethics for SNS compared to (50%) of practitioners in the United Kingdom. In contrast, (39.7%) of practitioners in the United States responded that their agency had revised their ethics codes as compared to (50%) of practitioners in the United Kingdom. Although a larger percentage of agencies in the United Kingdom have revised their ethics codes to include ethics for SNS, HQ1 cannot be accepted without determining whether this percentage is significant. Therefore, a chi square test for independence was conducted to determine whether there was a difference between the US and the UK in regards to public relations agencies revising their ethics codes to include ethics for SNS. These results are shown in Table 4-6.

Table 4-6 Results for revision of ethics codes

Has agency revised ethics code?	United states	United kingdom	X <sup>2</sup>	D.F.	P≤
Yes	39.7%	50.0%	1.1	1	.304
No	60.3%	50.0%			

The significance level ( $P \leq .304$ ) shows that there is not a significant relationship between revision of ethics codes and whether the agencies are located in the US or the UK. Although about 40% of the agencies in the US said they had revised their codes compared to 50% in the UK, these differences are not significant.

According to the studies done by Langlois and Schlegelmilch (1990) and Welford (2005), the US has a greater number of public relations agencies that have written ethics codes than the UK. The researcher posited that these findings would still hold true. Therefore, the following hypotheses were developed.

### **Hypothesis 2**

A greater percentage of public relations agencies in the United States will have written ethics codes than agencies in the United Kingdom.

In the web-based survey practitioners were asked whether their agency had its own written ethics code (1) or not (2). The results of these responses are shown in Figure 4-3.

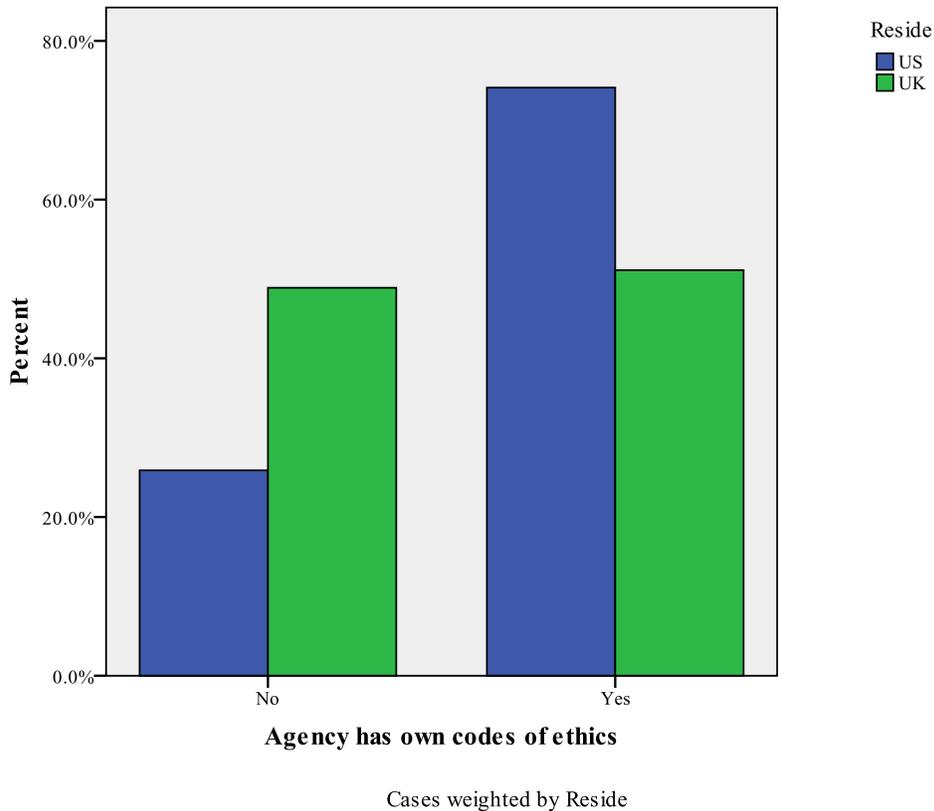


Figure 4-3 Results of written codes of ethics

The results from Figure 4-3 show that (25.9%) of respondents from the US stated that their agency did not have a written ethics code, while (49.4%) of respondents from the UK responded that their agency did not have a written ethics code. In contrast, (74.1%) of practitioners from the US stated that their agency did have a written ethics code, while (50.6%) of practitioners in the UK stated that their agency had a written ethics code. An almost equal amount of agencies in the UK seem to have a written ethics codes as those agencies who do not have a written code versus those agencies in the US that have a written ethics code (74.1%) and those that do not (25.9%). A chi square test for independence was conducted to determine whether there was a significant relationship between agencies having a written ethics codes and whether they were located in the US or the UK. The results are shown in Table 4-7.

Table 4-7 Results for written codes of ethics

Does agency have written ethics code?	United states	United kingdom	X <sup>2</sup>	D.F.	P≤
No	25.9%	49.4%	9.91	1	.002
Yes	74.1%	50.6%			

The significance level ( $P \leq .002$ ) shows that there is a significant difference between public relations agencies having a written ethics codes and whether they are located in the US or the UK. Since there is a significantly greater percentage of agencies in the US that have a written ethics code than those agencies in the UK, HQ2 is accepted.

### **Hypothesis 2a**

If HQ2 is accepted and public relations agencies in the United States have a significantly higher percentage of written ethics codes, then a higher percentage of public relations agencies in the United Kingdom will require their employees to be bound to other ethics codes, besides the agency's own, more than those agencies in the US.

In the web-based survey practitioners were asked whether their agency required them to be bound to any other ethics codes besides the code of the agency itself. Practitioners were also given the option to fill in which other ethics code they followed. A few codes that were named were PRSA, WOMMA and CIPR.

### **Hypothesis 2b**

A higher percentage of public relations agencies in the United Kingdom will have adopted other ethics codes that discuss ethics on SNS than agencies in the United States.

This survey question asked practitioners whether the other ethics codes that their agency had required them to be bound to discussed ethics for SNS. Practitioners could choose yes (1), no (2). The results for HQ2a and HQ2b are shown in Table 4-8.

Table 4-8 Results of other ethics codes

Does agency require employees to be bound to other ethics code?	United states	United kingdom	X <sup>2</sup>	D.F.	P≤
Yes	48.2%	47.0%	.024	1	.876
No	51.8%	53.0%			
Does other code mention ethics for sns?					
Yes	22.5%	23.1%	7.88	2	.019
No	42.5%	15.4%			
Not that i'm aware	35.0%	61.5%			

In the United States (51.8%) of practitioners responded that their agency did not require its employees to be bound to any other ethics code besides their own as compared to (53%) in the United Kingdom. In the United States (48.2%) of practitioners responded that their agency did require them to be bound to other ethics codes as compared to (47%) in the United Kingdom. These numbers are not significantly different. Therefore, HQ2a is rejected since agencies in the UK do not require their employees to be bound to other ethics codes more than agencies in the US. In addition, the significance level shows ( $P \leq .876$ ) there is not a significant relationship between using other ethics codes and whether the agency is located in the US or the UK.

In regards to HQ2b, Table 4-8 shows that in the US (22.5%) and in the UK (23.1%) there is a close percentage of agencies who have adopted other ethics codes, besides the agency's own ethics codes, that discuss ethics for SNS. However, a larger percentage, both in the US (42.5%) and the UK (15.4%), responded that the other ethics codes they've adopted do not discuss ethics for SNS. Therefore, of those ethics codes that are adopted by the agency from outside sources such as WOMMA, in the US there seems to be a much higher percentage that do not discuss ethics for SNS. In addition, in the US (35%) of practitioners were not aware whether the other ethics codes they'd adopted discussed ethics for SNS while (61.5%) of practitioners in the UK were also not aware. Therefore, in the UK there were almost double the amount of practitioners as in the US that were unaware of what their ethics codes stipulated or advised in regards to ethical behavior on SNS. The significance level ( $P \leq .019$ ) shows that there is a significant difference between the US and the UK. Therefore, the United Kingdom has a significantly higher percentage than the United States of public relations agencies who have adopted other ethics codes that discuss ethics for SNS.

### **Summary of Results**

This study found that for RQ1 there was no significant difference between how frequently or infrequently public relations agencies use social networking sites and whether these agencies are located in the US or the UK. However, for RQ1d, the study found that there was a significant difference between how many SNS are used and whether these agencies are located in the US or the UK. Public relations agencies in the US use about 1.5 SNS and agencies in the UK use only about 1. However, since the responses were re-coded for this question, it was not possible to determine whether the US or UK uses MySpace, Facebook or another social networking site predominantly. For RQ1a, the study found that there was also a significant difference between whether using SNS has changed practitioners' relationship to their publics.

Practitioners in the US stated that it has changed their relationship to public ‘some’, while in the UK practitioners stated it had changed their relationship ‘very little’ to ‘some.’ In addition, for RQ1b, this study found that there was a significant difference existed between whether practitioners thought that their agency’s ethics codes impacted them when they used SNS and whether they resided in the US or the UK. Practitioners in the UK thought that the ethics codes impacted their actions ‘very little,’ while in the US practitioners were significantly close to stating the ethics codes impacted them ‘some’. Finally, RQ1c found that there was a significant difference between whether practitioners saw any relevance in their agency revising their ethics codes to include SNS and whether their agency was located in the US or the UK. While the United Kingdom stated that there was ‘some’ relevance, US practitioners were significantly closer to seeing ‘very much’ relevance. For research question RQ2 this study found that the most important factors about SNS that lead US agencies to believe that revising their ethics codes to include SNS is necessary are maintaining the identity and image of the agency or the client on SNS and balancing the practitioners’ personal life with their professional duties on SNS. In the UK the most important factor was also finding that balance between what is personal and what is professional. Public relations agencies in the US agencies thought the least important factors were the increased use of SNS and the fact that anyone and everyone can gain access to SNS. Amongst UK agencies, the newness of SNS was considered the least important factor. In addition, this study found for RQ3 that there was a significant difference between the US and the UK amongst those practitioners who responded to this study and how long they had worked in their current job position. Between the US and the UK the greatest difference were for those practitioners who had worked at their current position for 16 years or more. However, there was no significant difference between the US and the UK amongst those practitioners that

responded to this study and how long they had worked in public relations. Although this study did not determine why these differences exist, it is important to note that significant differences in regards to SNS do exist between the US and the UK.

In addition to the research questions, the researcher posited four hypotheses. According to HQ1 there was no significant difference between those public relations agencies in the US or the UK that revised their ethics codes to include ethics for SNS. For research question HQ2, this study found that there was a significant difference between those agencies in the US that had written ethics codes and those agencies in the UK that had written ethics codes. A greater percentage of public relations agencies in the US had written ethics codes than UK firms. This also supports Langlois and Schlegelmilch's (1990) findings in their study on written ethics codes. However, for HQ2a the research found that there was no significant difference between public relations agencies in the US and the UK that were bound to other ethics codes besides the agencies' own codes. An almost equal amount of agencies in the US and the UK stated that they were and were not bound to other ethics codes. However, for HQ2b this study found that of those agencies that had bound themselves to other ethics codes besides their own, such as CIPR or PRSA, there was a significant difference between agencies in the US and the UK whose adopted ethics codes discussed SNS. The United Kingdom had a significantly higher percentage of agencies who adopted ethics codes that discussed SNS than public relations agencies in the United States.

## CHAPTER 5 DISCUSSION AND CONCLUSION

### **Agency use of SNS**

Although there was not a significant difference between how often agencies in the US and UK use SNS there was a significant difference in how many SNS are used. On average, public relations agencies in the US are using more than one SNS in their everyday activities, while agencies in the UK are only using one. The data suggests that agencies in the US, since they are using more than one SNS, would have an added advantage of engaging and communicating with more of their publics than agencies in the UK that do not use as many SNS. This finding makes even more sense when one considers that there was also a significant difference for agencies in the US and the UK that thought SNS had changed their relationship to their publics. In the US the most common answer was that it had changed the relationship 'some' while in the UK agencies claimed it had only changed their relationship 'very little'. If public relations agencies in the UK are using only one SNS and agencies in the US are using more than one, it would stand to reason that the agencies in the US have noticed more of a change in their relationship to their publics. One reason for this may be, as Dwyer, Hiltz and Passernini (2007) found that the level of trust differs depending on which social networking site is being used. Since Facebook delineates more trust amongst its users, if the one SNS UK agencies were predominantly using was MySpace, for example, UK agencies might not be developing as much trust with their publics as would be possible if they were using Facebook. In addition, Scott (2007) found that increased interconnectivity with publics can allow for a relationship that cannot exist offline. Therefore, because agencies in the UK are using an average of one SNS they may not have become as interconnected as agencies in the US, who used an average of 1.5 SNS.

## **Agency Ethics Codes**

There was also a significant difference between public relations agencies in the US and the UK that saw relevance in revising their existing ethics codes to include ethics for SNS. On average, agencies in the US were very close to agreeing that there was ‘very much relevance’ in revising their ethics codes, while agencies in the UK thought there was ‘some’ relevance in revising their ethics codes. This suggests that there are other factors about SNS that affect an agency’s decision to revise their ethics codes besides how often and how many SNS are used. A few of these ‘other factors’ that affect an agency’s decision to revise their ethics codes were determined to be the increased use of SNS, access that publics have to SNS, the practitioner needing to balance his personal and professional life, the newness of SNS, protecting the identity and image of the client or the agency and maintaining the basic principles of public relations such as honesty, integrity, disclosure, etc. There were marked differences between what public relations agencies in the US and the UK thought were the most important factors that increased the need to develop new ethics codes to include SNS. In the US, public relations agencies thought that the issue of protecting the identity and image of the client or the agency was equally important as balancing a practitioners’ personal life with that of their professional careers since both can intertwine when a practitioner is logged onto his personal profile and using it for work purposes. However, in the UK the most important factor was balancing the personal and professional. It would be interesting for further study to see what agencies in the UK do differently than agencies in the US to maintain the identity and image of the client or the agency on SNS since they seem to be less concerned about how this factors into needing to revise their ethics codes. In addition, agencies in the US were least concerned about how there has been an increased use in SNS more recently and the access that publics have to SNS, while agencies in the UK were least concerned about the relative newness of SNS.

Despite the various factors that increased the need for agencies to revise their ethics codes and the agreement amongst US agencies that there is ‘very much’ and amongst UK agencies that there is ‘some’ relevance in revising their ethics codes, there was no significant difference between the number of agencies in the US and the UK that had actually revised their ethics codes. Therefore, a similar amount of agencies in the US and the UK have revised their ethics codes or not revised them. What is notable also, is that despite the fact that agencies in the US use more SNS on average than agencies in the UK, there is no significant difference between agencies in the US or UK that have revised their ethics codes.

A significant difference was found between agencies in the US and the UK that had their own written ethics codes. There was a higher percentage of agencies in the US than in the UK that had written ethics codes. Since this is a significant relationship it is important to note that the survey question that asked agencies whether they had revised their ethics codes to include SNS would have excluded those agencies who had already stated that they did not have a written ethics code. Therefore, a significant difference between agencies the UK and the US that had revised their ethics codes may exist, if the fact that UK agencies had significantly fewer written ethics codes to begin with had been taken into account. However, this would need to be researched further to make a clear determination. One possible reason for the UK having fewer written ethics codes, according to Welford (2005) are that companies in the UK seem to have a stigma about using the term ‘ethics codes’ and deem them to be an import from the US. Therefore, agencies in the UK may not place as much importance on having ethics codes as agencies in the US.

In addition, there was no significant difference between the US and UK as to whether the agencies have bound themselves to other ethics codes besides that of the agency. However, of

those agencies that had bound themselves to other ethics codes there was a significant difference between those agencies in the US and the UK and whether the adopted ethics codes discussed ethics for SNS. An equal number of agencies in the US and the UK adopted other ethics codes that did discuss ethics for SNS. However, agencies in the US adopted more ethics codes that did not discuss SNS than did agencies in the UK. This suggests that when agencies in the US are adopting other ethics codes they were not considering whether the codes discuss ethics for SNS. However, this could also result from the fact that more agencies in the US have written ethics code than those in the UK thus US agencies would not need to adopt other ethics codes that discuss ethics for SNS.

### **Impact of Agency Ethics Codes on Practitioners**

Contrary to agencies in the UK agreeing that there is ‘some’ relevance and agencies in the US agreeing there is ‘very much’ relevance in revising ethics codes to include SNS, there was a significant difference between agencies in the US and the UK as to whether their practitioners thought the agency’s ethics codes actually impacted them. On average, agencies in the UK stated there was ‘very little’ impact while agencies in the US were very close to agreeing that there was ‘some’. This suggests that Schwartz (2001) was correct when he found that the existence of a corporate ethics code alone is not enough to affect employee behavior. The company must also continue to educate employees about the ethics code, and employees must feel a loyalty to the agency. According to Verschoor (1998), the agency must continue to discuss with and train employees about the ethics code or it will never be effective. Since practitioners in agencies in both the US and the UK thought their agency’s ethics codes only impacted them ‘very little’ one possible reason for this might be that the agencies themselves have not done their job in maintaining and relating the importance of the ethics codes to their employees. However, if practitioners’ actions were not affected, either positively or negatively, by ethics

codes than why would there be ‘some’ relevance in revising the agency’ ethics codes? Perhaps herein lies the difference between what is de jure and what is de facto. Practitioners realize the importance of their agency having ethical codes and updating these codes to include new communication mediums, such as SNS, so as to protect themselves, their agency, their clients and their publics. However, in reality some practitioners do not stop to govern themselves by the ethics codes they are supposed to follow, since practitioners in the UK state that the ethics codes affect their actions ‘very little’ and practitioners in the US ‘some’. Although this requires further research, these findings might suggest that practitioners do rely more on personal or situational ethics than on other ethical theories in public relations as Pratt, Im and Montague (1994) suggest. This could also suggest that practitioners rely on Grunig’s (2000) two-way symmetrical model of ethics, where the practitioner must balance his own personal ethics with those of the organizations ethical beliefs.

### **Implications for Public Relations**

What can this study contribute to the body of public relations and communications research and practice? Although studies have discussed social networking sites and potential privacy and ethical dilemmas that using SNS entail, this study has looked specifically at how public relations agencies are using SNS and what they have changed within their agency in regards to SNS. In addition, this study has compared these results between agencies in the United States and the United Kingdom to gain an international perspective of this issue and to determine where differences lie. Since SNS are only beginning to be studied, this research paper will further the available knowledge of how public relations agencies are treating this new communications medium and how they are adapting. In regards to the practice of public relations this study found that there are significant differences between agencies in the US and the UK as to who has written ethics codes, whether agencies have adopted other ethics codes besides

their own and whether these codes discuss SNS, whether SNS have changed practitioners relationship to their publics, whether the agency's ethics codes impact the actions of the practitioner, how many SNS are being used and whether the practitioners see relevance in revising their agency's ethics codes to include SNS. All of this information is beneficial to public relations agencies. Since it is possible that practitioners are following their own personal ethics or situational ethics (Pratt, Im, Montague, 1994; Bowen, 2004) when using SNS, agencies can develop ways to bridge this two-way symmetrical gap (Grunig, 2000) between the practitioners ethics and those of the agency. However, since it is equally possible that practitioners are not using any ethics it is even more important for public relations agencies to be aware of the practices of their employees. Therefore, agencies can determine how to increase the impact that their ethics codes have on their practitioners, they can choose to use more SNS in order to deal directly with larger demographics of publics and they can choose to stress to their employees and other stakeholders how important ethics are for SNS. Although this study did not determine why these differences exist between public relations agencies in the US and the UK, it was important to determine that they do exist, if only to incite other researchers, public relations agencies and public relations associations like PRSA and CIPR to look more closely at what is happening in regards to SNS and public relations ethics and to continue their efforts towards a resolution.

### **Study Limitations**

This study experienced several limitations within its methodology. First, by creating a web-based survey the researcher limited public relations agencies that were able to receive the survey through email. Many agencies in the US and the UK did not publish websites, email addresses, etc. and this hindered the validity of the sample. In addition, by needing a contact email address, this limited to whom the survey was sent, as many times the only email address

that was listed on the agency's website was a general email that would be sent to an unknown representative within the agency. Therefore, in many instances the researcher relied on an unknown agency email recipient to forward the survey to an appropriate, knowledgeable person. By having the survey sent to other practitioners within the agency, the survey also had the potential to be forgotten, deleted or lost in cyberspace. This also hindered the potential response rate.

The second limitation of this study was how the survey was created. The majority of the survey questions were asked using a multiple choice answer option, where practitioners had to choose which answer best fit their situation or opinions. However, this created a majority of categorical variables for the researcher when it came time to analyze the data. Since almost all of the data were categorical variables, many tests, such as ANOVA, that rely on having categorical and continuous variables were unable to be conducted. Therefore, the researcher was limited in the types of comparisons between the US and the UK that could be run and inevitably what conclusions could be drawn from the data.

The last limitation of this study was the fact that a significant difference was found between public relations agencies in the US and the UK and how long the respondents of the study had worked in their current job position. Although this study purposively selected public relations agencies based on location, the researcher expected that there would not be a significant difference between the practitioners' length of time working at their current position and whether they resided in the US or the UK. However, a significant difference was found, predominantly between those practitioners who had worked at their agency for 16 years or more. This may have affected responses, since these practitioners would have a better understanding of the inner workings of the agency than respondents that were newly hired.

## **Future Research**

Since the topics of potential ethics for SNS, how public relations agencies have changed in regards to SNS and how the relationship to publics continues to change via SNS are so relevant and will only continue to change, it is the hope of the researcher that continued research is done in this area. The popularity of SNS does not seem to be dwindling and as a new medium of communication, public relations associations, agencies and practitioners must adapt their strategies and alter existing notions of what public relations can and cannot do in order to be successful. In addition, much of what this study found were that there are differences that exist between the United States and the United Kingdom amongst public relations agencies and practitioners in their involvement with SNS. However, this study did not attempt to explain why these differences exist, how they came to be, or whether these differences exist only between the US and the UK. Specifically, this study asked practitioners whether using SNS had changed their relationship to their publics, however, future research could look at whether their relationship was improved, hindered and how it was changed. In addition, more research can be done that would compare US agencies to other countries or compare only agencies in Europe or Asia, for example. In addition, this study did not determine whether the US or UK uses Facebook, MySpace, LinkedIn or a combination of those SNS predominantly. Future research in this area could determine if there are any differences between which SNS are being used in different countries. This study also focused on public relations agency usage of SNS, and therefore further research could address the publics' usage of SNS and how this might differ between the US and the UK. For example, if publics in the UK are using SNS less frequently than publics in the US, this might be a reason as to why the UK uses an average of only one SNS. It would also be interesting to study whether the size of the public relations firm affects whether the agency has an ethics codes, has revised their ethics code to include SNS or spends

more time and resources on emphasizing the importance of their ethics code to their employees. In this way size could not only refer to how many employees or clients the agency has, but also how many offices there are worldwide, in how many different cities, etc. It is also important for future research to remain current with what the different public relations associations, like CIPR and WOMMA, have done in regards to ethics and social networking sites. This research area is only growing and more needs to be done in order to better comprehend the future of public relations agencies, their ethics and social networking sites.

APPENDIX A  
SURVEY QUESTIONNAIRE

- 1) In your everyday work related activities, how often do you use MySpace, Facebook or similar social networking sites?
  - a. Never
  - b. Sometimes
  - c. Often
  - d. Very Often
  
- 2) In an average week, which social networking sites do you use most frequently for public relations-related activities?
  - a. MySpace
  - b. Facebook
  - c. LinkedIn
  - d. Other
  - e. None
  
- 3) How much has using social networking sites changed your relationship to your publics?
  - a. Very Much
  - b. Some
  - c. Very Little
  - d. Not at All
  
- 4) Does your agency have its own ethics code for the firm to follow?
  - a. Yes
  - b. No
  
- 5) Does your code of ethics discuss ethics related to the use of social networking sites?

- a. Yes, they recently revised the ethics code
  - b. Yes, they are in the process of revising the ethics code
  - c. I am not sure
  - d. No
- 6) What does your code of ethics say about social networking sites?
- 7) Has your agency ever discussed (via email, meetings etc.) revising the ethics code in regards to using social networking sites?
- a. Yes
  - b. No
  - c. Not that I'm aware of
- 8) Does your firm require that its employees be bound by any other ethics codes?
- a. Yes
  - b. No
- Professional Code of Ethics My Firm Uses is:
- 9) Does that code of ethics relate to the use of social networking sites?
- a. Yes
  - b. No
  - c. Not that I'm aware of
- 10) What does that code of ethics say about social networking sites?
- 11) How much do these codes of ethics impact what you're able to do when you're using social networking sites for public relations-related activities?
- a. Very Much
  - b. Some

- c. Very Little
  - d. Not at all
- 12) What ethical dilemmas have you personally experienced when using social networking sites?
- 13) How much relevance do you personally see in having ethical standards for using social networking sites in public relations?
- a. Very Much
  - b. Some
  - c. Very Little
  - d. Not at all
- 14) What factors increase the need for the development of new ethical standards or codes in your public relations agency when using social networking sites?
- 15) Is there any additional information about this topic you would like to add?
- 16) Do you live in the United Kingdom or the United States?
- a. UK
  - b. US
- 17) How many years have you worked in your current position?
- a. 0-5
  - b. 6-10
  - c. 11-15
  - d. 16 or more
- 18) How many years have you worked in public relations?
- a. 0-5
  - b. 6-10

c. 11-15

d. 16 or more

APPENDIX B  
LIST OF PUBLIC RELATIONS AGENCIES

**Agencies in the United States**

DBC Public Relations Experts  
212 Pr  
360 Public Relations, Llc  
A. Brown-Olmstead Associates, Llc  
A. Lavin Communications  
Abernathy Macgregor Group, Inc., The  
Abi, Inc.  
Access Communications  
ACG Assoc.  
Ackerman McQueen Inc  
Adability Inc  
Adam Communications  
Adams Associates Inc., John  
Adfero Group, Llc  
Adisa PR  
Affect Strategies  
Ag Krakow & Assoc.  
Agnes Huff Communications Group, Llc  
Airfoil Public Relations, Inc.  
Aker  
Akofena Pr  
Al Czarnecki Communications  
Alan Taylor Communications  
Alan Weinkratz and Company  
Alday Communications  
Aleph And Co.  
Alex Elkman & Partners  
Alexander Communications  
Alexis Group  
Alice Moon & Co  
Allen Agency Communications  
Allison & Partners  
Alpaytac  
Alta Communications  
Aluli PR  
Alvare Assoc.

Alyn-Weiss & Assoc.  
Amann & Assoc.  
Amen & Associates Corporate Relations  
Amp3 Public Relations  
Angel Enterprises  
Ann Asakura & Assoc  
Ann Meyers PR  
Anne Klein Communications Group, Llc  
Anne Lewis PR  
Antarra Communications  
Apco Worldwide  
Archer Malmo Inc.  
Artemis Strategies  
Ascot Media Group Inc.  
Athlon Communications  
Atkins Muse & Assoc.  
Atomic Public Relations  
Atrebor Group, The  
August One Communications  
Avrin PR  
B Mumford & Co.  
B&Y Communications  
B. Kaufman & Assoc. PR  
Babb Houston Pr  
Backbay Communications  
Bagley PR  
Bagwell Marketing  
Bain and Assoc.  
Baltz & Company, Inc.  
Bam Communications  
Barkers Trident Communications  
Barkley  
Barksdale Ballard & Co  
Barokas Pr  
Barrington Assoc.  
Barron & Birrell  
Bartels Marketing Communications  
Bateman Group  
Bawmann Group  
Bayou City PR  
BCA Marketing Communications

Beckerman PR  
Beckett & Beckett  
Behan Communication Inc.  
Bellas House Of Pr  
Bender/Helper Impact, Inc.  
Benedetto Communications  
Bennett & Company, Inc.  
Bennett Media Group  
Bergener Bockorny Inc.  
Berkman Communications  
Bernard Group, The  
Bernstein & Assoc.  
Beth Ellen Kroope PR  
Bgs Public And Media Relations  
Bianchi Public Relations, Inc.  
Bickel Communications  
Biegel Communications  
Big-Mouths.Com  
Bill Hudson & Assoc.  
Biosector 2  
Bird & Hill Pr  
Bismark Phillips Communications & Media  
Bite Communications  
Bivings Woodell, Inc.  
Bizcom Associates  
BlabberMouth PR  
Blattel Communications  
Blattner Brunner Inc.  
Blaze  
Blh Consulting, Inc.  
Blinnpr  
Bliss PR  
Blue Chip Public Relations, Inc.  
Blue Sky Marketing Communications  
Bluefire Partners  
Blumenfeld and Assoc.  
Blumrosen PR  
Blueprint Pr  
Bmc Communications Group, Llc  
Boardroom Communications  
Bob Moomey Communications

Bock Communications, Inc.  
Bodie & Assoc.  
Bogen Public Relations  
Bohle Company, The  
Bonner & Assoc  
Boom Broadcast And Media Relations, Inc.  
Borden Group  
Borenstein Group  
Boyd & Powers  
Bozell Kamstra  
Braff Communications Llc  
Bragman Nyman Cafarelli  
Brainerd Communications  
Brainstorm Group  
Brand Resources Group  
Brandman Agency, The  
Breakstone Group  
Brian Wishneff & Assoc.  
Bridge Global Strategies Llc  
Bridgeman Communications  
Brill Public Affairs  
Brisco Communications  
Broadhead + Co  
Brodeur Worldwide  
Bromley Group  
Brooks Morrow PR  
Brouillard Communications  
Brown & Dutch Pr  
Brown Lloyd James  
Broydrick & Assoc  
Brucato & halliday Ltd  
Brunswick Group  
Brustman Carrino Public Relations  
Brylski Co  
Brynn Bagot Pr  
Brynn Bagot Pr  
Bsmg Worldwide  
Bulletin International  
Bullfrog & Baum  
Burditch Marketing Communications  
Burns & Associates, Michael A.

Burns Mcclellan Inc.  
Burson-Marsteller  
Butler Associates, Llc  
BVP Media Inc.  
Byrdhouse Pr  
Calysto Communications  
Cameron Communications Inc.  
Canaan Pr  
Candels Carl Assoc.  
Candy Store Marketing Group  
Caplan Communications Llc  
Caponigro Public Relations Inc.  
Capstrat  
Caren West Pr  
Carey O'Donnell PR Group  
Carl Christensen Assoc.  
Carmen  
Carmichael Lynch Spong  
Carolina Pr  
Carolyn Grisko & Assoc.  
Carpenter Pr  
Carrie Collins & Assoc.,.  
Carron Communications  
Carter Pr  
Carter Riley Thomas  
Casey Communications, Inc.  
Casey Sayre & Williams  
Cashman + Katz Integrated Comms.  
Caster Communications, Inc.  
Catalyst Public Relations  
Catapult Pr-Ir Llc  
Catapult Strategies, In.  
Catherin Lagareta Pacific Communications  
Caugherty Hahn Communications  
Cavazos PR  
Cerrell Associates, Inc.  
Chamberlain  
Chandler Chicco Agency  
Charlene Guyer & Assoc.  
Charles Kessler & Assoc.  
Charles Ryan Associates, Llc

Charleston/Orwig Inc.  
Chelgate Limited  
Cheryl Andrews Marketing Communications  
Child's Play Communications  
Chlopak Leonard & Schecter  
Ciffari & Company  
Citigate Cunningham  
Civic Communications  
Ckpr  
Clarke & Assoc.  
Clarke & Co.  
Clay Associates, Everett  
Clay Marketing & Pr  
Clifford Pr  
Cm Communications  
Cobalt Blue  
Cognito  
Cohn And Wolfe  
Collaborative Communications  
Common Ground Pr  
Cone  
Connors Communication  
Conover Tuttle Pace  
Conroy Martinez Group, The  
Consensus Communications  
Cook & Schmid  
Cooney/Waters Group, Inc.  
Cooper Smith Agency  
Cooperkatz & Company  
Copenhaver PR  
Corallo Comstock, Inc.  
Corbett Public Relations, Inc.  
Corcoran Assoc.  
Corder Phillips  
Cornerstone PR Group  
Counterintuity, Inc.  
Coupe Pr  
Cox & Company, Rita  
Coyne Pr  
Crabtree PR  
Crane PR

Crawford PR  
Creative Partners  
Crescendo Group, The  
Cromarty & Co.  
Cronin and Company  
Crosby Marketing Communications, Inc.  
Crotty Consulting  
Crown Communications  
Crt/Tanaka  
Cubitt Jacobs & Prosek  
Cunningham Communication  
Curley & Pynn  
Current  
Cushman/ Amberg Communication  
Cyndi Miller Pr  
Daddi Brand Communications  
Dan Klores Communications  
Dancie Perugini Ware PR  
Danika Communications Llc  
Darcy Communications  
Darman and Assoc.  
Dassey Hagen PR  
David And Sam Pr  
David Granoff Pr  
Davies Murphy Group Inc.  
Dawson + Murray + Teague Communications  
Dawson Walker  
Dci Group  
Ddb Bass & Howes  
De La Garza Pr  
Dehart and DARR Assoc.  
Delta Media Inc.  
Denstedt Diggle, Inc.  
Desbrow & Assoc.  
Development Counsellors International (Dci)  
Deveney Communication  
Devine + Powers  
Devon Communications Management  
Devries Public Relations  
Dewey Square Group  
Diana M. Orban Associates Inc. (Dmoa)

Dilenschneider Group Inc., The  
Dittus Communications  
Dix & Eaton  
Dobbin/Bolglia Associates, Inc.  
Dodge Communications  
Dollinger PR  
Dominey & Etheridge  
Don Kennard & Assoc.  
Donley Communications Corporation  
Donnell PR  
Dorfman & O'neill  
Dori Wilson  
Dorland Global Public Relations  
Doublediamond Pr  
Dovetail Public Relations  
Driscoll Geoffrey Pr  
Drohlich Associates, Inc.  
Drotman Communications  
Dublin & Associates, Inc.  
DUDNYK  
Duffey Communications  
Duffy & Shanley, Inc.  
Dukas Public Relations  
Dw Turner Inc.  
Dye, Van Mol & Lawrence Public Relations  
Dyman + Company  
E.B. Lane  
Eastwick Communications  
Ebersole JG Assoc.  
Edelman  
Edge Communications, Inc.  
Edson & Associates Inc., Andrew  
Edward Howard & Co.  
Ehrhardt Group  
Eileen Koch & Company, Inc.  
Eisbrenner Public Relations  
Elevation Pr  
Elite Financial Communications Group  
Elite Pr Firm  
ENI Group  
Entertainment Fusion Group

Environics Communications  
E-Public Relations  
Eric Mower And Associates  
Estopinal Group  
Euro Rscg Worldwide Pr  
Evins Communications, Ltd.  
Evolve Pr  
Fahlgren Mortine Public Relations  
Faiss Foley Warren Pr  
Falls & Co Public Relations, Robert  
Fama Pr, Inc.  
Faraone Communications, Inc.  
Fd Ashton Partners  
Fd Dittus Communications Inc.  
Financial Relations Board  
Fineman Pr  
Fingerhut Powers & Assoc  
Fitzgerald Communications  
Fleishman Hillard  
Flora PR  
Focus Partners  
Formula  
Four Corners  
Frankel Pr  
Fratelli Group  
French/West/Vaughn  
Friedman Public Relations Inc., Nancy J.  
Frischmann Communications LLC  
Fry-Hammond-Barr Inc  
Fuessler Group  
Fujita & Miura PR  
Fyi Pr  
G.S. Schwartz & Co  
Gabbegroup  
Gable Pr  
Galli Assoc.  
Garnett Communications  
Garrity Group  
Gavin Anderson & Company Inc.  
Genesis Pr  
Gentry Communications LLC

George H. Simpson Communications  
George Metzger PR  
Geto & De Milly, Inc.  
Getus Strategic Consultants  
Gibbs & Soell, Inc.  
Gillespie  
Global Fluency  
Godwingroup  
Goff & Howard  
Goldstein Communications  
Golin Harris  
Goodman Media International, Inc.  
Gorilla PR Media  
GR Barron & Company  
Graham & Associates Inc.  
Grandone Hauser  
Gravina Smith & Assoc.  
Greenough Communications  
Greentarget Global Group, Llc  
Gregory Fca  
Griffin Integrated Communications  
Grupo Bpmo  
Guerin PR  
Guthrie/Mayes & Associates, Inc.  
GVR PR Agency  
Gymr, Llc (Getting Your Message Right)  
Haber & Quinn, Inc.  
Hadfield communications  
Hager Sharp Inc.  
Hal Lefcourt PR  
Halper Roosevelt & Brown  
Hamilton Group, The  
Hamilton Saunderson  
Hanna Lee Communications  
Hanser & Associates  
Hanser and assoc.  
Harbor Communications  
Harrell Group, The  
Harron & Associates Inc.  
Hauser Roup  
Hawkins International Pr

Hayduk King Advertising  
HealthStar PR  
Healthstar Public Relations  
Hermanoff Public Relations  
Herrle Communications Group  
Hershey Philbin Assoc.  
Heying & Assoc  
Highwater Group  
Hill & Knowlton  
Himle Horner  
Hjmt Communications, Llc  
Hlb Communications Inc.  
Hodes Shaw Bodman Gluck  
Holmes Communications  
Holt & Germann Public Affairs, Llc  
Hooks Assoc.  
Hope-Beckham, Inc.  
Horn Group  
Hsr Business To Business  
Huffman & Rejebian  
Hughey & Assoc.  
Hunter Pr  
Hwh Pr/New Media  
Hy Publicity  
Hybrid Marketing  
Hyde Park Communications  
i2i Creative LLC  
Icr  
Idea Hall  
Image One Pr Consulting  
Impact Miami PR  
Imre  
Incite! Pr  
Ingram Group  
Inner Leaf Communications  
Intermarket Communications  
Investor Relations Company, The  
Iprex  
Ir Group  
J20 Designs  
Jack Horner Communications

Jackson Spalding  
Jaffe Communications  
James Lee Witt Assoc.  
Jampole Communications, Inc.  
Jane Goodman PR  
Janine Gordon Associates, Llc  
Jarrard Phillips Cate & Hancock  
Jasculca/Terman And Associates  
Jb Cumberland Public Relations  
JB Meyer & Assoc.  
Jblh Communications  
Jennifer Prost PR  
Jeremy Walker & Assoc.  
Jessella Public Relations  
Jfk Communications, Inc.  
Jill Collins PR  
Jmc Marketing Communications And Pr  
JMH Education  
Joanna Cumberland  
Joele Frank, Wilkinson Brimmer Katcher  
John Adams Assoc.  
John Allen  
John Bailey & Associates Inc., Pr  
Johnson Corporate Communications  
Johnson Waterhouse PR  
Johnstonwells Public Relations  
Jones Public Affairs  
Jowers Sandra & Assoc.  
Js2 Communications  
JSH&A  
Jsh&A, Ltd.  
J-Spin Communications  
JZ Schwartz PR  
Kal PR  
Kane PR  
Kanter & Assoc.  
Kaplow Communication Inc  
Karyo  
Katcher Vaughn & Bailey Communication  
Katz Dochtermann % Epstein  
Kayser Communications

KCE Public Affairs Assoc.  
Kcsa Pr Worldwide  
Kearney O Doherty Pr  
Keating Communications  
Keepintouch Communications  
Keiler & Company  
Keith Sherman And Associates  
Kellen Communications  
Kermish-Geylin Public Relations Inc.  
Kessler & Assoc.  
Ketchum  
Keystone Strategies  
Killeen Furtney Group  
Kitchen Pr  
Kmr Inc  
Kohnstamm Communications  
Kostka Gleason Communications  
Kotchen Group, The  
Kovak-Likly Communications  
Kristi Gray inc.  
Kroeger Assoc.  
Krome communications  
Krupp Group  
Kukovich & Assoc.  
Kwittken & Company, Llc  
L.C. Williams & Associates  
Labreche Murray  
Laer Pearce & Associates  
Laforce & Stevens  
Lagrant Communications  
Lambert, Edwards & Associates  
Landau Public Relations  
Landis Communications Inc.  
Lane Pr  
Lareaux Communications  
Laster Group  
Launchsquad  
Laura Davidson Public Relations  
Laurey Peat & Associates  
Lavoie Group  
Leading Image Marketing

Leapfrog Pr  
Ledlie Group, The  
Lee & Associates, Inc.  
Lee & Froseth Communications  
Lefton Company Inc., Al Paul  
Lesley Anne Simmons  
Levenfeld Strategic Communications  
Levenson & Brinker Public Relations  
Levenson Pr  
Levick Strategic Communications, Llc  
Levin Pr  
Lewis & Neale, Inc.  
Lewis Pr Inc.  
Leyden Communications  
Liggett Stashower  
Lilja Inc.  
Limtiaco Company  
Linden Alschuler & Kaplan Inc.  
Linhart McClain Finlon PR  
Linhart Pr  
Lipman Hearne, Inc.  
Lippe Taylor Brand Communications  
Lippert/Heilshorn & Associates, Inc.  
Litzky Public Relations  
Ljack  
Lns Communications  
Locklair Pr  
Lois Paul & Partners  
Lotus Public Relations, Inc  
Lou Hammond & Associates  
Loughlin/Michaels Group  
Lovio George Inc  
LR PR  
Lucinda Hall PR  
Luckie Strategic Public Relations  
Lund Group, Inc., The  
Luthier Pr  
Lvm Group, Inc.  
M Booth & Associates, Inc.  
M&P Food Communications, Inc.  
M. Silver Associates Inc.

M. Young Communications Inc.  
M/C/C  
Maccabee Group Inc.  
Madison & Wall Worldwide  
Magnet Communications  
Makovsky + Company Inc.  
Maloney & Fox, Llc  
Maloney and Fox  
Mana Means Advertising and PR  
Mangers Associates, Claire  
Manning Selvage & Lee  
Marcom Group  
Marcus Thomas Llc  
Marina Maher Communication  
Marino Organization Inc., The  
Maris West & Baker  
Marketing Matters  
Markham/Novell Communications  
Marquardt & Roche and Partners  
Mars & Co  
Marston And Associates, Inc., Robert  
Martha Stinson PR  
Martinez Communications  
Martino Flynn  
Marx Layne & Company  
Mason Strategic Communications Inc  
Matlock Advertising & Pr  
Maximum Exposure PR  
Mayo Communications & Mayo Pr  
Mazur PR  
Mcgallen & Bolden Group  
Mcgrath/Power Public Relations & Comms.  
McLaughlin Marketing & PR  
Mclure Muntsinger PR  
McMahon & Cardillo Communication  
Mcneely Pigott & Fox Public Relations, Llc  
McNeil Wilson Communications  
Mcs, Inc.  
Mcsm Strategic Marketing  
Media Awaken  
Media Relations Group

Medialink  
Meir Kahtan Pr  
Mercer & Assoc.  
Merritt Group  
Metrick Communications Llc, Alan  
Metzger Associates  
MGA Communications  
Mgp & Assoc  
Michael Kaminer Pr  
Middleberg Communications Llc  
Middleton & Gendron, Inc.  
Mike Wilson Pr  
Mikel Marketing  
Mileage Communications  
Missabe Group  
Misukanis & Odden  
Monamont  
Moore Consulting Group  
Morgan & Myers, Inc.  
Morgan-Walke Assoc.  
Moroch & Assoc.  
Morris + King Company, The  
Morris and DeMag Inc.  
Morrisey & Company  
Mprm Public Relations  
Mra Group  
Ms Business Communication Ltd  
Mueller Communications, Inc.  
Mullen  
Mww Group  
Myers PR Inc.  
Nancy Marshall Communications  
Nashimoto & Assoc.  
National Public Relations  
Nautilus Communications  
Neale-May & Partners  
Ned High PR  
Neff and Assoc.  
Nelson Pr  
Nesterczuk Assoc.  
Neuman & Company

Newmyer Assoc.  
Next Wave Pr  
Nieder & Nieder Assoc.  
Nike Communications, Inc.  
Nikki Beare & Assoc.  
Niwa Pr  
Nixon Assoc.  
Nm Marketing Communications, Inc.  
Nordlinger Assoc.  
Northlich  
Northstar Counselors  
Novaurora  
Nuffer Smith Tucker Pr  
O'connell & Goldberg, Inc.  
O'connor & Partners, Inc.  
On Call Pr  
Ontai-Lagrange & Assoc.  
Opal Strategic Marketing Communications  
Oppenheim R B Assoc.  
Order Productions  
Ostrow & Partners, Inc.  
Overviews  
Padilla Speer Beardsley  
Paine Pr  
Palatucci & Assoc.  
Pan Communications  
Pantin/Beber Silverstein Pr  
Parsons Pr  
Patrick Pellerin Pr  
Patterson & Murphy  
Paul Werth Assoc.  
Pbn Company  
Pearson & Pipkin  
Pearson Group  
Penn Gardner In  
Pennino & Partners  
Peppercom Inc.  
Percepture  
Peritus PR  
Peritus Public Relations, Llc  
Perkett Pr, Inc.

Perry Communications Group, Inc.  
Peter Nasca Assoc.  
Peter Webb PR  
Phang & Naughton Marketing Services  
Pharr & Company, C.  
Pierce Communications, Ltd.  
Pierce Mattie Public Relations  
Pierpont Communications, Inc.  
Pierson Grant Public Relations  
Pignataro Coburn  
Pineapple Tweed  
Pinnacle Worldwide  
Pipeline Communications  
Pleon  
Plessner Assoc.  
Pochereva Mele PR  
Pollack Pr Marketing Group, The  
Pollock Communications  
Pono Communications  
Porter Novelli  
Pound & Company  
Powell Group, The  
Powell Tate  
PR Network Group  
Praco Public Relations Advertising Company  
Prescott Levinson  
Prestige Communications  
Pritchard Communications  
Proby & Assoc.  
Prx Inc. Communications Strategists  
PS Media Relations  
Psi Advantage  
Public Communications Inc.  
Public Relations Boutiques International  
Public Relations Global Network (Prgn)  
Public Relations Organisation Int'l Inc. (Proi)  
Publicis Consultants | Pr  
Purdie Rogers  
Qorvis Communications, Llc  
Que PR  
Quell Communications Group

Quikmark Media  
Quinn & Co.  
R F Hengen, Inc.  
R&J Public Relations, Llc  
Racepoint Group  
Rachel Carter PR  
Radley Group  
Raffetto Herman Strategic Communications  
Raker Goldstein & Co. Inc.  
Ramey Agency  
Randall Pr  
Rasky Baerlein Strategic Communications, Inc.  
Rbb Public Relations  
Rbcpr/Rob Bailey Communications  
Read-Poland Assoc  
Redpoint Marketing Pr, Inc.  
Reese & Assoc.  
Reitman Group  
Ren Grevatt Assoc.  
Rendon Group  
Reputation Partners  
Resolute Communications  
Resound Marketing  
Revell Communications  
Rf | Binder Partners, Inc.  
Rhea + Kaiser Marketing Communications  
Richard French & Assoc  
Richmond Public Relations Inc.  
Rick Gaffney & Assoc  
Ricochet Public Relations  
Ripp, A., Public Relations, Inc./Ripp Media  
Risdall Mckinney Public Relations  
Rivendell Communications  
River Communications, Inc.  
RL Public Relations and Marketing  
Robert J. Elliott Pr  
Robin Jones Consulting  
Robin Leedy & Associates, Inc.  
Robninson Agency  
Rogers & Cowan  
Rogers Group, The

Roher Public Relations  
Romero & Wilson  
Ron Sachs Communication  
Ron Yogman & Assoc.  
Roop & Co.  
Rose & Allyn Pr  
Rosen Coren Agency  
Rosica Strategic Public Relations  
Rubenstein Associates, Inc.  
Rubin PR  
RUCK & Assoc.  
Rudder Finn  
Russ Fons  
Rx Mosaic Health  
Ryan Public Relations  
S&S Public Relations, Inc.  
S.I.R. Marketing Communications  
Sacks & Associates Inc., T.J.  
Sahara Pr  
Salsman Lundgren Pr  
Saphar & Assoc  
Sarah Thornton Pr  
Sard Verbinnen & Co  
Sawchuk, Brown Associates  
Sawmill Marketing Pr  
Schaeffer And Associates, Inc., Kathy  
Schechter PR  
Schenkein  
Schmitt & Assoc.  
Schneider Associates  
Schnitzer Communications  
Schwartz & Company, Inc., G.S.  
Schwartz Communications, Inc.  
Scott Public Relations  
Seigenthaler PR  
Sensei Masterful Health Communications  
Seo Pr  
Sfm Public Relations  
Sharp Communications, Inc.  
Shelton Group  
Shepardson Stern + Kaminsky (Ss+K)

Sherman Communications & Marketing  
Shift Communications  
Shop Pr  
Shrum Devine & Donilin  
Siddall Matus & Coughter  
Siemer PR  
Sigler Communications  
Simon PR  
Sims & Associates, Inc.  
Siren Pr  
Sj Golden Assoc.  
Skutski & Oltmanns  
Sloane & Company  
Smith Bucklin Assoc.  
Solem & Associates  
Solomon Mccown & Company  
Solters & Digney Public Relations  
Sommers & Assoc  
Southwest Ink PR  
Sparber & Assoc.  
Spark Public Relations  
Speakerbox Pr  
Spector & Associates, Inc.  
Spectrum Science Communications, Inc.  
Sphere Public Relations  
Spi Group L.L.C., The  
Spring, O'brien & Co.  
Srs Tech Media Relations  
Ssa Pr  
St. John & Partners  
St. John and Partners  
Stackig Advertising & PR  
Standing Partnership  
Stanton Communications, Inc.  
Stanton Crenshaw Communications  
Stephenson Group  
Sterling Cross Communications  
Sterling Hager  
Stern + Associates  
Stevens Baron Communications, Inc.  
Storch-Murphy Group, Ltd., The

Strategic America  
Strauss Global Pr  
Striegel  
Strobel Group  
Stryker Weiner & Yokota PR  
Stuart Newman Assoc.  
Success Group  
Sullivan & Leshane PR  
Sunstar  
Susan Davis International Ltd.  
Susan Senk Pr  
Suzanne Rothenberg Communications  
Szpr, Inc.  
Tandem Communications  
Target 10 Niche Marketing And Pr, Inc.  
Target Market  
Taube-Violante Inc.  
Taylor  
Tc Public Relations In  
Tech Image Ltd.  
Technell, Inc.  
Tellmedia Communications  
Terpin Group  
Text 100 Global Public Relations  
The Ardel Group  
The Arnold Company  
The Caraway Group  
The Catevo Group  
The Clark Grop  
The Gem Group  
The Guice Agency  
The Hoffman Agency  
The Holley Company  
The Husom Group  
The Internet Pr Company  
The Jeffrey Group  
The Keithler Group  
The Kydd Group  
The Neilson-Hetrick Group  
The Omega Group  
The Powell Group

The Promarc Agency  
The Rogers Group  
The Van Diver Group  
The Weiser Group  
The Write Stylz Public Relations  
Thomas Long Corporate Communication  
Thought Agency  
Tierney & Partners  
Tierney Communications  
Tim Ayers Assoc.  
Timepiece Pr  
Titan Agency, The  
Tomic Communications  
Tony Felice Pr  
Topaz Partners  
Toplin & Assoc.  
Torme Lauricella Public Relations  
Trahan, Burden & Charles, Inc.  
Transmedia Group  
Trevellino/Keller Communications Group  
Tricom Assoc.  
Trone Pr  
Trovada PR & Marketing  
Trylon Smr  
Tucker/Hall Inc  
Tukilik  
Tunheim Partners  
Turner Public Relations, Inc.  
Tweedy & Company  
Unicom Communications  
UproarPR  
Van Dernoot & Assoc.  
Van Vechten  
Vandiver Group , Inc., The  
Varallo PR  
Vbmedia Group  
Vector Communications  
Verasoni Worldwide  
V-Fluence Interactive Public Relations, Inc.  
Virilion  
Visibility Pr

Vitamin | Cure For The Common Brand  
Vms  
Voce Communications  
Vollmer Public Relations Inc.  
Vox Medica Public Relations  
W & W Public Relations  
Waggener Edstrom Worldwide  
Waggener Edstrom Worldwide  
Wahlquist Communications  
Walek & Associates  
Walker Sands Communications  
Walt & Company Communications, Inc.  
Waltz & Associates Counsel, Sam  
Warne Marketing & Communications  
Warschawski Pr  
Waterford PR  
Watermark  
Waters Hilleary & Assoc.  
Waters Pelton Ostroff & Assoc.  
Wave Pr  
Waxwords Incorporated  
Webb Public Relations, Peter, Dba Webb Pr  
Weber McGinn  
Weber Shandwick  
Webster & Assoc.  
Weill Associates, Geoffrey  
Weisscomm Partners  
Welchert & Britz, Inc.  
Werth Associates, Paul  
Westside Public Relations  
Westwind Communications  
Wheatley & Timmons, Inc.  
Wheeler Ridlon Communications  
White Good & Co. Advertising  
Whitney & Assoc.  
Widmeyer Communications  
William J Green and Assoc.  
William Kostka Jr PR  
William Mills Agency  
William Whittle Assoc.  
Windhorse Media

Winning Strategies Pr  
Winstead & Assoc.  
Wiseman Co  
Wolfe Axelrod Weinberger Assocs. Llc  
Wolper & Ritter Assoc.  
Wordhampton Public Relations Inc.  
Worldcom Public Relations Group, The  
Wragg & Casas Public Relations Inc.  
Wray Ward  
Wyatt Evans Advertising & PR  
Xenophon Strategies  
Ximenes and Assoc.  
Yaeger Public Relations  
Yecies Associates, Inc.  
Ypartnership  
Zcomm  
Zehnder Communications  
Zeno Group  
Zeppos & Associates, Inc.  
Zimmerman Agency, The  
Zinn Graves & Field Inc.  
Zlokower Company

### **Agencies in the United Kingdom**

PR Works  
10 Yetis Ltd  
1090 Communications Ltd  
24 Seven Pr Marketing  
3 G Communications Ltd  
33rpm PR  
360 Communications Ltd  
63g  
72 Point PR  
9 P R  
A D C Blueprint  
A Hot Cherry  
A La Carte Communications  
A N A Communications  
A Propos  
A S A P Communications Ltd

A S Communications  
A Shore Thing  
A V S Publicity  
Ab Picture  
Abi Public Relations  
Absolute Pr  
Absolutely Fabulous PR  
Abucon  
Acorn Service  
Active PR  
Acumen Ltd  
Adept Pr  
Adessi PR  
Admiral PR  
Adrienne Vaughan  
Advance Communications  
Advent Communications  
Advisa Medica  
AFM Media & PR  
Agora Marketing Communications Ltd  
Aiden Prior Communications  
Aimex Media Ltd  
AJM PR  
Aktivium  
Alaoui Booth Public Relations  
Alex Silver Public Relations  
Alias Pr  
Alison Hull Public Relations  
Alison Jameson Consultants  
Alkaline Creative Communications  
Alter-Native PR  
Am Communications  
Amazing Pr  
Ambrose Harcourt PR  
Anderson Walker P R  
Andy Prevezer P R Ltd  
Angela Petrie Assoc.  
Ann Scott Associates  
Anna Devine Pr  
Apco Scotland Ltd  
Appetite Pr

Aqua P R  
Aquamarine Pr  
Archangel Communications  
Arena Pr  
Armadillo PR  
Articulate Communication  
Artisan Marketing Communications  
Ascent Pr  
Ash Communications  
Askdd Customised Pr Training  
Aspect Communications Group Ltd  
Association Of Media Evaluation Co  
Atticus Public Relations  
August.One Communications  
Avalon Public Relations Ltd  
AVF Communications  
Awesome Communications  
Axicom Ltd  
Axiom Communications  
Aylwin Communications  
B G B & Associates  
B M A Communications  
Babel Pr  
Bacall Associates  
Bacchus  
Back2Back Communications  
Bamboo Communications Ltd  
BANC Communications  
Band & Brown Communications Ltd  
Bankside  
Bankside Consultants  
Barclay Stratton Ltd  
Barkers Scotland  
Barlow Frith Communications  
Barnes & Walters  
Bastion Ltd  
Beattie Media  
Beiersdorf - London Wc2e  
Believe Eve  
Belinda Gallon Public Relations  
Bell Johnston Co

Benchmark Agency Ltd  
Benchmark Media  
Berkeley Public Relations Ltd  
Beverley Cable P R  
Biddick Associates Ltd  
Big  
Big Blue  
Big Cat Group  
Big Mouths P R Ltd  
Big Partnership Edinburgh  
Bill Hunt Public Relations  
Binns & Co Public Relations Ltd  
Bite Communications Ltd  
Black Cat Public Relations  
Blackharrow Business Communication  
Blade PR  
Blanc and Otus  
Blank Canvas  
Bloomsbury Communications  
Blue Cherry  
Blue Door Pr  
Blue Sky Pr  
Blue Stone PR  
Blueberry Public Relations  
Bolton & Quinn Ltd.  
Bose Hewitt Management Ltd  
Botsford PR  
Boudoir Pr  
Boutique Pr Ltd  
Bowden & Markham  
Braben Co (The)  
Bracken Public Relations

Bramwell Assoc.  
Brand P R  
Brands 2 Life  
Brave P R  
Bray Leino Pr  
Brendan Morrison PR  
Brettles

Bridges Communications  
Brighter P R Ltd  
Britton Financial

Broadcast P R Business Ltd (The)  
Broadgate  
Brooks PR  
Brower Lewis P R Ltd  
Brown Lloyd James  
Brunswick Public Relations Ltd  
Bryan Morel P R  
Buchanan Communications Ltd  
Buffalo Communications Ltd  
Bugsgang & Associates  
Bullet PR  
Burt Greener Communications Ltd.  
Bute Communications  
C B C  
C K Publicity  
Cairns & Associates (U K) Ltd  
Cake  
Calan Communications  
Calthrop Public Relations  
Camargue  
Cambridge Pr  
Campaign Communications Ltd  
Campaign P R  
Camron Public Relations Ltd  
Canbrensis Communications  
Candy & Co PR  
Capital Communications  
Capwood Communications Ltd  
Caro Communications  
Carr Communications  
Carrington Hide Communications  
Carrot Communications  
Cartmell Communications  
Carve Consulting Astrolabe Communications  
Casey Communications

Catalyst Communications  
Catalytic Communication  
Cerub Ltd  
Chambers Cox P R Ltd  
Chameleon P R  
Chapelfield Associates  
Chapple Davies  
Charisma Pr  
Chase P R Ltd  
Chelgate Ltd  
Cherish Pr Ltd  
Chocolate PR  
Christopher Clode Pr  
Christow Consultants Ltd  
Chrome Consulting Ltd  
Circus Records Ltd  
Cision  
Citigate Public Affairs  
City Of London Pr  
City Profile Group Ltd

Claire Sawford P R  
Clare Communications  
Clarity PR  
Clarke Assoc. PR  
Clarville Consultancy Ltd  
Clear Communications  
Clew Communications Ltd  
Clickintopr  
Cloudine Pr  
Coda Communications  
Cognito Europe Ltd  
Colin Lewis P R  
College Hill Associates  
Colman Getty P R  
Coltrin & Associates  
Columbus Communications Ltd  
Communication Group Plc (The)  
Communications Plus Associates Ltd

Communique  
Communitas Public Relations  
Complete P R  
Concept Pr  
Concrete P R & Marketing Ltd  
Condor Public Relations  
Connectpoint PR  
Consolidated  
Consolidated Communications Management L  
Consult A M  
Continuum Group  
Converse Communications  
Cooper Pr  
Corixa Communications  
Corporact Ltd  
Corporate Culture  
Countrywide Porter Novelli  
Coverdale Davis Communications  
Cow  
Creative Publicity Service  
Creative Sanctuary  
Creatix  
Credibility PR  
Crimson Edge Pr  
Crossan Communications  
Crush Communications Ltd  
CRW Assoc.  
Crystal Concepts  
CSM Communications  
Csm Ltd  
CTC PR  
Cube  
Cullen Communications  
Cunningham Communications  
Darwall Smith Associates  
David Adams PR  
David Burnside Associates Ltd  
David Chapman Associates  
Davies Associates  
Dawson Walker Communications  
Deborah Richardson P R

Dee Carpenter P R  
Defy Communications  
Dennis Davidson Associates  
Denzil Stuart Associates  
Destination P R  
Devetta PR  
Dialogue  
Dilemma PR  
Direct P R Worldwide  
Direct Public Relations  
Dovetail Agency  
Dowall Walker P R  
Drake P R  
Drury Communications  
Dunleavy Mccleave Incorporated  
E J B Communications  
Effective Communications  
Elaine Howe  
Electronic Media Relations Ltd  
Elements PR  
Elevate  
Eligo International Ltd  
Emfoundation  
Emmett & Smith Ltd  
Empica  
Empica PR  
Engage Group  
Enterprise Public Relations  
Equinox Public Relations  
Essential Elements Communications Ltd  
Essential PR  
Ethos Rh Ltd  
Eulogy  
Euro P R Group  
Euro R S C G Life N R P  
Excelsis  
Exposure  
Eyecandy  
Fairwin Public Relations  
Fay Marcroft PR  
Fearnhurst P R

Fibre Pr  
Fifth Element Public Relations  
Financial Dynamics  
Financial Public Relations Ltd  
Finsbury Ltd  
Fiona Harrold Press & Pr  
Firefly Communications Ltd  
First Features Ltd  
First Public Relations Ltd  
Fishburn Hedges  
Fitzgerald Promotions  
Fivovus  
Flagship Group  
Flapjack Communications  
Flax Public Relations Consultancy  
Fluency  
Fmg Communications  
Fms Public Relations  
Focus P R  
Food Matters Ltd  
Forster Co (The)  
Forthwrite Communications  
Foster Berry Associates  
Four Communications Plc  
Frank & Earnest Communications  
Franklin Associates  
Franklin Rae Communications  
Freedom P R Ltd  
Freerange Communications  
Fresh Communications Ltd  
Freshbaked Pr  
Freshwater Uk  
Freud Communications  
Friday's Media Group Ltd  
Fuel & Refuel Ltd  
Fuelled Media Ltd  
Furore PR  
Futerra  
Fuzion Communications  
G C I Healthcare  
G Hutson

G J A Comms Ltd  
G P Associates  
G T H Media Relations Ltd  
Gabrielle Shaw  
Galactic P R Ltd  
Galliard Healthcare Communications  
Gamble Ruston Pr  
Garner Creative  
Gavin Anderson & Co  
General Assembly Limited  
Geronimo Public Relations Ltd  
Gerry Woolf Assoc.  
Gibney Communications  
Giraffe Communications  
Glazier Publicity  
Gledhill-Gwyer Enterprises  
Glennie Communications  
Global Pr And Marketing Ltd  
Goddard Delaney  
Golley Slater  
Good Relations Political Communications  
Goode International Ltd.  
Goulston Lincoln Marketing  
Gpc International Great Circle Communications  
Gracey Richardson Communications  
Grandfield Ltd  
Grappa Ltd  
Gray PR  
Grayling  
Gray's Inn Communications Ltd  
Green Brand Team  
Green Issues Communications  
Greenroom Digital  
Greensleeves Pr  
Groucho Pr  
Grove P R Consultancy  
Grylls & Reade  
Gspr Marketing Communications  
Guthrie Communications Ltd  
H B L Media Ltd  
H M C - Hobsbawm Media & Marketing Comms

H M P R  
H2 Public Relations  
Halogen Communications  
Halpern  
Halpern Assoc.  
Handmade Communications Ltd  
Hannington Group  
Hansard Communications Ltd  
Harcourt Public Affairs Ltd  
Hards P R  
Harmer  
Harrington Carlyle Strategic Public Relations  
Harris Assoc.  
Harrison Bergman  
Harrison Cowley Ltd  
Harry Barlow Ltd  
Hatch Group  
Hawkins & Youle  
Headline Promoting Press And Public Relations  
Heneghan Pr  
Henry's House Ltd  
Hilary Florek Pr  
Hillgate Public Relations  
Hills Balfour  
Hodson Marcoms and PR  
Hogarth Partnership Ltd  
Holborn Public Relations -  
Holdsworth Assoc.  
Holyrood Partnership  
Honey PR  
Hoorah P R  
Hopwood Ltd  
Hot Tin Roof  
Hothouse 2 Ltd  
Hotwire P R Ltd  
House P R Ltd  
Houston Associates  
Hudson Sandler Ltd  
Hyperactive Publicity Ltd  
Hyperjuju  
I D Publicity

Ian Cheek  
Ian Deavin Marketing Ltd  
Ian Martin PR  
Icon PR  
Idea Generation (The)  
Ideas Network P R Ltd (The)  
Identity P R Ltd  
I-Mage Communications  
Imagine Communications Uk Ltd  
Imj Pr  
Impacon Ltd  
Impact Media Pr  
Impressive P R  
IMS Marketing Communications Group  
Incredibull Ideas Ltd  
Indigo Blue P R Ltt  
Indigo Cow  
Indigo Pearl Ltd  
Indigo Public Relations Ltd  
Infoplan Ltd  
Inspirational Pr  
Inspired PR  
Intelligent Pr  
Iona Communications  
Itch Com  
Itspr  
J D Marketing  
J R B Associates  
J R P R - London Nw1  
Jac Pr Services  
Jackson Consultancy (The)  
Jago Dean  
James Reed PR  
Jane Burton P R  
Jane Shotliff Press And Pr  
Janet Webber  
Jason Leigh Assoc.  
Javelin Communications  
Jay PR  
JBP Assoc.  
JBPR Ltd

JDD Consultancy & PR  
Joe Public Relations  
John Kendall Associates  
Johnson King Public Relations  
Johnstone Assoc. Pr  
Jolene Campbell Pr  
Jones Ogg Associates  
Jones PR & Promotions  
Jori White P R Ltd  
Josty Robinson Associates Ltd  
Judith Gaskell PR  
Juliette Hellman P R Ltd  
Jungle PR  
Just Be PR  
K G A Press & Communications  
Kanuka P R  
Karlo Otto Ltd  
Kate Horton PR  
Kate Whyman PR  
Kazoo Communications Ltd  
Kd Media  
Kda-Pr  
Keating And Associates  
Kelso Consulting Pr  
Kent Public Relations  
Kershaw PR  
Kick Communications  
Kimberley Gray PR  
Kinlan Comms & Investor Relations  
Kinnair Communications  
Kinross + Render  
Kirwin Media  
Kissman Langford Ltd  
KLA Pr  
Knowles Cadbury Brown PR  
Knowwhere Communications Ltd  
Kudos @ L B A  
Kush Promotions  
Kysen Pr  
L D A Communications  
L D Publicity

Lake-Smith Griffin Associates  
Landmark P R Ltd  
Lauder Stewart Communications  
Lava Pr  
Lawson Dodd Ltd  
Layzell Public Relations  
LE16 Communications  
Leapfrog Pr  
Lee Publicity Ltd  
Leedex Euro R S C G  
Left Right & Centre Communications  
Lemongrass Marketing  
Lewis Communications  
Lewis Russell P R Ltd  
Lexicon Public Relations Ltd  
Lexis Public Relations Ltd  
Lighthouse P R Ltd  
Linda Graham Pr  
Linda Laderman P R Ltd  
Linda Land P R  
Lindsay Brown Associates Ltd  
Lindsell Marketing Ltd  
Lippin Co Ltd (The)  
Litmus Communication Ltd  
Livepr Ltd  
Lois Burley PR  
London Communications Agency  
London P R Co (The)  
LPL PR Ltd  
Lunch P R Ltd  
Luther Pendragon  
Lyn Joseph P R  
Lynx PR  
M Consulting Ltd  
M M P R  
M P C Ltd  
M R A Pr Ltd  
Macbeth Media Relations  
Macdonald Wynne Davies  
Macdougall Gabriel Associates  
Macelle Limited

Maclaurin Communications Ltd  
Magellan Public Relations Ltd  
Maggi Fox Consultancy (The)  
Maggie Wright  
Magnificent  
Mahseer Ltd.  
Mainland P R  
Mandarin Ltd  
Manners Pr  
Marketeer Plc  
Marketforce Communications Ltd  
Marksman PR  
Marshall Jennings PR Ltd.  
Marshall Robinson Roe  
Martha Oakes P R  
Mary Crotty Public Relations  
Mary Lally Associates  
Mason Williams Ltd  
Massey Lowe Solutions Ltd  
Massey Partnership Ltd The  
Masterson Media  
Matchlight Ltd  
Mattison Public Relations  
Maverick Marketing And Communications  
Maverick Publicity  
Maw Communications  
Max Clifford Associates  
Maxwell Allen Assoc.  
Mcclusky International  
Mcconnells Public Relations  
Mcdonald & Rutter  
Mcewan Purvis  
Mcqueen Rose Ltd  
Mcquillan Young Ltd  
Mea  
Mears Communications Limited  
Media Doctors  
Media Foundry Ltd (The)  
Media House International  
Media Strategy  
Medialink International

Meena Khera Associates  
Meher Pvt  
Mercury Public Relations Ltd  
Meridian Corporate Communications  
Merlin Financial Communications Ltd  
Method PR  
Metropolis 2 Ltd  
MGP & Assoc. Pr  
Michels Warren Ltd  
Midas Pr  
Midnight Communications  
Millennium Public Relations  
Miller Shandwick Technologies  
Milton Cater Communications  
Mimosa PR Ltd  
Minxy P R Ltd  
MK Media Ltd  
Mkc Communications  
MMD Group  
Modus Publicity  
Monkey Business P R  
Montague Communications  
Monument PR Worldwide  
Moo Pr  
Moorgate Group  
Morrow Communications  
Mortimer Chadwick Gray  
Motion P R & Management  
Motive PR  
Mrpa Kinman Communications  
Mulberry Marketing Communications Ltd  
Munro & Forster Communications Ltd  
N B P R  
Nailhala Lasharia P R & Marketing  
Nancy Finch Pr  
Neesham PR  
Neil Reading P R  
Nelson Bostock Communications  
Neondrum Ltd  
Network London P R & Marketing  
Newton Consultancy

Nexnet PR  
Nexus Structured Communications Ltd  
Niche Works  
Nicola Hunt P R Ltd  
Nikki Rowntree  
Noble P R Ltd  
Noise Communications  
Nomad Communications PR  
Northern Profile Pr  
Norton Cowan Communications Ltd  
Novarising Ltd  
O2PR Ltd  
Oakes Bacot  
Oherlihy Communications  
Oliver Relations Ltd  
Omnia Public Relations  
On Demand Pr  
On the Ball PR  
Open Communications  
Openhouse Group  
Orange Tree  
Oren Ltd  
Origin Public Relations  
Osullivan Public Relations  
Outpost Media Ltd  
Output Communicators  
Outside Organisation Ltd (The)  
P R 21  
P R Organisation (The)  
P R Works  
Pace - London E8  
Paget-Baker Associates Ltd  
Pagoda Pr  
Palmer-Tingley PR  
Pamela Willson & Partners  
Panlogic  
Papr  
Park Communications  
Parker Hobart Associates  
Parker Wayne And Kent  
Parkes PR

Parkgreen Communications Ltd  
Parson Green Communications  
Partners PR  
Passionate Media  
Patcom Media Relations  
Patricia Ling Associates  
Paul Allen And Associates Pr  
Peacock PR  
Pegasus Communications  
Pelican Pr  
Pembroke Communications  
Pennant PR  
Penrose Financial P R  
Peretti Communications Ltd  
Peter Sandy Communications  
Peter Sawell & Partners  
Peter Thompson Associates  
Pgpr  
Pha Media  
Phill Savidge  
Phpr  
Pie Communications Limited  
Pielle & Co Ltd  
Pier 55 Ltd.  
Pillar Pr & Marketing  
Pims U K Ltd  
Pineapple P R Ltd  
Pink Fish Communications  
Pinnington Pr  
Pinstone Communications Ltd  
Pirate Communications  
Pitch Media  
Pj Design  
PK pr  
Placenta Publicity Ltd  
Plain Speaking Pr  
Platform  
Platform Pr  
Playfair Walker  
Plunkett Communications  
Podge Publicity

Pole Ltd  
Politics Direct  
Polo Public Relations  
Pomegranate Public Relations Ltd  
Portable Pr  
Porterfield  
Portfolio Communications  
Portland  
Portman P R  
Positive Profile Ltd (The)  
Poulter Partners  
PPR  
PPRG  
PR Matters  
Pr Options Ltd  
Pr Squared  
PR Targets  
Praxis P R Ltd  
Preference PR & Communications Ltd  
Premiere Max Works  
Press Counsel  
Pressfirst Ltd  
Presslink Communications  
Pressure P R  
Prince PR  
Prior Pr Ltd  
ProActivePR  
Profile Plus  
Profile Press & Public Relations  
Prophecy Ltd.  
Proscot Public Relations  
Prospectus PR  
Proteus Media Relations  
Protocal PR  
Provoke P R Ltd  
PRPR  
Ptarmigan Consultants  
Public Image Communications  
Public Impact Communication  
Public Relations Consultants Association  
Punch Communications

Q B O Bell Pottinger  
Q Communications PR  
Quantum P R  
Quill Communications  
Quintessential Global Ltd  
R & R Team Work  
R D A Communications Ltd  
R M P  
Racso Ltd  
Radiator P R  
Raft PR  
Rainbow Marketing  
RDA Communications Ltd  
Red Alert  
Red Angel Pr  
Red Box Pr  
Red Consultancy Ltd (The)  
Red Door Communications Ltd  
Red Hot P R  
Red Lorry Yellow Lorry  
Red Pr  
Redcurrant PR and Marketing  
Redline Public Relations  
Redwing Communications  
Reekie Pr Ltd  
Renaissance P R Ltd  
Response Source  
Revive PR  
Revolver  
Rich Visions Int Ltd  
Richard Laver Publicity Ltd  
Richmond Towers Public Relations Ltd  
Rifleman PR & Marketing  
River Pr  
RMS  
Robert S Leaf Consultants Ltd  
Roche Communications  
Rock Kitchen Harris  
Rocket Media Ltd  
Rocket P R  
Roden Richardson

Rodgers & Johns Publications  
Roland Dransfield PR  
Rooster Creative Ltd  
Rooster Pr  
Ross Communications  
Rostron Parry Ltd  
Rowntree Gordo Ltd.  
Ryan & Cox  
Ryecroft Communications  
S & X Media  
S 2 Ltd  
S P A Way Ltd (The)  
Sadler Pr  
Safe Route PR  
Saffron Public Relations  
Salient Communications  
Salt and Pepper PR  
Saltmarsh Partnership (The)  
Sam Forrest P R  
Sam Weller Associates  
Samphire Public Relations  
Sandpiper Communications  
Sante Communications Ltd  
Sarah Barclay Communications  
Sauce Communications Ltd  
Sbarc Pr And Marketing  
Seal Public Relations  
Senator Pr  
Setanta Communications  
Sharpe Mckenna  
Shelia Fitzjones P R  
Shilland Communications  
Shine Communications Ltd  
Shipham Communications  
Shmueli Rosenberg Public Relations  
Shooting Star Pr Ltd  
Shrewd PR  
Sidhu And Simon Communications  
Silk P R  
Silver Bullet Marketing  
Silver Hammer Ltd

Simon Mountford Communications  
Simon Preston Associates  
Sinclair Consultants  
Sinclair Mason  
Siren  
Sister Public Relations  
Sky Communications  
Slattery Communications  
SLB PR  
Smart Assoc.  
Smile Communications  
Smith & Smith PR  
Smith Grundon & Partners  
Soopa8  
Sophie Aymonier PR Consultant  
Sorted PR  
Source Public Relations  
Southern King  
Southlands Advertising & Marketing Ltd  
Space Pr  
Spada Ltd  
Spark Marketing Communications  
Spence Allan Assoc.  
Spier Fish Ltd  
Spinney & Partners  
Spinoza Kennedy vesey  
Spire PR  
Spirit PR & Marketing  
Splash Pr  
Sports Impact Ltd  
Spotlight Media PR  
Spring O'brien Ltd  
Spro ML  
Sputnik Communications Ltd  
Staniforth  
Starfish Communications  
Stephanie Robertson Public Relations  
Stephen Mason  
Stephen Newton  
Sterling Media  
Stewart Rex

Stone Immaculate  
Stone Junction Pr  
Stoner Public Relations  
Straightedge Direct  
Stratamatrix  
Strategy PR  
Stratton & Reekie  
Strawberry P R  
Streetbrand Media Ltd  
Stuart Hulse Communications  
Sue Hyman Associates Ltd  
Susan Babchick  
Susan Czarny Public Relations  
Synergy The Ultimate Marketing Co Ltd  
T T A Public Relations  
Tait Mclay Communications  
Tala PR  
Talk Loud P R Ltd  
Tamesis  
Tangerine PR  
Tartan Silk  
Tavistock Communications Ltd  
Taylor Alden Ltd  
Taylor Herring Communications Ltd  
TBA PR & Marketing Ltd  
Team Communications  
Techniques PR  
Television Consultancy Ltd (The)  
Text 100 International  
Thamesis Business Communications  
The Answer Ltd  
The Bay Public Affairs Cardiff  
The Brand Counsel  
The BusinessHouse  
The Chartered Institute Of Public Relations  
The Ellis Partners  
The Keane Partnership  
The Pr People Ltd  
The Public Affairs Co.  
The Right Image  
The Simons Partnership

The Smart Agency  
The Source Pr Ltd  
The Twelve Consultancy  
The Whiteoaks Consultancy Ltd  
Theresa Simon Communications  
Think Inc  
Think Pr, Galway  
Thinkhouse  
Third Sector P R  
Thornton Associates  
Those Two Girls Pr  
Tickled Pink Public Relations  
Tideway Communications  
Tim Stanley PR  
Tma Communications  
Topline Communications Ltd  
Tor Pettersen & Partners Ltd  
Tovey Pr  
Town House Publicity  
Tpr Consultants  
Travellers Rest  
Trevor Elliott Pr + Marketing  
Trew Relations  
Triangle PR  
Tribe  
Triggerfish Communications  
Tristan Fitzgerald Assoc.  
Tru-PR  
Truscott Hobbs PR  
TSI Communications  
TTA Communications  
Turtle Pr  
Ultima Group  
Ultraviolet PR Ltd  
Umbrella PR  
Underwired Pr  
Union P R Ltd  
Unique Communications Group  
Unsworth Sugden  
Upfront Marketing  
UP-PR

Upward Curve PR  
Variations PR  
Vause and Assoc.  
Velocity Communications  
Verrill PR  
Vibe Pr  
Vickers P R Ltd  
Vigour Communications  
Viney Communications  
Violet Mount  
Vision P R Ltd  
Vizion International Promotions  
Voicebox PR  
Walsh Public Relations  
Waos  
Warrior Communications Ltd  
Warwick Emanuel Pr  
Waterside Communications  
Watson Look PR  
Waughton  
Welsh Nostalgia  
Wendy Andrews PR  
Westbury Communications  
Whisper PR  
White  
White Knight PR  
Whiteoakes London  
Wide Blue Yonder  
Wild Card Public Relations Ltd  
Wild West  
Willoughby PR  
Wilson Hartnell Public Relations  
Winningtons  
Wizard Public Relations  
Woodside Communication  
Woolfson Communications  
Wordpower!  
WPS Communications Manchester  
Wriglesworth Consultancy  
Write Angle PR  
Wyatt PR

Wyndham-Leigh Ltd  
Xenex Pr And Marketing Ltd  
Yam Publications  
Yates-Price Assoc.  
Zed PR  
Z'est Public Relations Ltd  
Zeus Public Relations Ltd  
Zince Marketing Ltd  
Zons P R  
Zoom4 Ltd

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## BIOGRAPHICAL SKETCH

Kate Elizabeth Walter was born in Burlington, Vermont. She and her family moved to Florida on Kate's 5<sup>th</sup> birthday. She graduated from the University of Florida in the spring of 2007, with a Bachelor of Science in telecommunications and a Bachelor of Arts in political science. She decided to incorporate both these areas of interest and apply to graduate school at the University of Florida in order to earn a Master of Arts in Mass Communication with a specialization in international communication.

During her time at UF, Kate participated in two internship programs that allowed her to live abroad in London for a total of 6 months. While there, she worked at Babzoo Crews, a small production company, and Fleishman-Hillard, an international public relations agency. Her experiences in London have left her with a diverse knowledge of communications and an unconditional love for the city.

Kate completed her Master's degree in the summer of 2009 and plans to leave Gainesville after making it her home for 6 years. She intends to garner a job that will allow her to travel, continue learning about other cultures and utilize her communications background.