

Communication Differences Among International Nonprofit Public Relations

A Senior Project

Presented to

The Faculty of the Journalism Department

California Polytechnic State University, San Luis Obispo

In Partial Fulfillment

of the Requirements for the Degree

Bachelor of Science in Journalism

By

Emily Morelli

December 2011

© Emily Morelli 2011

Abstract

This is an explorative study on the issues among communication professionals in the international nonprofit field, particularly public relations practitioners. This study will analyze data gathered from professional and peer-reviewed publications detailing the communication styles of public relations practitioners working in and with nonprofits on an international level. Information on education, culture and government were taken into account. Interviews with professionals in the international journalism and education field, international nonprofit field and international public relations field were conducted to gather further information regarding cultural, educational and governmental differences that affect the communication of public relations practitioners in international nonprofit organizations

TABLE OF CONTENTS

Chapter 11

 Introduction..... 1

 Statement of the Problem.....1

 Background of the Problem.....2

 Purpose of the Study.....3

 Setting for Study.....3

 Research Questions.....4

 Definition of Terms.....4

 Organization of Study.....5

Chapter 26

 Literature Review6

 Public Relations of US Nonprofits.....6

 Public Relations of European Nonprofits.....7

International Nonprofit Public Relations.....	8
International Nonprofit Public Relations- Differences.....	9
Tactics Being Adopted Internationally.....	11
Chapter 3	13
Methodology.....	13
Qualitative Research as Research Methodology.....	13
Data Sources.....	13
Participants.....	14
Data Collection.....	18
Data Presentation.....	18
Data Analysis.....	19
Limitations.....	19
Chapter 4	20
Analysis	20

Description of Participants.....	20
Journalism & Education.....	20
International Nonprofits.....	20
Education & Nonprofits.....	21
Key Differences Between American Public Relations and those developed in European/Asian Nations.....	22
Recognizable Differences Between American Nonprofits Serving Nationally & Those Serving Internationally.....	27
Cultural Differences That Play Into Public Relations Initiatives Within Nonprofits Working in International Development and Cause Subsequent Issues.....	32
Lessons Learned From Successful International Nonprofit Collaborations.....	39
Effects of the Rise of the Internet on International Communications Between Public Relations Professionals.....	43

Chapter 5	48
Summary.....	48
Discussion.....	49
Recommendations.....	51
Study Conclusion.....	52
References.....	53
Appendix A.....	57
Interview Transcripts: Richard Gross.....	57
Appendix B.....	67
Interview Transcripts: Luka Kasitz.....	67
Appendix C.....	75
Interview Transcripts: Glen Cameron.....	75

Chapter One

Introduction

Statement of the Problem

The practice of public relations has gained respect and popularity over the last century in the United States, and in the past several decades in Europe. Nonprofit organizations (nonprofits) have been equally prevalent for ninety years in the United States, for fifty years in Western Europe and for twenty years in Central and Eastern Europe. While these fields have converged in many ways in both Europe and the United States, there are noticeable differences between the public relations practices in the United States and Europe. Communication styles, educational styles, cultural importance and governmental relationships vary in the United States and European nations. Nonprofits, especially now in the Digital Age, have expanded beyond their borders. Now that immediate communication is accessible for nonprofits that conduct business internationally, they should be more attentive to the way in which they communicate. As most communications are not in-person, it is very common for the message to become garbled, misconstrued and sometimes offensive to the receiver.

Often, cultural politeness is lost in international communication efforts. This is intensified now with the prevalence of digital communication. On top of communication differently, and often doing so through the medium of the Internet, one of the main issues surrounding public relations among international nonprofit organizations is a misunderstanding of cultural norms and ignorance of the relationship between the local or national government and nonprofits. Being able to relate through the Internet and not having a comprehensive understanding of the culture and government with or under which an organization is working,

practitioners face conflict and lack of sufficient ability to effectively communicate with their foreign partners.

Background of Problem

Establishing and maintaining effective communications and relations with foreign correspondents is difficult: language barriers, cultural variations and time differences are just a few hurdles one encounters when communicating internationally. When it comes to nonprofits that specialize in international work, the public relations department or practitioner is commonly responsible for maintaining a happy and healthy relationship with foreign communicators. For this reason, I am focusing my study on the issues among international nonprofit organizations' public relations. I will be focusing on relations between the United States and Europe, to show how different regions in the same continent can drastically differ in culture, communication, and governmental influence.

The issue of not having a requisite understanding of another nation's cultural norms and nuances is very common among public relations practitioners who correspond internationally. This is particularly true of most American professionals who work in international correspondence. The education system in the United States does not equip its soon-to-be professionals the importance of cultural understanding, nor does it educate its students in multiple foreign language and culture courses (Lopez, 1989, p. 28). American professionals, including public relations practitioners, tend to be callous to the way businesses and organizations conduct themselves in other nations. Although Europeans, many of whom English is not their first language, are often well versed in English. In fact, it is not uncommon for professionals who work in large corporations that participate in international trade or business

are competent in at least two languages other than their own. It is more difficult for Americans to engage in other cultures, because they are not educated as intentionally in other cultures as most other cultures are educated in theirs.

Purpose of Study

The purpose of this explorative study of communications between international nonprofit organizations is to pinpoint some of the significant issues and hindrances in communication, and describe why these issues are prevalent, the history behind them, and how cultural and governmental tendencies play into these issues.

As I analyze my findings, I plan to propose ways in which public relations practitioners working in the field of international nonprofits can enhance their communication sending and receiving, and make their communications more efficient. I also want to explore how these practitioners can optimize the manner in which they conduct communications on the Internet and digitally.

Setting for Study

This data gathering will contribute to a Senior Project at California Polytechnic State University in San Luis Obispo, California. I will be conducting interview to enrich my exploration of this subject. I will be interviewing journalism professionals who have experience in foreign fields. I will also be interviewing a nonprofit professional in Bosnia to get perspective on how foreign organizations view American relations.

Research Questions

The following questions were crafted to the findings in the sources of this study. These are questions that investigate the deeper matters behind the communication issues between international nonprofit organizations, and help in analyzing how to fix these problems.

1. What are the key differences, shown through case studies and research, of American public relations and that of developed European countries?
2. What are the most recognizable differences between American nonprofits catering mostly only to people in the United States and nonprofits based in the United States that do more international development?
3. How do cultural differences play into public relations initiatives within nonprofits that work in international development and communication and what are some of the great issues between the two?
4. What can be learned from successful international nonprofit collaborations, and how can they be implemented into current models of international nonprofit communications?
5. How does the rise in web communications affect international communication between public relations representatives of national and international nonprofits and how can international nonprofits use the web to better relate with the people they communicate with around the world?

Definition of Terms

Nonprofit Organization – “An organization that is barred from distributing its net earnings, if any, to individual control over it, such as members, officers, directors, or trustees” (Hansmann, 1980, p. 835).

NGO (non-governmental organization) – “The term used to depict these organizations in the developing world, but it tends to refer only to a portion of what elsewhere is considered to be part of this sector - namely, the organizations engaged in the promotion of economic and social development, typically at the grass-roots level” (Salamon & Anheier, 1987, p. 12).

Public Relation Practitioner – Someone involved in the “management function that classically focuses on long-term patterns of interaction between an organization and all of its publics, both supportive, seeking to enhance those relationships and thus generate mutual understanding, goodwill and supportive” (Smith, 2005, p. 347).

Social Media- “Web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site” (Boyd & Ellison, 2007, p. 211).

Organization of Study

This project will be organized into five chapters, including this first chapter. The first chapter is the introduction chapter, which gives a background of the problem, the purpose of the study, and a definition of terms used commonly in this paper. The second chapter is the literature review, which shows what sources were used for the exploration of this topic and what material was used from each source. The third chapter details the methodology of the study. The fourth chapter will analyze the information found in both exploring peer-reviewed sources and also the interviews conducted. The fifth chapter will summarize the entire study, including suggested changes and what the professionals interviewed suggest for the future.

Chapter Two

Literature Review

Public Relations of US Nonprofits

The United States has a very particular, perfected way of going about public relations. Since the beginning stages of public relations in the early 1900s, it has grown into a respected and much needed profession among nonprofit organizations. Its growth and expansion necessitated its increase in efficiency. Over the last century public relations has become a precise science among nonprofit campaigns in the United States. In the early 1900s, public relations' role in nonprofit was to convince people to give money to a cause purposed to relieve injustices, alleviate suffering, or change public perception (Lee, 2011, p. 319). Today, public relations among nonprofits has grown into an operation to further name recognition of an organization or interest group, recruit new members or employees, or raise money for important social issues. While the verbiage is a bit different the basic ideals stayed the same: to make the public aware of something, garner its interest and support and to make changes. As the need for publicity and communication with the community became apparent, more and more American companies, nonprofit and for profit, began to incorporate public relations departments as an integral part of their organization or company (Lee, 2011, p. 319).

Nonprofits based in the United States have had a very interesting relationship with the government. Although nonprofits began as entities distinct from the government, their differences have become less distinct in the public's eye (Young, D., 2000, p. 151). Commonly, nonprofits are not perceived as entities to work alongside the government, but actual extensions of the government. This idea is perpetuated by government officials working as board members

for many nonprofits and by nonprofits accepting government and private funding (Young , D. 2000, p151).

Public Relations of European Nonprofits

I will be focusing most of my studies on Central and Eastern European nonprofit organizations. The field and practice of public relations of nonprofits in Central and Eastern Europe is drastically different than those of the United State. For one, Central and Eastern European nations started utilizing public relations initiatives long after their US counterparts did. It was not until the early 1990s that these nations began to utilize public relations (Gruban, 1995, p. 21). This is mostly due to the fact that most C&EE countries were under communist regime, and were not allowed to promote businesses or organizations (van Ruler &Vercic, 2004, p. 56). Other parts of Europe, particularly Western Europe, view public relations as a way to further Social Enterprise (Young, D.R., 2003, p. 227).

Nonprofit relationships with Europe have transformed over the last two decades—particularly in Central and Eastern European nations. As many Central and Eastern European governments have met incredible change, the articulations between nonprofits and the government has met an equally incredible change. Today, public relations can be utilized by not only nonprofits, but also the governmental and private sector (Young, D.R., 2003). Many Eastern European nations that practice modern public relations work alongside their government, as both sectors have gone through major transitions since the early 1990s. Nations of Former Yugoslavia—Bosnia and Herzegovina, Croatia, Montenegro, Republic of Macedonia, Serbia and Slovenia—in particular have experienced an encompassing revival of public relations as a

practice and in its articulation with the post-communist government system (Sriramesh & Verčič, 2008).

Cultural practices in the public relations departments of nonprofits in European nations have very much to do with the public relation sector's connection to the mass media and press. (Rogojinaru, 2008, p. 24) There is a strong cultural tie between the two in both Western Europe and Eastern Europe (Nessmann, 1995). In many parts of Europe, the line between press and public relations is comfortably blurred, with each entity performing similar tasks quite often (Sriramesh & Verčič, 2008). Areas in Central and Eastern Europe, such as Bulgaria and Romania not only value collaboration with municipal bodies, but also a high standard for trustworthiness and honesty (Snaveley & Desai, 2001, p. 151).

International Nonprofit Public Relations

While the United States preceded Europe in its formalization and organization of public relations as a profession, the services public relations offers today have been present in both the United States and Europe (at least Western Europe) since the 19th Century (Nessmann, 1995). Similarities present themselves between Western European and North American public relations initiatives: building branches of preexisting, national agencies around the world to further business and profit (Curtin & Gaither, 2007, p. 11). While this does not necessarily pertain to nonprofit organizations, it does show the idealism behind the typical business model of powerful nations like the United States and Western Europe.

The basic rules and guidelines of public relations are from both European and American conception. Modern western-style public relations follow the basic theories of Edward Bernay. Bernay, in turn, followed Sigmund Freud's psychological theory of "mass psychology" (Nessman, 1995). Many of the foundational philosophies of modern public relations began in the

United States, and were disseminated in Europe by influential European authors. (Nessman, 1995).

It is culturally accepted in both the United States, Europe, and many other nations that practice public relations, that nonprofits need to conceptualize relevant strategies that pertain to unique and distinct publics—private, business, community, government, etc (Young, D. R., 2003, p. 229). There appears to be a universal understanding that multiple tactics of reaching to various publics is the most efficient way to go about public relations in nonprofit organizations.

International Nonprofit Public Relations- Differences

One of the main differences between American nonprofits and European nonprofits is the amount of time they have had to develop. Most of Europe, particularly Central and Eastern Europe, has only recently utilized a formal practice of public relations (Szczepanikova, 2010). As most Central and Eastern European nations have only formalized public relations since the early 1990s, the practice is still in its infancy compared to the United States and portions of Western and Northern Europe. Central and Eastern European public relation's state of infancy affects nearly every aspect of how public relations is perceived and organized in these areas. Governmental controls, public perception, and cultural practices all affect the way public relations are run in Central and Eastern Europe (Gruban, 1995).

A major difference between American nonprofit public relations and European nonprofit public relations is the difference in their relationships to their governments. (Young, D.R., 2003). American nonprofits are much more disjointed and independent from the United States government, regional government and local government than European nonprofits. In fact, an early trend in American nonprofits was to try to get away from government funding (Lee, 2011). This to say, American nonprofits do collaborate with governmental organizations; some

nonprofits are government organizations. However, the United State government's involvement with nonprofits is very slight compared to European—across the continent. Northern, Western, Central and Eastern European nations' nonprofits often work in conjunction with their governments, and the lines are often blurred. Many European nonprofits stem from governmental initiatives. Additionally, public affairs (or public relations) is often referred to as “governmental relations” (Gruban, 1995) in many European nations. Much of this has to do with the recent reordering of government in Central and Eastern Europe, and also the fact that nonprofits and public relations are in their beginning stages in these areas of Europe. Before the 1990s, many Central and Eastern European nations were under a communist regime, and agencies outside the government were forbidden.

A cultural difference between American nonprofits and European nonprofits is that, like a mirror to the US' stance on international relations, United States-based international nonprofits do not value cultural understanding of other regions as highly as most other nations. European nonprofits, particularly those that do international work, strive to keep abreast of cultural values, communication norms. (Lopez, 1989, p. 28). Americans typically go into international situations expecting—or demanding—that the other nations adopt American ideals and communication styles. Not only is this unrealistic and wrong, it is ignorant.

The education system in Europe differs greatly from American education, and public relations education is no exception. There are only 79 Universities that offer public relations training in Europe, compared to the United State's 160 University programs. (Nessmann, 1995). Many of the European programs are not as advanced as American programs, and only offer up to the equivalent of the American Associates' Degree, while most American programs include enough courses to comprise a Bachelor's Degree. In addition, the over-arching American style of

education is a hands-on approach, while many European programs are more textbook-based, with very little practical practice involved (Stevens, 1994).

Tactics Being Adopted Internationally

Communications styles of the United States and Europe have had their differences in the past, but are beginning to converge. The introduction of social media has made a world of difference to nonprofit organizations, both locally in the United States, but also for other nations that have experienced liberation in their ability to access global information through the rise of the Internet (Waters, Burnett, Lamm & Lucas, 2009). However, the United States has had more time and experience with social media—particularly Facebook (Waters, Burnett, Lamm & Lucas, 2009). Facebook has been an online presence for over five years in the United States, and close to four years in many European countries (Waters, Burnett, Lamm & Lucas, 2009). Europe has seen an explosive expansion in other social media tools on the Internet: Wikio, a social media site in the UK, merged with OverBlog, Europe's biggest blogging platform (Varza, 2010). This created a powerful social media host in Europe, also helping to expand bloggership in European countries. As nonprofits have discovered in the United States and Europe, an incredibly effective way to practice inexpensive public relations by creating and maintaining a blog for the organization (Waters, Burnett, Lamm & Lucas, 2009).

While education styles greatly differ between the American and European public relations, measures to assimilate student experience are being taken. Universities in Europe and the United States have begun to implement exchange programs, in which public relations students in the United States and European nations attend each others' universities for a quarter or semester, or for a shorter summer session. While in the foreign nation, the students conduct

public relations campaigns, learning about the cultural differences in the ways each country conducts public relations (Stevens, 1994).

Chapter Three

Methodology

This chapter includes the data sources I used to gather formative research concerning the topic of international nonprofit communication. It will also include collection and presentation methods, as well as delimitations in my data gathering.

Qualitative Research as Research Methodology

In order to explore international public relations tactics of nonprofits and the issues therein, this study will be done in a qualitative approach. The three features of qualitative research are observation, interviews and documentary analysis (Woods, 2006). In observation, “the researcher adopts a recognized role within the institution or group”(Woods, 2006). In interviewing, “great deal of qualitative material comes from talking with people whether it be through formal interviews or casual conversations”(Woods, 2006). Documents “can help reconstruct events, and give information about social relationships.” They include “official documents, personal documents, and questionnaires” (Woods, 2006).

Data Sources

I conducted formative research on the topic of international nonprofit public relations and communications. I will be interviewing professionals who have had sufficient experience in international communications, international journalism, and nonprofit communications.

Participants

Dr. Gross

I interviewed Dr. Richard Gross, a current broadcast professor who has taught in universities in Kazakhstan, Japan, The United Arab Emirates, and the United States. He has also been a professional journalist for United Press International. Professor Gross will answer questions concerning the exploration of international communications in this paper. The following are the questions he will be answering.

Questions for Dr. Gross

1. In what areas of the world have you worked as a journalist?
2. Of these areas, what was your favorite to work and live in, and why?
3. What companies or organizations have you worked with internationally?
4. Have you worked in the United States as a journalist?
5. Can you explain some of the differences you've seen between the American and international organizations you have worked with, in regard to their consciousness of other cultures and other nations' communications practices?
6. What are the differences you have experienced between how American and international organizations conduct public relations?
7. What are some of the biggest cultural influences you have seen that alter the way certain cultures practice public relations?
8. How have you seen governmental relationships persuade the practices of nonprofit organizations and public relations?
9. Have you experienced successful international public relations communication? What, in your opinion, made the communication successful?
10. If you were to change how American journalists/public relations professionals conducted themselves with other cultures, what would it be and why?

11. How have you experienced the difference in American education of journalist that those of the countries you have taught in?

12. What is something the American education system could change to produce students who are more internationally aware and appreciative?

Luka Kasitz

My second interview was with Luka Kasitz, a 2007 graduate of Temple University. Kasitz studied landscape design, and decided to go into humanitarian work thereafter. He has been working for a nonprofit in Bosnia and Herzegovina for approximately two years. He will be answering questions regarding American relations with international nonprofits. The following are questions Luka will be answering.

Questions for Luka Kasitz

1. Tell me a little about what you do: What exactly is the nature of your job?

2. What organization do you work for and where is it based?

3. Do you engage in public relations communications through your position?

4. What sort of communication do you engage in between Bosnians and other Europeans or Americans?

5. What are some of the most significant communications differences you have witnessed or experienced between Bosnian and American culture?

6. Is there anything specific to nonprofit communication style that you have not seen in corporate communication?

7. Have you experienced communication barriers due to governmental influences in Bosnia/Eastern Europe? If so, explain.
8. Do you have any suggestions for American public relations practitioners who want to communicate effectively with Bosnians?
9. Do you feel that Americans, in general, adequately understand foreign cultures (specifically the cultures you are immersed in now) to effectively and respectfully communicate with people in these cultures? If so, why?
10. If not, do you have any suggestions for American communicators to enhance their understanding of foreign cultures?
11. To what extent do you use the Internet to communicate internationally for your profession?
12. What are the benefits to online communication? What are some of the downfalls?
13. Do you think that the rise in Internet communication for international purposes aids in communicators or hinders communicators from understanding and communicating effectively with cultures other than their own? Why?

Dr. Cameron

Dr. Cameron is a public relations professional in the health communications and education field. He is widely published, and has experience in international public relations initiatives. He will be answering questions regarding his experience with American and international public relations, and the differences in how international nonprofits communicate. The following are questions Dr. Cameron will be answering.

Questions for Dr. Cameron

1. How long have you been involved in the field of public relations?
2. What organizations or businesses have you worked with?
3. Have you experienced common public relations tactics among organizations in the United States? If so, what?
4. Do you have any experience in nonprofit public relations? If so, what experience have you had?
5. Have you had any experience with nonprofits that do international work? If so, what?
6. Have you engaged in public relations with other cultures or with international organizations?
7. Have you noticed any differences in the way American and foreign public relation practitioners communicate? If so, what differences?
8. Do you think that American communicators have enough knowledge of other cultures/nations to effectively communicate with them? Why or why not?
9. Have you experienced successful public relations communications between cultures? If so, please explain.
10. How has the rise in digital and electronic communication changed the way public relations practitioners communicate with people in other countries? Are these changes positive, negative, neutral, or both?
11. As a public relations educator, what emphasis do you place on international relations and knowledge of foreign cultures?

12. In your experience, are American public relations students adequately equipped to communicate with people in other countries working for foreign organizations or businesses?

Data Collection

The qualitative research I conducted was through in-depth interviews with three different subjects. I utilized the semi-structured approach to conducting my interviews. Research by Lindlof and Taylor concludes, “semi-structured interviews allow for grouping of topics and questions that the interviewer can ask in different ways for different participants. This freedom can help interviewers to tailor their questions to the interview context/situation, and to people they are interviewing.” (Lindlof and Taylor, 2002) Because my interviewees specialize in different areas— all of which pertain to the exploration of my project—I formatted a different set of questions for each subject, tailored to their expertise.

Data Presentation

The data collected was through interviews, both over the phone and through email. Because my interviewees are international or out-of-state journalists/ non profit professionals, none of my interviews were face-to-face, but rather over the phone or through Skype. My first interview, with Dr. Richard Gross, was conducted as a Skype conversation that I recorded with a handheld audio recorder and transcribed afterwards. My second interview, with Luka Kasitz was, interestingly, conducted through Gmail. Luka called my phone through his Gmail account, and I recorded with my handheld audio recorder. My final interview, with Dr. Glen Cameron, was conducted as a telephone conversation, which I also recorded with my handheld recorder. I used the semi-structured interview approach.

Data Analysis

According to Lindlof and Taylor, qualitative data analysis consists of three major processes: “data management, data reduction, and conceptual development” (Lindlof & Taylor, 2002). Data management is “gaining some control over data that tend to grow rapidly” (Lindlof & Taylor, 2002). Data reduction is prioritizing data according to its value to the study (Lindlof & Taylor, 2002). The final tier of the processes is conceptual development, through which, “analytical tools are used to shape the data in a way that is informed by theory but also grounded in a particular culture or social scene” (Lindlof & Taylor, 2002).

In order to make the information gathered during the interviews more organized and understandable, the researcher categorized interview information into research topics and placed matrices summarizing each concept discussed in the interviews. The researcher incorporated data gathered in the literature in the categorized sections of the data analysis.

Limitations

These interviews were each conducted either over the phone or with the use of Skype, so many of the physical cues used in communications were not taken into account in this study. Additionally, each interview was recorded with a handheld audio recorder, and transcribed afterwards. Because the recordings were of phone or Skype conversations, they were not of the highest quality.

Chapter Four

Analysis

My first interviewee, Dr. Richard Gross, is an international journalist and broadcast journalism educator. Gross has worked as a journalist for CBS, and an international correspondent for United Press International (UPI), Monitor Radio, and National Public Radio. Gross specializes in broadcast, but has also worked as a print journalist in both the states and internationally. The reason I chose to interview Dr. Gross is because he is very well versed in international communication practices and cultural nuances. Dr. Gross has worked as an educator in Japan, China, United Arab Emirates and Kazakhstan (Appendix A). During his time in Dubai and Astana, Dr. Gross helped start journalism programs in the cities' universities. Due to these aspects of journalism, I believed he would be a fantastic person to interview. I was not disappointed: Dr. Gross provided a wealth of knowledge and information that only a seasoned international resident could relay. Dr. Gross is unique because he understands the American style of communication and public relations, and he also understands, to the same extent, foreign models of communication and journalism, and he can analyze these thoroughly.

My second interview was with Luka Kasitz, a recent college graduate whom currently volunteers with an organization called Mosaik, which undertakes youth social enterprise projects and non profit programs. Luka graduated from Temple University with a degree in Landscape Design in 2007, and decided to go into public service upon graduating. During his time at Temple, Kasitz was able to interview a Landscape Architect who did humanitarian work in Bosnia. This interview impacted Kasitz dramatically, and helped him come to his decision to go into public service after college. After working in the United States for a few years, Luka decided to volunteer overseas. After spending a length of time in Bosnia, he decided to stay there indefinitely, and began volunteering with Mosaik—an organization that he felt was working with esteem and great intention. He has now been in Bosnia for about two years (Appendix B). I

chose to interview Luka due to his knowledge of the inner workings of international-based non profits run by Americans, and because he has gained, and continues to gain, insight on how Bosnian culture affects the way they do business and communicate with each other and foreigners.

My third interview was with Dr. Glen Cameron, who has a doctorate in public relations, and is currently a doctoral advisor at the University of Missouri. Dr. Cameron has worked in the public relations field for thirty years, and has worked in the university system for more than twenty years as a public relations educator for graduate students (Appendix C). Dr. Cameron has worked as a communicator in the health field for many years, and has worked in the non profit sector. He is widely published, most of his works concerning public relations and health. Dr. Cameron was recommended to me by my first interviewee, Dr. Gross, as a very experienced and knowledgeable public relations practitioner (Appendix A). After looking into his work, I decided he would give a wonderful perspective to my project, and I contacted him. Dr. Cameron agreed to speak with me. Dr. Cameron had been the public relations director or a long-term mission in South Africa through a health centered nonprofit. Because of his experience with international nonprofit public relations, and his first-hand knowledge of inter-cultural communication, his insight is perfect for this exploration of international non profit public relations.

The following questions are my research questions presented in an earlier chapter. Because each set of questions varied between each subject, I chose to use the information they gave during their respective interviews, and used them to apply to my overall research questions.

1. What are the key differences, shown through case studies and research, of American public relations and that of developed European/ Asian countries?

The purpose of this question was to give additional insight into how vast cultural differences can be between American culture and the foreign cultures explored in this paper.

Dr. Gross relayed the stark gender differentiation still found in many parts of the world, “There is a distinct gender differentiation. There is a distinct preference for the older men versus younger women kind of thing...It’s kind of like the old way of running a relationships. It almost goes back to the Middle Ages in some respect. So those kinds of pairings are very common in what you would see in terms of the public relations images that you would have here. It’s not unusual to have the old chairmen surrounded by the bevy of 19-year-old women. Things like that are acceptable here” (Appendix A). Dr. Gross explained how the treatment of women might shock American citizens, especially Americans who are familiar with corporate policies on sexual harassment. The way men interact with women in the business world may be regarded as sexual harassment by Americans.

“You would find that if you were working overseas that some practices would be a little unusual to you. As a public relations practitioner, women still are treated like, I don’t want to say girls, but girls is the appropriate word. They are treated like girls. They are treated objectively often times in advertising and public relations”(Appendix A).

Dr. Gross also went into great detail regarding a huge difference in how public relations communications are carried out in Asia compared to the United States. He explained that Asians do not in any way appreciate or understand the Americans’ way of confronting a problem head on with abruptness and sometimes with harshness. Many Asian cultures think that this is a very rude way of relating to people. “The one thing that happens, it may be unique to Asia. It’s true in China it was true in Japan, it’s true in the Emirates is that the American style of confrontation is

not appreciated”(Appendix A). American culture often uses public relations as a way to advocate for their organization, business, public figure, or group. “They become advocates of what they call not strategic communication but strong public relations. Meaning public relations that is not just “hi, how are you?” but is advocacy. In much the same way that lawyers advocate for clients, public relations professionals in the states now advocate for the causes that their clients support” (Appendix A). This clashes with many Asian cultures because Asians do not like direct conflict or even direct engagement. “And that is an attitude is an attitude that overseas does not play very well ,because Asians do not like direct confrontation. It’s always the secret handshake, it’s always the quite conversation in the backroom, and it’s always avoiding the person with whom you have a direct dispute or even a direct engagement. And it’s going around a corner, it’s going through a third party that works in other parts of the world. Americans who go overseas often times, and it’s not just in public relations or advertising, but Americans who go overseas often times have problems with this because they want to be very American and that doesn’t work. People get offended by it”(Appendix A). Dr. Gross’ perspective meshes with Lee’s definitions of early American Twentieth Century nonprofit public relations, which states, “public relations’ role in nonprofit was to convince people to give money to a cause purposed to relieve injustices, alleviate suffering, or change public perception” (Lee, 2011, p. 319). Lee modified this definition to fit the Twenty-First Century nonprofit public relations model, which furthers the point that Dr. Gross made: “Today, public relations among nonprofits has grown into an operation to further name recognition of an organization or interest group, recruit new members or employees, or raise money for important social issues” (Lee, 2011, p.319).

The interviewees had different things to say about governmental relations in the countries they work in, but both Gross and Kasitz emphasized the strong dependence on and

respect—almost reverence—for government in the counties they live and work in. Young furthers this: “A major difference between American nonprofit public relations and European nonprofit public relations is the difference in their relationships to their governments.”(Young, D.R., 2003, p. 230).

Dr. Cameron told of how the governmental strictures change the way media, and therefore communication, is conducted. In addition to the strong ties to government, the relationship with government in Eastern Europe and parts of Asia most definitely affect the culture in a way that does not correlate to American culture in regard to governmental relations. When I asked if he had seen governmental relationships persuade the practices of non profit organizations and public relations and communications in general, Dr. Gross said, “Well, it depends on where you’re working. In most places in the Middle East and in China. And china I think is a very good case to look at right now, because all of their business organizations have some governmental tie, whether it’s current or legacy, because a lot of them are spinoffs of former government organizations”(Appendix A). In Asia, Dr. Gross continued, “You are an agent of the state and you need to function in a manner that is consistent with what is the best set of actions for the state”(Appendix A). Americans view government as a way to benefit their business or organization, while many Asians perceive their organizations or businesses as ways to benefit their government; it is a completely different conceptualization of the role of government in their business practices. “In America, we fund our corporations going overseas in the pursuit of profit for shareholders, not on the pursuit of what is the best interest of what is in the best interest for the United States of America. They are nationalistic in many parts of the world in the purist sense of the word. For example , in Dubai, it’s illegal to write things that are negative about the government. It is not illegal in china but no one’s going to do it. And throughout most of Asia

it's like that. We as Americans feel it's not a good thing, and I as a journalist feel it's not a good thing"(Appendix A).

Governmental systems also play a huge role in the manner in which media is disseminated, according to Dr. Cameron: "South Africa, China, Korea; they're all similarly focused. In Europe, you have essentially a nation. Everything has to be done on a nation-state level. They can't make a statement that goes out from the EU from their CDP. They have to funnel everything through each country that has it's own media network. And in Korea it's all done by pitching stories, visiting; what they call a press club system. I'd say that's the biggest difference"(Appendix C). Because many European nations are part of the European Union (EU), the way they publicize important information or public relations messages is based on whether or not it is beneficial to the European Union. Size of a governed area also plays a role. Dr. Cameron said, In Korea, Seoul is huge. In Korea you have a lot of communication to cover major cities. Proportionally, it would be like if everything is through the New York Times and the New York Post"(Appendix C).

Kasitz relayed that the cultural aspect of engaging relationally actually shapes how Bosnians communicate with each other, as mentioned in Table 1. "In Bosnia, everything is very relational. When you're here, it's the coffee, it's actually sitting down with people and talking, it's that physical contact. It's not enough to just talk on the phone, it's not enough to be Facebook friends. You have to engage that person on a relational, and physical and conversational basis" (Appendix B). This cultural importance of speaking face-to-face affects how Bosnians communicate with each other and their foreign relations in a business and public relations setting.

Table 1

Key differences between American Public Relations and those developed in European/Asian nations.

Respondent Answer	
Richard Gross	American style of confrontation is not appreciated in Asia. gender distinction still very present in Asia.
Luka Kasitz	Eastern Europeans value the face-to-face business meeting while Americans tend to use more digital communication.
Glen Cameron	Government controls and governed areas in Asia and Europe is a deterrent in how media messages are disseminated, including public relations communications, while the American government allows for easy communications.

“And that carries through to the professional realm because everything here is based on successfully selling your ideas and successfully proving to local funders or local organizations or local school directors. You have to meet with them face-to-face. It comes down to that close, relational level: meeting face-to-face, talking, getting to know who you are, what you look like, how you speak. That’s when they give their approval”(Appendix B). He said that Americans value vastly different things in communication and persuasive communication, “ I think people in the States look more at graphics and how you can say something or portray something in a letter or an advertisement or in some kind of sales pitch, while here it kind of comes down to a face-to-face conversation. Like TV advertisements—I think that aspect of proving things through a presentation is a lot more successful in the states than it is here in Bosnia. It’s a lot more relational and nitty-gritty here. They’ll make a decision based on whether they like you or not based on your style speaking and what not”(Appendix B). In Bosnia, it goes deeper than mere loyalty to government; political persuasions and religion have a great impact on how Bosnians

handle public relations and communications. This aspect of communication, especially in a country that is ethnically divided, makes it difficult for Americans to understand how to receptively communicate with Bosnians. Kasitz elaborated, “Things will have political identification. On it’s own merit but politics are always connected with ethnic and religious aspects. We’ve had all these problems working in the URS just because we’re operating out of the federation. Also, you know a lot of non-profits that are international organizations, they kind of need to utilize the in-place political structure, the in-place political parties and leadership”(Appendix B). He explained how the divide between Bosniaks, Serbs (inhabiting Republika Srpska, which is the northern region of Bosnia and Herzegovina), and the Herzegovans, who live in the Herzegovina region of Bosnia and Herzegovina.. “There are very, very strong nuances and word choices based on what ethnic group you’re coming from. Which also creates a difference beyond the pure linguistic difference. There always the conversation of, “is this the most appropriate way to communicate something? Will they understand, will they take offense?”(Appendix B).

2. What are the most recognizable differences between American nonprofits catering mostly only to people in the United States and nonprofits based in the United States that do more international development?

The purpose of this question is to analyze the examples and experiences given by the interviewees to find the prominent and current differences in nonprofits that serve Americans and nonprofits that serve other cultures and nations, both run by Americans. While the interviewees may not directly answer it from a perspective of nonprofits based in the United States, but from nonprofits being run and organized by professionals who have been taught through the American school of thought.

When it comes to business practices in American public relations versus public relations in certain parts of Asia, Dr. Gross explains that gender codes are one drastic difference. “If I wanted to hire an assistant and I was in Tokyo, I could place an add in the newspaper that would say “Female Assistant, Single, Not older than twenty-two, University Graduate.” In the United States I could not do that; that’s illegal. That’s highly illegal. And that’s one difference” (Appendix A). While professionals in the business or non profit sector in the United States may frown upon or even call out this kind of behavior within the States, doing so in another nation, as American professionals, would be highly uncalled for and offensive. Also, Dr. Gross adds, if Americans wants to engage in something that may push social envelopes or norms, putting it in writing when interacting with foreign communities may give them more validity. “The kind of legal strictures that we have in America don’t apply in the rest of the world. And that means that in the United States when someone plots to engage in a practice, they have to find an excuse to do it, while in the rest of the world, they actually put it in writing”(Appendix A).

As mentioned before by Dr. Gross, Asian culture typically shies away from face-to-face or direct confrontation. With this, written contracts or anything in writing is taken very seriously. Gross explains that when he was first going into teaching in Japan, there was one aspect of the teaching contract that he wanted to alter, so he did not sign the contract. “This very minor misunderstanding about the nature of the contract and how much it was and all of that. And my American sponsor who was with me said, ‘Well don’t sign it’”(Appendix A). This small confrontation and disregard for the written contract caused an upheaval among the school board that Dr. Gross was to work for. In an American context, a deal would have been made and no one would have come or gone from the exchange with hurt feelings. In this scenario, the entire school board flew in from various places around Japan and met with Dr. Gross to change the

contract. Americans nonprofit professionals should take note of this important difference, and be respectful of written contracts when working with Asian businesses or communities.

Table 2

Recognizable differences between American nonprofits serving nationally, and those serving internationally.

Respondent Answer	
Richard Gross	Americans tend to think money is the bottom line, and utilize this when relating to Americans; when relating to other nations, the bottom line must be culture or society.
Luka Kasitz	Nonprofits are accepted in the US as ethical, while in Eastern Europe, they are seen as unethical; US practitioners need to act like corporate or government businesses when in Europe.
Glen Cameron	American education prepares students wonderfully for work within the country, but does not prepare them for out-of-country work.

When Americans engage in nonprofit interactions within their borders, it is commonly understood that the United States government is there for the benefit of the people. American professionals will address the government as something that can be used to further their cause, or something that is a hindrance to their cause and rally to change it in some way. Other cultures, including some Asian and Eastern European cultures, see the government as something that they serve, as it is there for the common good of the people and country, as mentioned earlier and detailed in Table 2. Americans nonprofit practitioners, when engaging with other cultures, should keep these perceptions of government in mind. Dr Gross elaborated, “That attitude that Americans have, sort of unbridled attitude, I hate to say capitalism because it’s so trite, but it’s true. That, the capitalism, plus this notion about the differentiation of one’s perspective and

interests. And now it's like, am I concerned about my country? Or am I concerned about other things?"(Appendix A). Kasitz furthered this concept of the differences in how Americans interact with their government and how other cultures interact with theirs. "And even for myself, if I worked for an NGO in the states, I would kind of wear that badge as a public service. But here, if you wear that badge of an NGO people will think that you got that position based on contacts, that you are getting paid exorbitantly and that your organization isn't doing anything of value and that you're actually stealing money. Part of that is because many of the NGOs here are backed by international governments, organizations, they're kind of supported from the outside. There's a big mistrust towards volunteers and towards these organizations"(Appendix B). This is quite the opposite of how non profit/ humanitarian work is perceived in the United States: Americans typically view non profits and being exponentially more ethical, trustworthy and purpose-driven than the government. In America, non profit organizations accentuate the fact that they are non profits—if they did so in Eastern Europe, they would not receive the same support as they would in the United States.

Kasitz also emphasized the importance of printed verification, similar to what Gross said concerning reverence for written contracts. "Here is Bosnia, there's more emphasis based on certificates and getting things verified and stamped than there is on having experience, work experience"(Appendix B). In United States businesses and non profits, another organization or individual's verification is typically through word-of-mouth referrals or trusted reviews—not necessarily from written contracts or verification. This is not the case in Eastern Europe, as Kasitz explained. "The way you put something, the way you advertise something, the way you sell something—if you don't have a certified stamp from the municipality, they won't take you seriously. Even if you print it up on a Word Document and it looks very unprofessional, if you

have a stamp it's regarded as something sacred and meaningful. And that's across the board. I don't know what it stems from, but it's very much a part of gaining final approval and getting and having this stamp"(Appendix B). If they want to be taken seriously in Europe, American non profits should have verification or written documentation surrounding their work and mission.

Situational perception should also be considered by American non profits when working with organizations or publics outside their borders. Kasitz explained, "Aspects of being grounded in reality, because I think a lot of Bosnians view Americans as being overly optimistic. And Bosnians, to a failure, can be pessimistic and always see the dark side or see how something will fail" (Appendix B). When American non profits present an idea or vision to Americans, it is typically considered and demands to be looked at in a positive light. This does not necessarily stand true for Eastern European perceptions of ideas. When engaging in projects or campaigns with foreign organizations or public, American non profit and public relations practitioners should bear this in mind. Kasitz gave an informative example. "A reaction in myself, in my organization with one colleague and my director, as visionaries they're often analyzed, criticized by people who say exactly why it won't work. So you have to be very, very thorough and have an understanding of whether or not that idea will work and have the results to back up and the certifications and the no-fail reasons why it would work. Utilize that, and it will basically come down to a face-to-face conversation. In terms of international business, I don't know exactly how that would work; it would probably be helpful to have some on-the-ground contact of some sort, even if they're a Bosnian representing what circles you can give a sales pitch to. And maybe even too, making it clear that as an American-based organization that you know a lot about Bosnian history. You know, people expect us to be clueless, and because of that our optimism

and our ideas are very, very out of place. To really make it clear that we know what is going on or at least we have a good idea based on research, based on research, based on knowledge, based on what we know about Bosnia. At the same time, there is a sense that the United States is more stable than Western Europe. People still like the west more so than France and more so than other places that would rather compete, and think they're better culturally, mentally and philosophically than the states"(Appendix B). Kasitz's explanation follows what Lopez wrote about cultural differences between American and European nonprofits: "A cultural difference between American nonprofits and European nonprofits is that, like a mirror to the US' stance on international relations, United States-based international nonprofits do not value cultural understanding of other regions as highly as most other nations. European nonprofits, particularly those that do international work, strive to keep abreast of cultural values, communication norms" (Lopez, 1989).

3. How do cultural differences play into public relations initiatives within nonprofits that work in international development and communication and what are some of the great issues between the two?

The purpose of this question was to further explore what sort of prevalent cultural differences play an important role in how non profit, and business for that matter, public relations practitioners should communicate with those in the nations they are doing developmental work in.

Dr. Gross explained a common flaw in American ideology when they enter other cultures or nations. "For the longest period of time the Americans, I don't know if you've ever heard the term, had this idea of 'American Exceptionalism'. The idea refers to the notion that Americans are different from everybody else, and that our experiences are different that of the rest of the world. And it tends to suggest different as better" (Appendix A). American

communicators in non profits tend to have this idea that bringing American values to another nation will bring them out of their financial or social turmoil. This ideology is not only antiquated, but highly offensive and off-putting, and can greatly hinder the developmental nature of their work. “And I think that the shocks of the last couple years they have awakened people to the fact that maybe America isn’t quite that American any longer. So the Americans for the longest period of time were sort of very America-centric and they weren’t really thinking about their relationships with other countries or cultures but rather other countries and cultures relationships with America”(Appendix A).

Kasitz expanded the range of differences between United State’s cultural perception of nonprofits compared to the Eastern European cultural perception. . “So basically people keep that positive image of the project in these different public realms. And as Mosaik, I think the biggest goal is to try to distance ourselves from being called an NGO, and in reality, we’re not—we’re a social enterprise foundation because we have for-profit and non-profit. There’s an unwritten rule here in Bosnia and in the Balkans that NGOs take money, like skim money off the top, that they’re not ethical and they don’t work with integrity, and that’s a public view and a governmental view. So we don’t call ourselves an NGO’ we distance ourselves from that word. All the public relations things that we do, we try to portray ourselves as an innovative social enterprise that is supporting communities by developing successful businesses and successful programs that are empowering local communities to realize their own community development. To developing jobs and developing business because it’s for-profit and developing non profit programs”(Appendix B). Kasitz also discussed how American culture tends to spin everything into positive light—the ‘Glass Half Full’ Syndrome. While this tactic might be encouraged among American non profits and public relations, Kasitz explained that Eastern Europeans do

not appreciate this unabashed optimism. “I think here, people perceive Americans as being a) clueless and b) not knowing about history, not knowing about culture—especially outside of the states or even in the states. When we get excited about something it just looks goofy, and it looks foolish. So if we still do convey that optimism, which also, people enjoy that and know that we come to the table with this inherent sense of optimism, we have to have the answers and know that people will be skeptical and say that it’s not going to work for a lot of different reasons. You should also come to the table knowing that it’s going to take a lot of hard work and proof over years that something will work, that it is a good idea, and it’s worth them working alongside of you. And I’m coming to the table trying to realize products, programs for the community good, for this or that reason. I would say if you could tell Bosnians all the books that you’ve read about the region, that will go a long way. If you can say that you were actually in the Balkans, that will go a long way, if you know where it’s located, and if you forget that you’re American. I’ve been intentional about doing that and I’ve had a good response”(Appendix B).

Dr. Gross shared that the American cultural view of justice as it correlates to the government is vastly different than that in many Asian cultures. “For example, in a place like China, people who are engaged in corruption now, it’s not unusual for them to be executed. And as an example to the people that the government is concerned about good governance. So that in the United States, we’ll take a Bernie Madoff and we’ll send him to prison after he’s ruined an untold number of lives. In China, that would be a very dead person.” Many American non profits are focused on justice-related issues, and how the government is hindering justice in some way”(Appendix A). In many other cultures, the government is revered as the body that upholds justice, and will do whatever is necessary to protect its people. American non profits focusing on foreign justice issues need to be very sensitive and respectful of the governments in

those areas (if, indeed, those areas revere the government in the fashion mentioned above), and communicate with the people in these areas with respect for their governments.

Table 3

Cultural differences that play into public relations initiatives within nonprofits working in international development and cause subsequent issues

Respondent Answer	
Richard Gross	Americans tend to feel that the American philosophy and value system is better than the rest of the world's, and this is not appreciated in other cultures.
Luka Kasitz	American optimism, at least in Eastern Europe, is seen as unrealistic and foolish—and even hinders business relations.
Glen Cameron	Public relations professionals in other countries are often critical of the profession because they've been trained in other areas of expertise. American public relations practitioners tend to be trained in public relations and have greater respect for public relations.

Dr. Gross also highlighted how cultures relate to money drastically differently. “As in much of the world, that’s really true. I think the difference is that Americans, and I don’t want to say necessarily all public relations organizations, but certainly American corporations, as opposed to foreign organizations is that Americans often relate to the money whereas foreigners often relate to the culture”(Appendix A). Communicators need to be aware of how they discuss money in the international arena. Money is most definitely necessary for development in international cultures, however, as mentioned by Dr. Gross, culture is often valued above money, above fiscal acumen or responsibility. American communicators who tend to see the bottom line or goal as it pertains to finances, must emphasize cultural development over –or on the same

level as—money to gain the trust and support of the foreign publics or organizations they are serving and working alongside.

The educational aspect of journalism, public relations and communications are very different in the United States than they are in Europe and Asia. According to Nessmann, “The education system in Europe differs greatly from American education, and public relations education is no exception. There are only 79 Universities that offer public relations training in Europe, compared to the United State’s 160 University programs” (Nessmann, 1995).

As a professor of journalism in Dubai, Astana, and Tokyo. Dr. Gross testified to some of the difficulties he faced in the United Arab Emirates, Kazakhstan and Japan. “Journalism is really hard to teach to foreigners other than Americans and the reason why—and this gets back to what is good about America—is that Americans, by and large, and American education, by and large, teaches people to take what they know and add to it. Whereas, in most countries, people are encouraged to replicate what it is they learned”(Appendix A). Dr. Gross furthered this observation by stating that abstract thinking, and ideas beyond the textbook answer, are not appreciated or practiced as frequently in many parts of Asia. This is a cultural aspect of education, along with a religious aspect of education and learning. “The commonplace way of looking at it is that Asians to not innovate, but replicate. It’s very difficult for me to get students to look beyond what they’re told, like there’s always an answer. So it’s very difficult to teach foreign students something like ethics, where you have to do something like, if you will, invent or create a response, because it’s not something that is endemic to their culture. Their teachers tell them what’s right and wrong, and they believe what’s right and wrong, and that’s how it works. And, in a lot of Asian cultures, especially in China, you’ll find that there is a lot of reverse engineering because Confucianism is the primary belief, and Confucianism it is

considered honorable to take someone else's idea and improve upon it. Just like, rip off an idea so the idea of copyright in China is a very strange idea. They don't understand why anybody would own anything that would be a good to other people. They just don't get it!" (Appendix A).

Coupled with the difference in education philosophy, Dr. Cameron found that communication professionals and professors in other nations are not often actually education in the field of public relations. "On the academic side, I find that there are a lot of people trained in other fields; political science, economics, sociology, but no work experience holding an academic position in pr. And I find that they are quite naïve, and the consequence of their naiveté makes them quite critical of the field they are teaching in"(Appendix C). In the United States, public relations practitioners and educators typically have an undergraduate, graduate, or even doctoral degree in journalism or public relations, Dr. Cameron added. "We train, we have doctoral programs in pr in Maryland, Georgia, Syracuse, Florida, which include a five years masters and doctorate program in public relations. We have a doctorate in our field"(Appendix C). This rift in education and practice creates a very different sentiment towards the profession than what Americans involved in public relations perceive of it, as shown in Table 3.

Corroborating the difference in cultural perception, Sriramesh and Verčič state, "In many parts of Europe, the line between press and public relations is comfortably blurred, with each entity performing similar tasks quite often" (Sriramesh & Verčič, 2008). Rogojinaru also states, "Cultural practices in the public relations departments of nonprofits in European nations have very much to do with the public relation sector's connection to the mass media and press" (Rogojinaru, 2008).

The lack of understanding of or experience in the profession can birth critical thoughts and feelings, Dr. Cameron elaborated. "They're getting a PhD in symbiotics or sociology and either

gravitating because they're not getting jobs or due to a growth faculty they end up in a pr department. But they are inexperienced and don't have an understanding of the profession. I find that they are sometimes embarrassed or hostile towards the professions. They don't really want to get their hands with actually thinking about how things are done and teaching that. We have a lot of students who go for their first semester abroad. Their professor at the program in London that hasn't actually done any pr or been a reporter, but they have a doctorate from Sheffield in political science. I think the gulf there; the contrast between other countries and ours is greatest on the academic side, and not the practitioner side of things"(Appendix C).

Both Dr. Gross and Dr. Cameron's portrayal of European and Asian education system may coincide with the differences in the availability of public relations education among nations. "The education system in Europe differs greatly from American education, and public relations education is no exception. There are only 79 Universities that offer public relations training in Europe, compared to the United State's 160 University programs" (Nessmann, 1995).

While Americans typically welcome other cultures, other cultures tend to reject those different from their own. Dr. Gross elaborated, "I think there's a great deal of fear, I'm not sure fear is the right word. But what normally happens when you go into a new country and, we're nation building basically, and what normally happens is you're invited in for five years, and then kicked out, or invited out nicely. You tend to be overpaid, over pampered, well treated and all that. But you're not really welcome because they are afraid that the foreign influence will, to an extent, damage/ hinder/ create something negative in their own culture"(Appendix A). Foreign nations appreciate the professionalism and expertise of American communicators, nonprofit practitioners and educators, but that does not mean that these countries want to be saturated with American culture or social values. American practitioners must understand that when they enter

foreign cultures, they are not expected—or wanted—to indoctrinate the cultures with their own values system outside their professional expertise and resources. Gross continued, “And I think that is a fairly common experience that people who are in track with the American culture. American, and I would say UK culture as well, that they don’t want the Western influence to become too deeply engraved in their country. What they want is your professional abilities. They want your educational system, they want the things that can help their people. What they don’t want is the influence of your culture. Which is the reverse of what America normally wants. We don’t want someone’s educational system. But we do want their food, and we do want their languages, and we do want their culture, because that’s typically American. And I would ask other countries to become more American, much as I would want Americans to be more other-cultured”(Appendix A).

4. What can be learned from successful international nonprofit collaborations, and how can they be implemented into current models of international nonprofit communications?

The purpose of asking this question was to gain insight on how to change—how to improve—the way in which United States-based nonprofit public relations practitioners communicate with people in other nations. If the goal of a nonprofit is to encourage positive change, tactics must be undertaken, and the ideas from people who understand both American and foreign cultures probably have the best suggestions for these tactics.

This question is complicated: It is difficult to gauge the success of a campaign quantitatively, and even quantifiably if it is still in effect. Regardless, Dr. Gross shared an international public relations tactic that he felt was and continues to be successful and continues to create cohesion between European countries. “It was to use the idea of a common currency to create a common interest, and the reason why is because in the last century, the place that caused

the biggest problem in the world was always Europe, because they were always fighting with each other. The idea was that if they created a common economic bond, they wouldn't go to war with each other. The idea was to get France and Germany on the same page so they'd stop fighting each other. And that may or may not be working depending upon your point of view. But in terms of a public relations initiative, if you accept the idea that public relations is the act of selling an idea rather than selling a thing, then the idea of creating a common currency in Europe, then the creation of the Euro was a very large success"(Appendix A). Incorporating a commonality (see Table 4), finding similar grounds is an excellent way to foster healthy and effective communication and relations between nations. Dr. Gross also gave the example of Australia's emphasis on international travel as a way to educate their citizens on foreign cultures. While this does not directly correlate to nonprofit collaborations, it does show how implementation of common travel practices would mold the way we engage with other cultures, and ultimately make international nonprofit collaborations more harmonious. When asked if he would change the way Americans endeavor to understand and connect with other cultures, this was his suggestion: "I would put you all on a plane. There is a custom in Australia that students there follow after secondary school. They take a year off before they go to college and they go somewhere and live somewhere and work somewhere other than Australia. And so it's not uncommon for me to run into Aussies, men and women. They are the best travelers on the planet"(Appendix A). He further explained that Australians do not merely travel to other nations, but rather live and work in foreign nations, because it helps them to become acculturated to the nation they inhabit. "Men and women go away and they go and get jobs. They'd be waitresses, they would do whatever it was they had to do to live in a foreign culture, and they would do that for a year before they started college. And it was a way for them to not just get

away from Australia, but also be excited by the experience. They are pleasant when they travel, they like visiting new cultures. I think that Americans could benefit greatly by adding such a component to its educational system. I, for example, would want to see, if you were an international relations major, you would have to go overseas for six months. You'd have to do it. However that happens, you would be compelled to live and work overseas"(Appendix A). From the Australian philosophy of inhabiting oneself, at a relatively young age, in a foreign culture not only teaches people to appreciate and respect these cultures, but it also provides them with invaluable knowledge of these cultures. Another example of intercultural exchange comes from Stevens, stating: " Universities in Europe and the United States have begun to implement exchange programs, in which public relations students in the United States and European nations attend each others' universities for a quarter or semester, or for a shorter summer session. While in the foreign nation, the students conduct public relations campaigns, learning about the cultural differences in the ways each country conducts public relations" (Stevens, 1994).

Table 4

Lessons learned from successful international nonprofit collaborations.

Respondent	Answer
Richard Gross	The formation of the Euro brought cohesion to every country in the European Union because it created common ground.
Luka Kasitz	No comment.
Glen Cameron	Studying cultural aspects of the South African community his nonprofit was working for, and collaborating with the community made their long-term project successful.

Dr. Cameron shared his personal experience in positive international nonprofit collaborations in South Africa. He directed the public relations for an on-going non profit campaign in South Africa, focusing on using the knowledge of traditional healers and herbs coupled with western medicinal practices to develop HIV/AIDS medicine. “The crux of our challenge is that it could have easily been depicted as American, western medical science team comes to South Africa to debunk our traditional medicine, which is what eighty percent of the people receive, they don’t get any western medical care. Or, it could have been that they thought we were there to steal their priceless medical information. The Constant Gardener idea. We were kind of in a ‘damned if you do, damned if you don’t’ crisis planning. Because of our work directly with the council of traditional healers, there was a lot of buy-in and a lot of understanding”(Appendix C). While the relations were successful, Dr. Cameron explained that small amounts of negative press surrounding their campaign could have effected how they were received in the community. One reporter accused Cameron’s team of trying to steal the ideas of the tribes they were collaborating with. But this one report did not affect their relationship with the South African people, because they understood and agreed with what the American nonprofit workers were doing. “We really could have been hung out to dry as debunkers or intellectual thieves. And other than the one piece, we were covered very positively as we tried to find out how a certain type of plant in the area affected animals and human clinical trials in collaboration with the traditional healers. The first time our clinical trials were conducted with traditional herb. So that’s for HIV medicine”(Appendix C). American nonprofit public relations practitioners should consider the methods undertaken by Dr. Cameron and his team. “The single best thing was the six-month analysis of media coverage of traditional healers and medicine and identifying patterns of coverage and the kind of wrong doing that had been exposed. So we had really

mapped the whole communication territory before we ever got in to, well actually started to work there. I think the other thing was relying on local intelligence”(Appendix C). Respecting and requesting the help of locals was hugely successful in Dr. Cameron’s campaign, along with having a comprehensive knowledge of media surrounding the area through detailed research.

5. How does the rise in web communications affect international communication between public relations representatives of national and international nonprofits and how can international nonprofits use the web to better relate with the people they communicate with around the world?

This question is purposed to explore the shift in communication styles on an international level, with the rise of digital communication. This exploration should also provide a comparative analysis of how the west and other areas, specifically Asia and Eastern Europe, utilize the Internet in business and nonprofit public relations and communications.

Kasitz answered this query, and also stressed how culture deeply affects the use of Internet in Eastern Europe, as shown in Table 5. He tied this back to the concept that Bosnians favor face-to-face communication, and how Internet communication is nearly the antithesis of personal, face-to-face interactions. “In my personal experience, a lot of stuff does route down to me, as far as sending funding proposals putting out information for programs and projects over Facebook, which is a really cheap and consolidated tool for advertising and getting the word out about what you’re doing. The Internet is not enough here, you know, it’s just not enough to make things work. You can’t raise support over the Internet in terms of community action. But I think in the states, through Facebook you can raise money, you can add a lot of interest and energy over the Internet and you can have movements online. But, I think here, it just doesn’t happen that way. Well, I guess it’s a cultural problem here of people making movements in any way, so

it's sort of a hard question. So I would say limited use of Internet as a powerful tool of expression.. So maybe the Internet is the only way to communicate essential things and movements to people who are respectively far away, and people that you would never talk to otherwise. So I guess it does make a small country smaller”(Appendix B). Kasitz analyzed this disparity by the lack of visual development of Internet sites. “It’s still not as integrated in society as in American society. There are still a lot of kids here that don’t have Facebook, that don’t have Internet, there’s a lot of homes that don’t have Internet. It as much by necessity as it is their personal choice. There’s just not as many high profile Internet sites that are glamorous. They’re very basic, a lot of things are very basic here. It’s pretty apparent to me that the virtual infrastructure is not in place and not utilized, not expected, not demanded, not appreciated”(Appendix B). Agreeing with Kasitz , Waters, Burnett, Lamm & Lucas state that “the United States has had more time and experience with social media—particularly Facebook” (Waters, Burnett, Lamm, & Lucas, 2009).

Table 5

Effects of the rise of the Internet on international communications between public relations professionals

Respondent Answer	
Richard Gross	No comment.
Luka Kasitz	The Internet, for now, is a further communication barrier as it is not as widely accepted or utilized in Eastern Europe as it is in the United States and Western Europe.
Glen Cameron	Many Asian cultures perceive the internet as a western communication channel, and want little to do with it. This causes communication barriers between international communicators.

Kasitz went on to explain that even though the Internet in general has had minimal effects on Bosnian culture, the integration of Facebook, although not everyone uses it, has already had an effect on how Bosnians initiate conversations. It has started to affect the cultural communication normalcies. “More and more people will come to expect that and come to utilize that on a more and more daily, hour-by-hour, minute-by-minute basis. Even Facebook has changed some of the cultural norms. It will be a much slower process here in Bosnia. The ongoing conversation is that there’s always an ongoing tension with Facebook and people still wanting to get coffee together instead of speaking together online. So it will be a slower process but I think an institutionalized process, it wouldn’t leave ground even here. It’s just slower”(Appendix B).

He mentioned how the difference in communication styles affects the way he conducts business in Bosnia. While Kasitz said that the Internet has not caught on as quickly in Bosnia as it has in the West, he believes it will soon be incorporated into normative business communication. “I think because technology is so advanced now and you can actually have a phone meeting and see the person you’re talking to. You can have a level of interaction that’s pretty intense. If an American person went about it the right way, they could convey the same values as if they were to come to Sarajevo and have a cup of coffee with somebody. Especially coming from the vantage point of them knowing what they’re doing, if they know how to celebrate that exchange, if they say something like, “You know what, let’s have coffee together.” They’d put it in those words, if it were a meeting or a friendly exchange. The Internet technology is powerful enough to embody those words and facilitate similar interaction and society is advancing technologically here and people will be expecting different things. And the novelty of that does excite a lot of people. So I think anytime technological advanced communication forms

that we depend on in the states, we'll still have a hassle with cultural and historical context for the next 20 years, for this generation"(Appendix B). Kasitz advised American public relations practitioners who want to communicate with people in other nations to not expect an expedient response in online communication from foreign people as they would someone from the states. "The communication thing is a whole package and the visual aspect, the results based aspect... you can't depend on internet alone, you can't depend on a great idea by itself and how you deliver it on the page, but you really have to sell that through a relational experience. If you were to do an internet business I don't think you could expect to see return as quickly as you would in the states, because even someone whose profit would rise here would tell people to go to an internet site to read what you're trying to communicate. So I think that should be kept in mind and catered to and somewhat manipulated, you know in a cultural aspect"(Appendix B).

Dr. Cameron agreed that cultural values affect the way Internet is utilized in other nations. "I've done some research with my doctoral students, particularly from Asia—Singapore, Korea, china, and the Philippines. They kind of suggest the web is a more western channel. The distinction between eastern or Confucius ideas of communalism, and the ideas built into the web—this sort of more individualism and kind of a western approach to things"(Appendix C). However, much along the lines of what Kasitz said concerning the adoption of social media, Dr. Cameron said many Asian cultures are slowly warming up to the Internet. "There maybe something going on in terms of trying to changing those Pacific Rim cultures. They have Internet and social media adopted"(Appendix B).

Dr. Cameron also discussed how the rise of Internet communication, particularly the rise of social media, has had a monumental affect on very technical aspects of media coverage of public relations endeavors. When asked if he thought the rise in digital and electronic

communication has had a positive or negative effect on international communication, Dr. Cameron answered: “Probably both. I think there are a couple of things; one, there’s a lot more targeted, which is kind of self-evident. We’ve had a revolution in our ability”(Appendix C). He went on to discuss the technical aspects of media coverage; earned and controlled media. “When you have an event and you have coverage, you’ve earned coverage. If you’re writing a story and there really is a news peg in it, and there’s something there from a New York Times reporter, there’s major coverage. Increasingly, if I’m working with health organizations in Missouri, and I know sixty or seventy people who are influential, then state of Missouri can help us improve health measures. I can still do mass media. If I can find a way to reach them with a message that I control, like the thing that I pitched to the Saint Luis staff, or things in my book. If I can tweet and get them to follow me on Twitter, or get the to join my Facebook group; that’s controlled media. We write fast and produced, if it’s video, and we deliver it to the influential. And that’s true globally. The targeting and then the control, and the shift from earned media to controlled media. I’d say those would be the two biggest- targeted and earned media”(Appendix C).

Chapter 5

Discussion of Findings

Summary

This study was conducted in order to discover more about the cultural and governmental aspects that affect the public relations communications conducted between international nonprofit organizations. While public relations has been prevalent in the United States for over a century, it has blossomed in parts of Europe in the past twenty years. (Lee, 2011, p. 319). The relationship American businesses and nonprofit organizations have with the United States government is drastically different than the relationship foreign businesses and nonprofits have with their own government.

To further explore the cultural, including educational, and governmental aspects that affect international communication, interviews were conducted with three different professionals that targeted the exploration for a different and informative angle. While each individual questionnaire contained different questions, every question was crafted in such a way to answer the following research questions for the entire study:

1. What are the key differences, shown through case studies and research, of American public relations and that of developed European countries?
2. What are the most recognizable differences between American nonprofits catering mostly only to people in the United States and nonprofits based in the United States that do more international development?
3. How do cultural differences play into public relations initiatives within nonprofits that work in international development and communication and what are some of the great issues between the two?
4. What can be learned from successful international nonprofit collaborations, and how can they be implemented into current models of international nonprofit communications?
5. How does the rise in web communications affect international communication between public relations representatives of national and international nonprofits and how can international nonprofits use the web to better relate with the people they communicate with around the world?

Discussion

By analyzing the information from Chapter Four, and using the data from the literature review, there were connections found between what the interviewees shared concerning communications between international nonprofit public relations, and what was gathered in the literature review. These connections will draw conclusions concerning the original research questions.

1. What are the key differences, shown through case studies and research, of American public relations and that of developed European countries?

Key differences include the distinct gender differentiation in the professional public relations world in Asia that is not as prevalent in the United States. Along with this, the American style of confrontation is not appreciated in many Asian cultures. In Eastern Europe, public relations and most business communication is conducted face-to-face, while American public relations and business communications are becoming increasingly dependent on the use of the Internet to communicate. Additionally, European, Asian and African nations are often tied to larger areas surrounding them; for example, European countries to the European Union.

2. What are the most recognizable differences between American nonprofits catering mostly only to people in the United States and nonprofits based in the United States that do more international development?

American nonprofits catering to people within national borders do not need to pay attention to formalities and written documentation as when they work with overseas customers or publics. This is because some European and Asian cultures revere documentation and contracts above other professional and formal aspects of conducting business, which may not necessarily be as highly in the American business world. Also, American professionals have typically

3. How do cultural differences play into public relations initiatives within nonprofits that work in international development and communication and what are some of the great issues between the two?

Americans tend to think that their experiences as Americans are better than the experiences of people of other nations and cultures, while other cultures tend to appreciate or at least have more knowledge of the cultures of other nations and people groups. In Eastern Europe, nonprofits are viewed as less ethical than governmental groups, and are often not trusted. This has great affect on how international nonprofit communications are conducted, as Western European and American nonprofits are typically perceived as organizations of high ethical

standards. Americans tend to be more optimistic than Eastern Europeans, and this causes them to be perceived as less reliable than people of a pessimistic mindset. Philosophy of education is also very different among cultures: American education of public relations is more developed and hands-on than European and Asian public relations education. Even in European education systems, many public relations professors were not trained in the profession and do not have adequate knowledge of the field.

4. What can be learned from successful international nonprofit collaborations, and how can they be implemented into current models of international nonprofit communications?

Creating common ground, like the Euro did for the European Union, works in creating smooth and cohesive communication between cultures. Nonprofit collaborations between cultures can be improved by requiring students who will be working in international business or communication to study abroad: This is much like Australia's encouragement of their young adult citizens to live and work abroad to gain a broader range of cultural understanding.

5. How does the rise in web communications affect international communication between public relations representatives of national and international nonprofits and how can international nonprofits use the web to better relate with the people they communicate with around the world?

American and Western European public relations have utilized Internet communications longer than other global areas. In many ways, the western acceptance of the Internet as a viable way to share business and public relations communications has created a greater rift in international and intercultural communication. However, despite their slow uptake, many cultures around the world, including many Asian and Eastern European cultures are beginning to utilize social media platforms as a way to communicate nationally and internationally.

Recommendations

Further research should detail other facets of international nonprofit communications as follows:

1. Further research should be conducted on cultural shifts in Europe and Asia due to the introduction and growth in prevalence of social media.
2. There should be case studies conducted, gauging the cultural knowledge and expertise implemented in the workforce of American professionals who have spent a quarter, semester, or more studying abroad.
3. Studies detailing the success of international public relation campaigns done completely on the Internet versus those done completely in-person.

Study Conclusion

This study backs up the literature that displays the stark cultural differences among international nonprofit public relations communications. Not only do cultural differences play into these differences, but educational, governmental, and overall knowledge between cultures affect communications between nations (Lopez, 1989). To create more cohesive communications between cultures and nations, nonprofit public relations representatives should acquire education about the cultures, governments and educational styles of the nations they will be collaborating with prior to entering into communications.

References

- Boyd, D. M., & Ellison, N. (2007). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication*, 13(1), 211. doi:DOI: 10.1111/j.1083-6101.2007.00393.x Retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1083-6101.2007.00393.x/pdf>
- Curtin, P., & Gaither, T. K. (2007). Business-Driven Public Relations. In *International public relations : negotiating culture, identity, and power*. (p. 11). Thousand Oaks, California: Sage Publications, Inc.. Retrieved from <http://www.worldcat.org/title/international-public-relations-negotiating-culture-identity-and-power/oclc/70883095>
- Gruban, B. (1995). Performing Public Relations in Central and Eastern Europe. *Public Relations Quarterly*, 40(3), 20-23. Retrieved from <http://web.ebscohost.com.ezproxy.lib.calpoly.edu/ehost/detail?vid=4&hid=111&sid=2f701152-bf3d-4bbc-90b5-d396b339ef09%40sessionmgr112&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#db=ufh&AN=9604082448>
- Hansmann, H. (1980). The Role of Nonprofit Enterprise. *The Yale Law Journal*. 89(5), 834-901.

Retrieved from: <http://www.jstor.org/stable/796089>

Lee, M. (2011). Historical Milestones in the Emergence of Nonprofit Public Relations in the US, 1900-1956. *Nonprofit and Voluntary Sector Quarterly*, 40(2), 318-35. doi: Retrieved from <http://nvs.sagepub.com/>

Lindlof, T.R. & Taylor, B. C. (2002). *Qualitative Communication Research Methods. Second Edition*. Sage. Retrieved from: <http://people.ku.edu/~nbaym/Coms855S09.htm>

Lopez, J. T. (1989). Communicating Outside Our Borders. *Communication World*, 6(7), 28.

Retrieved from

http://go.galegroup.com.ezproxy.lib.calpoly.edu/ps/i.do?&id=GALE%7CA7494302&v=2.1&u=calpolyw_cs&it=r&p=EAIM&sw=w

Nessmann, K. (1995). Public relations in Europe. *Public Relations Review*, 21(2), 151-160.

Rocojinaru, A. (2008). Europe. In *The global public relations handbook: theory, research, and practice*. (2nd ed.). (p. 24). New York, United States: Routledge.

Salamon, L. M., & Anheier, H. K. (1987). The Challenge of Definition: Thirteen Realities in Search of a Concept. In *Defining the nonprofit sector: a cross-national analysis*. (2nd ed.). (p. 12). Manchester, United Kingdom: Manchester University Press.

Smith, R. D. (2005). Glossary. In *Strategic Planning for Public Relations*. (2nd ed.). (p. 347). Mahwah, New Jersey: Lawrence Erlbaum Associates Publishers.

Snaveley, K., & Desai, U. (2001). Municipal Government-Nonprofit Sector Collaboration in Bulgaria An Attitudinal Analysis. *The American Review of Public Administration*, 31(1),

151-160. doi:10.1177/02750740122064839 Retrieved from

<http://arp.sagepub.com/content/31/1/49.abstract>

Sriramesh, K., & Verčič, D. (2008). Europe. In *The global public relations handbook: theory, research, and practice*. (2nd ed.). (pp. 411-674). New York, United States: Routledge.

Szczepanikova, A. (2010). Performing refugeeness in the Czech Republic: gendered depoliticisation through NGO assistance.. *Gender, Place & Culture: A Journal of Feminist Geography*, 17(4), 461-477. doi:10.1080/0966369X.2010.485838 Retrieved from

<http://web.ebscohost.com.ezproxy.lib.calpoly.edu/ehost/detail?vid=4&hid=111&sid=50e1035c-4965-4798-935b-04cacda48d1d%40sessionmgr104&bdata=JnNpdGU9ZWwhvc3QtG12ZQ%3d%3d#db=afh&AN=52063362>

Stevens, B. (1994). An Analysis of Corporate Ethical Code Studies: “Where Do We Go From Here?”.. *Journal of Business Ethics*, 13(1), 63-69. Retrieved from

<http://www.jstor.org/pss/25072504>

Van Ruler, B., & Verčič, D. (2004). Bosnia-Herzegovina. In *Public relations and communication management in Europe*. (pp. 55-70). Berlin, Germany: Walter de Gruyter GmbH & Co.

Varza, R. (2010, September 6). Overblog and Wikio Just Married. Pregnant with a European Google News for Blogs. . *Tech Crunch*. Retrieved September 30, 2011, from

<http://techcrunch.com/2010/09/06/overblog-wikio-married/>

Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook . *Public Relations Review*, 35(2), 102-106. doi:doi:10.1016/j.pubrev.2009.01.006 Retrieved from <http://www.sciencedirect.com/science/article/pii/S0363811109000046>

Woods, P. (2006). Qualitative Research. *Research in Education*. Faculty of Education, University of Plymouth. Retrieved from [http://www.edu.plymouth.ac.uk/resined/qualitative methods 2/qualrshm.htm](http://www.edu.plymouth.ac.uk/resined/qualitative%20methods%20qualrshm.htm)

Young, D. (2000). Alternative Models of Government-Nonprofit Sector Relations: Theoretical and International Perspectives. *Nonprofit and Voluntary Sector Quarterly*, 29, 149-172. doi:10.1177/0899764000291009 Retrieved from <http://nvs.sagepub.com/content/29/1/149.full.pdf+html>

Young, D. R. (2003), Nonprofit management in Europe and Asia. *Nonprofit Management and Leadership*, 14: 227–232. doi: 10.1002/nml.31 Retrieved from <http://onlinelibrary.wiley.com/doi/10.1002/nml.31/abstract>

Appendix A

Dr. Gross Interview Transcription

The following interview was conducted to gain understanding of intercultural journalism and public relations in an international context.

Interviewer: Emily Morelli

Respondent: Broadcast journalism professor and United Press International journalist
(Doctor Richard Gross)

Date of Interview: 10/26/11

1. Both the United States and largely in Asia. Asia, in the very broad sense, from the Arabia Peninsula to Japan. Specifically Japan on three separate occasions throughout south Asia, in central Asia and in the Middle East, specifically the United Arab Emirates.

Of these areas, what was your favorite?

It's always difficult to talk about that because most places are wonderful in their own time. I adored Japan. I was there on three separate occasions. The first time in Osaka I was at the university as an exchange professor in international relations. The second time I went back after my time at Columbia, and I returned as a correspondent for United Press International. And then I went to Tokyo, and they were both very different experiences but were wonderful in their own way. I came to become very fond of the culture and the people. Beyond that I think I also enjoyed my time serving in the middle east because the middle east was not, at least for me, was not what many Americans typically think of when they think of the middle east. For me it was a very pleasant experience.

"I think we Americans have a very misconstrued conception of the middle east overall."

I have a really funny little anecdote about that because I have a professor friend in San Jose State, and when I was at Zion University, which is the women's university, the women all dress in abiyah and sheala; they dress in the robe and head covering. But for them it's actually kind of more of a fashion statement. It's kind of like you in an Abercrombie and Fitch tee shirt. But I remember that when we concluded a couple of sessions that we'd had, that we'd Skyped, what

my professor friend said to me was that we were tuning in our videos well. “You know, the kids never got past the idea of the clothing.”

“I can see that. I’ve taken a couple ethnic relations courses and a lot of the students in my class were the same way, as far as the burqa goes.”

Yeah, and I think what happens, of course, is they have preconceptions about what the clothing means. And therein lies the unfortunate problem.

What companies or organizations have you worked with internationally? I know that you’ve worked with UPI.

Yeah, with United Press International primarily, but also as a consequence of that, I worked with Monitor Radio. Monitor Radio was the radio arm of the Christian Science Monitor Newspaper. Which was a great, probably the best, international newspaper for the longest period of time. Now they’re online, as is UPI as there are so many people [following them]. And also for National Public Radio. That’s the kind of journalism side. And on the other side, kind of on the academic side, I was at the American University in Dubai and I founded the journalism department there. Zion University, which was the women’s university in the Emirates. The University of Nanjeen in China and which is trying to replicate and extend what was done in Dubai to try to kind of educate the local population so that instead of going overseas, they will stay in the country and help their own country grow.

“Ok, that’s great. That’s so amazing that you can be part of that movement. Have you worked in the United States strictly as a journalist?”

Yes

In what capacity or with what organization?

I actually started working as a journalist in the United States on the broadcast side because I was working with the documentary people at NBC and CBs and long form got the batteries. And then started working with PBS on a couple of series. And I still do occasional stuff there for CBS and CBS Radio. In fact, as an added anecdote, my starting job was to take over the role for Charles Kuralt, now Charles Nesbitt on Sunday nights. I actually met Charles Kuralt when he was there. If you would go into the CBS offices he sat behind a desk in a common room, and he has a huge map behind his desk in which he put pushpins to all the places he’d been to.

Moving in a new direction, can you explain some of the differences you’ve seen between the American and international organizations or companies that you worked with in regard to their consciousness of other cultures?

Sure. I think for the longest period of time, and maybe it still is that way, I think that anecdote about the students at San Jose State kind of summarizes it. For the longest period of time the Americans, I don’t know if you’ve ever heard the term “American Exceptionalism”, the idea refers to the notion that Americans are different from everybody else, and that our experiences are different than that of the rest of the world. And it tends to suggest different as better. And I think that the shocks of the last couple years they have awakened people to the fact that maybe America isn’t quite that American any longer. So the Americans for the longest period of time

were sort of very America-centric and they weren't really thinking about their relationships with other countries or cultures but rather other countries and cultures relationships with America. And that, I don't know, I haven't spent a lengthy time in the United States. The longest time I've spent in the United States in the past two years is a little more than two weeks. And I'm not sure if this is changing in America, but it should. Because the nature of the relationship that America has with the rest of the world is changing, and the rest of the world's perception of America is largely changed.

“That’s perfect. And then as far as how other nations practice communication- can you explain some of the differences you’ve experienced between America and other nations or areas?”

I think it gets back to the idea of culture that in some places there are certain practices that are acceptable in other cultures than in America. For example, it's not that communication is better or anything. If I wanted to hire an assistant and I was in Tokyo, I could place an add in the newspaper that would say “Female Assistant, Single, Not older than twenty-two, University Graduate.” In the United States I could not do that; that's illegal. That's highly illegal. And that's one difference. The kind of legal strictures that we have in America don't apply in the rest of the world. And that means that in the United States when someone plots to engage in a practice, they have to find an excuse to do it, while in the rest of the world, they actually put it in writing. You would find that if you were working overseas that some practices would be a little unusual to you. As a public relations practitioner, women still are treated like, I don't want to say girls, but girls is the appropriate word. They are treated like girls. They are treated objectively often times in advertising and public relations. And, interestingly enough, they don't seem to mind it. If, for example, you were a young women who wanted to get into the fashion industry, it's very common for young models in Asia, because they are American and they look European and American, and that kind of cool, objectively, is appreciated in Asia because it's different. But it also carries a kind of sleazier connotation too. If you look at Japanese Anime and comic books, things of that nature, the women that would have the loose attitudes and the bulging breasts look European or American. And those are accepted practices in that part of the world. I have a television station here that I'll watch over night that during the day, it's an Italian television station, that maybe shows the cuisine occasionally, and drama. But at three o'clock in the morning for about six hours it publishes nothing but low-core pornography advertising 1-900 call numbers. And that kind of stuff you'll find is very common when you get outside of the united states, but not so common anymore. There is a distinct gender differentiation. There is a distinct preference for the older men versus younger women kind of thing. You'll notice if you go overseas that you will find some of the George Clooney look, the graying look, is a more popular advertising figure that someone like Brad Pitt who gives the appearance of being much younger. Because the sort of older looking male, for some reason, is thought to be more attractive. It's interesting and weird. A friend of mine who has lived in this part of the world for a long time contributes that to the fact that the male-female relationship, in some parts of Asia, particularly includes a lot of domestic violence so that what women seek is security and safety and what men seek is youth and beauty. It's kind of like the old way of running a relationships. It almost goes back to the Middle Ages in some respect. So those kinds of pairings are very common in what you would see in terms of the public relations images that you would have here. It's not unusual to have the old chairmen surrounded by the bevy of 19-year-old women. Things like that are acceptable here.

You've kind of answered my sixth questions, which is, what is the difference you've seen in how American and international organizations conduct Public Relations. I know public relations is affected by the culture and gender differentiation, is there anything you'd like to add to that?

There is. The one thing that happens, it may be unique to Asia. It's true in China it was true in Japan, it's true in the Emirates is that the American style of confrontation is not appreciated. My dissertation director is a guy by the name of Glen Cameron. He's probably the most well-known and most published figure in public relations that I know of. They become advocates of what they call not strategic communication but strong public relations. Meaning public relations that is not just "hi, how are you?" but is advocacy. In much the same way that lawyers advocate for clients, public relations professionals in the states now advocate for the causes that their clients support. And that is an attitude is an attitude that overseas does not play very well, because Asians do not like direct confrontation. It's always the secret handshake, it's always the quite conversation in the backroom, and it's always avoiding the person with whom you have a direct dispute or even a direct engagement. And it's going around a corner, it's going through a third party that works in other parts of the world. Americans who go overseas often times, and it's not just in public relations or advertising, but Americans who go overseas often times have problems with this because they want to be very American and that doesn't work. People get offended by it.

A little anecdote, the second time I went to Japan I went to Osaka to work at the university. One of the first things that I did when I was there was to sign the contract that you sign when you go overseas. This very minor misunderstanding about the nature of the contract and how much it was and all of that. And by American sponsor who was with me said, "Well don't sign it." So I said, "Ok, I won't sign it and we'll figure it out." So the next day about fourteen people descend on me and they're like "We're sorry this is wrong, we all had to come back from our business trip to Tokyo to straighten it out." I realized that what I had done was I completely upset the plans of these people because I had distrusted them. Rather than understanding that when you go to certain places abroad and you're kind of in everyone else's hands, and they take care of you. And I, being American, at least at the time, was highly questioning that I was being treated fairly, when fact, you're being treated over fairly. It's things like that that we as Americans have problems with overseas. I know that a lot of Americans that were in Dubai couldn't deal with it for more than a couple months

Besides that, what are some of the biggest cultural influences that you've seen that alter the way certain cultures practice public relations?

Again, I would get back to the gender differentiation to go back to the gender differentiation that is prevalent in most parts of the world. I would encourage you, actually if you can, I don't know how wide your television access is, but if you were to watch some (stach). Again, I think this sort of objectification of women is common in some places. Have you ever seen the series Mad Men?

I saw one episode and it kind of disgusted me, so I stopped watching it.

(Laughs) Which episode was it and why did it disgust you? I'm curious now.

I watched it in a marketing class and I think it was the first episode. It was when some of the married, male associates at the company were sizing up the new assistant and that just disgusted me.

I have to be very honest, I worked in an advertising agency in New York, and that happens. It happens. I wouldn't say that it happens that way any longer, certainly, but that surely during that era was, I think, a pretty accurate depiction of the relationship that existed in the work place between men and women in that kind of work place.

Is that pretty prevalent in the areas that you've worked in overseas, in other countries?

You know, let me think about that for a second. Because what I'm trying to think of specific instances where that might have been the case And I can say that while I am not a first party participant in this, but I can identify instances where it's happened, yes.

I'll have to brace myself when I get into the workplace.

Yeah, you got to get tough. It's funny, I have women friends and they are very contemporary, but when they go to certain places, they're going to put on a head covering and they're going to adhere to local queries and they're fine with it because they understand that's part of the job.

Respecting the culture and some of the cultural practices is integral.

I think that's a very, very, very good point. When I was first in Dubai, in Dubai as in most of the Middle East, bearing one's shoulders or one's legs above their knee is considered to be really offensive. And yet, it was not uncommon or women to do that even knowing that. It's not really tough to put something over your shoulders or wear longer shorts. But you would find people who would fly in the face of it just to do it. I've seen women upbraided publicly by older women who thought that that was not to be done.

Kind of moving into the governmental side of things, how have you seen governmental relationships persuade the practices of non profit organizations and public relations, or just communications in general.

Well, it depends on where you're working. In most places in the Middle East and in China. And china I think is a very good case to look at right now, because all of their business organizations have some governmental tie, whether it's current or legacy, because a lot of them are spinoffs of former government organizations. Like the telephone company which is considered to be some for profit organization, but it is actually China Phone, it's their telephone company. So the way in which they influence them , of course, is the same way in which they've always influenced them. And that is that basically, you are an agent of the state and you need to function in a manner that is consistent with what is the best set of actions for the state. In America, we fund our corporations gong overseas in the pursuit of profit for shareholders, not on the pursuit of what is the best interest of what is in the best interest for the United States of America. They are nationalistic in many parts of the world in the purist sense of the word. For example , in Dubai, it's illegal to write things that are negative about the government. It is not illegal in china but no one's going to do it. And throughout most of Asia it's like that. We as Americans feel it's not a good thing, and I as a journalist feel it's not a good thing. But the funny thing is, in a place like Dubai, Shake Mohamed has done is that in 38 years they have lifted that country from a place

where people rode camels for transportation to one of the most modernized places on the planet. In China, when Chao Pao has taken a nation where people are dying, mean 300 million people died of starvation in china in the 60's. A third of the billion people died of no food. And now these people have an active and growing middle class. Something similar has happened in India and similarly in other parts of Asia. In our minds, these people were autocrats, were dictators. But in terms of what they've done for their people its very hard to argue that what they've done is wrong. So what they've done is they've practiced this relationship between the government and businesses is that business sees itself as an extension of the nationalism that every good people should have for their country. It's a gulf between the way that Americans practice this and the way the rest of the world practices this. In China, a journalist genuinely believes that he or she should write what is in the positive interest in the country. They do not find that to be an ethical problem. They think that's right! And we would not see that as a worthy goal.

So the instances where a journalist sees something in the government that they don't like and they would want to talk about it but they can't because of the cultural barriers or even the law, do you see that that frustrated them or complain about it or question the system under which they work?

Sure, what usually happens is that it finds its way into the government in a roundabout way that I mentioned before. For example, in a place like china, people who are engaged in corruption now, it's not unusual for them to be executed. And as an example to the people that the government is concerned about good governance. So that in the United States, we'll take a Bernie Madoff and we'll send him to prison after he's ruined an untold number of lives. In China, that would be a very dead person. As in much of the world, that's really true. I think the difference that Americans, and I don't want to necessarily all public relations organizations, but certainly American corporations, as opposed to foreign organizations is that Americans often relate to the money whereas foreigners often relate to the culture. Let me give you an example: Euro zone, as you may know, is in a lot of trouble, the currency and the countries. They had planted (bail) out of Greece, and Greece surprisingly today announced that in order to adopt the austerity measures they were going to put the plan to a vote among its people, and the people are 60% opposed to the plan. So now, the western economies- the stock markets are in turmoil, the banks are in turmoil, but what the Greeks were concerned about is whether or not their people were on board but the western economy was concerned with whether or not the banks were on board. And it is a huge gap between the way western cultures and others cultures look at their relationships.

That's true I know that everything that I've heard about Greece and the way they're handling their economy has been negative in the way that we see it. We see that they are just kind of giving up. But it makes sense coming from a different perspective.

Yeah what they're [Western Europe] basically saying is "We want to get the Greeks to sign off on it. And what they Europeans are saying is "No! You got to get the banks to sign off on it." And that is a large conflict you're going to find wherever you go outside of America. That attitude that Americans have, sort of unbridled attitude, I hate to say capitalism because it's so trite, but its true. That, the capitalism, plus this notion about the differentiation of one's perspective and interests. And now it's like, am I concerned about my country? Or am I concerned about other things. If I'm an IBM Executive, am I concerned for my relationships to Germany or am I concerned with my relationship to the United States? After all, I'm an American company. But probably I'm more concerned about my relationship with Germany.

And that, I think, is a huge differentiation we have. Plus this notion that we have an automatic dislike of people we may consider to be dictators who may be doing well by their people.

Have you experienced successful international public relations communications? Or any sort of journalistic communications between two nations or cultures?

That's a really great question, actually. This is kind of a mega answer, and the reason I mention this is because you have been to Europe and have used the Euro. It was to use the idea of a common currency to create a common interest, and the reason why is because in the last century, the place that caused the biggest problem in the world was always Europe, because they were always fighting with each other. The idea was that if they created a common economic bond, they wouldn't go to war with each other. The idea was to get France and Germany on the same page so they'd stop fighting each other. And that may or may not be working depending upon your point of view. But in terms of a public relations initiative, if you accept the idea that public relations is the act of selling an idea rather than selling a thing, then the idea of creating a common currency in Europe, then the creation of the Euro was a very large success. At least to this point in time. But a lot of people are nervous about Germany now, because Germany is basically in charge of the bank, and they were basically in charge of the wars. If you want to reduce that to common corporate interest, I can do that too. The one that I would point to right now from a corporate point of view, having recently been in China, is KFC. I don't like Kentucky Fried Chicken, I've never eaten Kentucky Fried Chicken; I have no desire to eat Kentucky Fried Chicken. But you can't take five steps in China without running into a KFC. The reason why is that they understood, very early. In China, the way you become a successful business is you establish a relationship with the people with whom you do business; it's the handshake. It's not the profit, because the profit comes later. What they did was they went in very early, in the 90s, and they were willing to absorb losses for a long period of time in order to become sort of "Chinese" if you will. And now, they are accepted. I don't know that anyone thinks of it as an American company, I mean, I guess they do, but they don't treat it that way. They go to it like they would any Chinese store; it's part of the landscape now. That's because they understood the nature of the client. They understood that the client wanted their hand held for a long period, they wanted to be romanced, and that's what they did. And they understood it and it worked.

This is my favorite question: If you were to change how American journalists or public relations professionals conduct themselves with other cultures, what would it be and why?

There are two things. One is, I would have them travel more because I think that what happens in the sort of relations that Americans tends to be in and out. For example, I don't travel a lot internationally, but I live a lot internationally. I tend to take up residency in a place rather than visit a place for a week. And that's because, having to learn where the 7-11 is all over again that changes your attitude about where you happen to be and how difficult it is and how utterly dependent you are to get you through the day. When you live overseas, you are incredibly dependent on people, and Americans tend not to see that part of it because when they go, they go in a privileged environment, and it's usually a week, and it's in-and-out. They might say "I've been to Vienna, I know Austria." And it's not like trying to go online and order tickets to the Bolshoi Ballet in Moscow and organizing your own plane trip and getting dinner on time and getting through the airport. It can be difficult. And I would wish that Americans would have a better understanding of what it is like to be in a country rather than to go through a country.

And the second thing is, learn at least one other language. I don't care what it is. But experience the difficulty of doing in someone else's language what most of the world does in ours. I have students who can speak Russian, Kazakh, English, French and German and they're seventeen years old. And they will get upset for not doing well in English, and I say, "Listen, you can do something in my language that I can't do in yours at all." Americans don't experience that, and they don't think they should. The reason why, of course, is that we won World War II, so they had to learn English.

I know that you're an educator so I wanted to ask these questions: How have you experienced the difference in American education of journalism than those of the other countries you've taught in.

Journalism is really hard to teach to foreigners other than Americans and the reason why is, and this gets back to what is good about America, and that is that Americans, by and large, and American education, by and large, teaches people to take what they know and add to it. Whereas, in most countries, people are encouraged to replicate what it is they learned. The commonplace way of looking at it is that Asians to not innovate, but replicate. It's very difficult for me to get students to look beyond what they're told, like there's always an answer. So it's very difficult to teach foreign students something like ethics, where you have to do something like, if you will, invent or create a response, because it's not something that is endemic to their culture. Their teachers tell them what's right and wrong, and they believe what's right and wrong, and that's how it works. And, in a lot of Asian cultures, especially in China, you'll find that there is a lot of reverse engineering because Confucianism is the primary belief, and Confucianism it is considered honorable to take someone else's idea and improve upon it. Just like, rip off an idea so the idea of copyright in China is a very strange idea. They don't understand why anybody would own anything that would be a good to other people. They just don't get it! Why would you charge someone twenty dollars for a DVD if I can make it for 50 cents. In that sense, I think the American Individualism conflicts with the collectivism that exists in much of the rest of the world. We say that we believe that what is good for the common majority is the best thing to do, but point in fact, is that what happens more often in other parts of the world than it does in America because we pursue what is best for the individual as being best for the majority.

What is something that America could change that would make students more internationally aware and appreciative?

I would do what you've done. I would put you all on a plane. There is a custom in Australia that students there follow after secondary school. They take a year off before they go to college and they go somewhere and live somewhere and work somewhere other than Australia. And so it's not uncommon for me to run into Aussies, men and women. They are the best travelers on the planet. Men and women go away and they go and get jobs. They'd be waitresses, they would do whatever it was they had to do to live in a foreign culture, and they would do that for a year before they started college. And it was a way for them to not just get away from Australia, but also be excited by the experience. They are pleasant when they travel, they like visiting new cultures. I think that Americans could benefit greatly by adding such a component to its educational system. I, for example, would want to see, if you were an international relations major, you would have to go overseas for six months. You'd have to do it. However that happens, you would be compelled to live and work overseas.

What exactly do you think would happen if most students actually did this, and moved to another area for six months to a year, what kind of changes could you extrapolate would happen in the American business system and how we are perceived by other countries.

I think the perception question is a really important question. Americans are generally liked abroad. I've never had a negative personal experience abroad and so generally what you find is that Americans are well-liked, but the American government is not. Which is not uncommon. The real problem that you run into is not the people, but the government. Because all people are fun, wherever you go, people are great. People were great in China, people were great in Dubai. Governments sometimes have policies, but you know, governments are governments. I think Americans would learn to differentiate between what the people are like and what the government policies are like. That would be one difference. They would have a greater appreciation of the extent to which cultures are actually the same. I remember before I went to Japan, people would say, "Well gee, they have such strange, exotic customs." Well actually they have Mother's Day and Father's Day and Girls' Day and Boys' Day and they have toys. And they have everything that every other culture has ever had. They do it slightly differently to suit their own likes and dislikes and history, but they have the identical things. And we all do. And I think that we would begin to find commonality in those things. The first questions, I get back to this, Skyping experience that I have with my friend at San Jose State and the first question (I don't know how much you know about Dubai) but, the first question from one of the students at San Jose State was, "Do you have coffee shops in Dubai?" We just about fell over. And I said, "You know, I don't know how to tell you this, but Dubai makes San Jose State look like Milwaukie." And it was amazing for me that students, *college* students for goodness sake, would be that ignorant. Now, I will add to say that by saying that this is a common experience among college students in America. When I went through an entire graduate program at the University of Pennsylvania, I was first in my class in college, I have an Ivy League Degree. And I went to work in Wyoming, and I had a Japanese-American dentist. And I was like "Wow, why do I have a Japanese-American dentist in Wyoming?" Well, that was where one of the Japanese interment camps during World War II? I never knew that there were Japanese interment camps during World War II, and I had gone through a graduate degree. And that's what I mean about just the notion of traveling, getting to know other people. It's finding out that there's a commonality of experience that we all have as humans, and that we can all draw on when we interact with each other, whether it's in commerce or whether it's in philanthropy or whether it's in the common good of our peoples and they are all things we can draw on from each others' common experience because, again, there's far more that joins us than separates us. And you only need to look for it.

And then also, adversely, is there anything that you would change in some of the systems that you worked in to better their international relations?

I think there's a great deal of fear, I'm not sure fear is the right word. But what normally happens when you go into a new country and, we're nation building basically, and what normally happens is you're invited in for five years, and then kicked out, or invited out nicely. You tend to be overpaid, over pampered, well treated and all that. But you're not really welcome because they are afraid that the foreign influence will, to an extent, damage/ hinder/ create something negative in their own culture. And I think that is a fairly common experience that people who are in track with the American culture. American, and I would say UK culture as well, that they

don't want the Western influence to become too deeply engraved in their country. What they want is your professional abilities. They want your educational system, they want the things that can help their people. What they don't want is the influence of your culture. Which is the reverse of what America normally wants. We don't want someone's educational system. But we do want their food, and we do want their languages, and we do want their culture, because that's typically American. And I would ask other countries to become more American, much as I would want Americans to be more other-cultured.

Well that was extremely, extremely helpful, and I really, really enjoyed doing this interview with you.

Yeah, this was fun! Take care, now.

Appendix B

Luka Kasitz Interview Transcription

The following interview was conducted to gain understanding of nonprofit communications in an international context.

Interviewer: Emily Morelli

Respondent: Nonprofit and social enterprise professional in Bosnia & Herzegovina
(Luka Kasitz)

Date of Interview: 11/18/11

Tell me a little about what you do; what exactly is your job?

That's probably the hardest to answer because it is an informal volunteer position, an internship position. The style of my foundation is that it does give a really clear, defined, cookie-cutter job description for basically anybody, whether it be volunteers or actual employment positions. So a lot of it becomes a self motivated position. All that to say, I'm mostly focusing on a project involving a building that will be a center for youth enterprise, for youth social enterprise, for training and support for youth to start small businesses and networking and funding for those businesses so they will actually get off the ground. So that project involved architectural design work and now involves more fundraising and developing this idea. Apart from that, informally, I'm developing a little league baseball league here in Sarajevo. That's with a colleague. And another project is that we're developing a social enterprise that connects volunteerism with landscape maintenance. So if you want to be a sort of hybrid for-profit slash volunteer organization, I'm working on developing that. Some days, like today, are frustrating because I don't have clear-cut things that are demanded from me. So it's kind of vague. But I'm still excited; the neat thing is what you make of it.

You work for an organization called Mozaik, and it's based in Sarajevo?

Yes.

And you studied landscape design—where did you study?

I studied at Temple University in Philadelphia.

How did you get hooked up with Bosnia?

Basically I decided during college to do community development and humanitarian work instead of private sector work in landscape design. So it was just a question of where and how, and somehow, a long process of hearing about Bosnia, hearing about twice, and three times in a professional context. Through a professional specializing in the area who did work here after the war. I actually met her and did a report about her for a professional development plan. And then I joined a mission organization that actually had an office in Bosnia and I was really impressed by their humanitarian work. You know, professional people doing work in that development context. There's an engineer working with this organization in Haiti. I was really surprised by this organization's level of care, in a community development/ humanitarian development aspect. I saw that they had an office in Bosnia and it was an immediate click. So I joined the organization and visited all of those things. I gained a more concrete love and interest in Bosnia. Over the next two years, I looked for ways to come. I was in contact with Mosaik, through email, and decided to come on out. I've been in Bosnia for about 15 months, spanning over two years. I've been working with Mosaik for 14 months. When I got here I started volunteering with them.

Do you engage in public relations communications through your position?

I actually had to do a Wikipedia search for what exactly public relations means, because I think I know, I think I get it, but maybe give me a one sentence thing of what you think public relations means before I give you an answer.

Public relations is usually when a company or organization uses language, so communication styles to communicate effectively the purpose or mission of their organization. So it's kind of like putting their organization in a positive like, or at least disseminating information in a positive way to the public. It sort of works as cohesion between the two: the company and the public. So that's what it is and that's what I'm basing my information on. So in a nonprofit context, what sort of language—I guess it could even apply to advertising—how have you seen public relations?

I would answer that from two veins. The first from my personal experience, from the way I engage with public relations, and then, what I know about it from our organization and how we have to portray ourselves to the public as an NGO. So hopefully that makes sense.

Yeah, that's perfect.

Basically, I'm kind of leading this baseball project and it's this volunteer/ social enterprise project. With that, we are forced to communicate these projects with the public, it means with the school directors, with parents, with children, and then with sponsors, financial sponsors and donations--those kinds of things. And then also with the educational ministry here in Sarajevo, so more political and structural bodies. Part of that is developing the whole program profile goes with those things and automatically..... and a lot of them have to do with giving reports as the season goes along and then giving these end-of-year reports. So basically people keep that positive image of the project in these different public realms. And as Mosaik, I think the biggest goal is to try to distance ourselves from being called an NGO, and in reality, we're not- we're a social enterprise foundation because we have for-profit and non-profit. There's an unwritten rule here in Bosnia and in the Balkans that NGOs take money, like skim money off the top, that they're not ethical and they don't work with integrity, and that's a public view and a governmental view. So we don't call ourselves an NGO' we distance ourselves from that word.

All the public relations things that we do, we try to portray ourselves as an innovative social enterprise that is supporting communities by developing successful businesses and successful programs that are empowering local communities to realize their own community development. To developing jobs and developing business because it's for-profit and developing non profit programs.

That's really interesting that the public and the governmental sector kind of view NGOs as unethical. I think it's kind of the opposite here. I think that here in the states we see non-profit organizations as being super ethical, for the most part, and we see the government as being less ethical.

Sure. And even for myself, if I worked for an NGO in the states, I would kind of wear that badge as a public service. But here, if you wear that badge of an NGO people will think that you got that position based on contacts, that you are getting paid exorbitantly and that your organization isn't doing anything of value and that you're actually stealing money. Part of that is because many of the NGOs here are backed by international governments, organizations, they're kind of supported from the outside. There's a big mistrust towards volunteers and towards these organizations.

What sort of communication to you engage in between Bosnians and other Europeans or between Bosnians and Americans.

I think that more I learn the language and the more that I situate myself with the tools of knowing what social enterprise is and knowing what our mission is, I'm being asked to do a lot of funding proposals. It comes down to a lot of showing others what Mosaik is and being that support. That happens a lot with international donors and international organizations. SO I'm getting more and more experience in that. That's probably the biggest thing- contact with some of those portrayals of organizations in that funding sense as opposed to the venue thing or the media thing.

I would definitely classify you as a public relations representative for your company, because you've been speaking with people on a local level and an international level. Raising money through the way you communicate is one of the tactics of public relations. It's kind of like soft advertising. So what are some of the significant communication differences you've experiences between Bosnians and Americans. You come from the United States, so you've learned how to communicate and how to act professionally; are there differences in how that happens in Bosnia.

This is probably the funnest part of the conversation. In Bosnia, everything is very relational. When you're here, it's the coffee, it's actually sitting down with people and talking, it's that physical contact. It's not enough to just talk on the phone, it's not enough to be Facebook friends. You have to engage that person on a relational, and physical and conversational basis. And that carries through to the professional realm because everything here is based on successfully selling your ideas and successfully proving to local funders or local organizations or local school directors. You have to meet with them face-to-face. It comes down to that close, relational level: meeting face-to-face, talking, getting to know who you are, what you look like, how you speak. That's when they give their approval. Up until that point, they might be supportive, but they might not give you the final ok. I had a unique point of view on that. I was

traveling with my supervisor and she said we were having trouble with Republika Srpska, and we operate out of the federation, and we do work in Republika Srpska. So for ten years there's been all this ambiguity over how to pay taxes, which taxes we need to pay, especially between those inter-entity things. She said for ten years it had been ambiguous. Not that it's been a tragic situation, but nobody knew what the exact framework was, even though they'd sent emails, even though they'd sent letters, even though they'd talk on the phone and had had conversations. So, until yesterday, when she sat down for the second time with a minister in URS, now we have priority, now we have the exact answers, the exact specifications and the exact framework of how to work in this other area. That was telling for me, because it came down to a face-to-face meeting. I think people judge each other and it's a lot about respect, and I think people don't respect you unless they see you face-to-face and unless you spend time with them in that face-to-face communication.

One other silly thing, in terms of communication. Here in Bosnia, and I don't know if you've heard this before, there's more emphasis based on certificates and getting things verified and stamped than there is on having experience, work experience. The way you put something, the way you advertise something, the way you sell something—if you don't have a certified stamp from the municipality, they won't take you seriously. Even if you print it up on a Word Document and it looks very unprofessional, if you have a stamp it's regarded as something sacred and meaningful. And that's across the board. I don't know what it stems from, but it's very much a part of gaining final approval and getting and having this stamp. It's kind of interesting.

That is interesting. As far as the relational communication, do you feel that's different from how non-profit organizations or businesses communicate with the public or their clients in the United States?

From my position, I think people in the States look more at graphics and how you can say something or portray something in a letter or an advertisement or in some kind of sales pitch, while here it kind of comes down to a face-to-face conversation. Like TV advertisements—I think that aspect of proving things through a presentation is a lot more successful in the states than it is here in Bosnia. It's a lot more relational and nitty-gritty here. They'll make a decision based on whether they like you or not based on your style speaking and what not.

Are there any specific non-profit communication styles you haven't seen in corporate communication styles in Bosnia?

Yeah. That goes back to what I said before. We try to act along the lines of a corporate organization. We're looking to be the best business people whether that's through a not-for-profit organization or a for profit business. We try to adopt the clear-cut business approach to communication. That's why we developed our own in-house pr agency to offer our professional services and not to be a typical NGO that maybe, at least here, doesn't operate on a professional level, or it at least perceived of that because no one takes them seriously.

Ok, moving onto the next question, have you experienced communication barriers due to governmental influences in Bosnia and or Eastern Europe?

Sure. I mean, things will have political identification. On it's own merit but politics are always connected with ethnic and religious aspects. We've had all these problems working in the URS just because we're operating out of the federation. Also, you know a lot of non-profits that are international organizations, they kind of need to utilize the in-place political structure, the in-place political parties and leadership. Those in power, at the moment, and at Mozaik, we've tried to stay clear of that, even at the risk of not having the support of an elected official. But then you are tied to that and you suffer by the public image of that official and the ethnically diverse community—if you align yourself with one of the political group, you alienate one ethnic group and you alienate yourself from them. For that reason we try to stay clear of any kind of political identification. I guess the result is that there is always a subconscious dialogue and communication of how things will be perceived in different parts of the country by different people. There are very, very strong nuances and word choices based on what ethnic group you're coming from. Which also creates a difference beyond the pure linguistic difference. There always the conversation of, "is this the most appropriate way to communicate something? Will they understand, will they take offense?" For example, when we were developing this baseball project, we came up with this sexy name of "Bringing Baseball to Bosnia", because of the alliteration and because it's short and sweet. When I went to meet with a baseball group in Mostar, which is part of Herzegovina, which is part of Bosnia and Herzegovina—that almost sunk us because right from the start, they were like, "Was this intentional? Are you from Sarajevo and was this intentional?" And it took us half an hour to explain that it wasn't intentional. The average Bosnian would not have made that mistake, they would know that up front.

Do you have any suggestions for American public relations practitioners who want to communicate effectively with Bosnians? So, for American non-profit organizations or businesses who want to start something with a company in Bosnia or want to speak to the public in Bosnia, what do you think they should do?

I've made notes just saying, being be a lot more results-based. Aspects of being grounded in reality, because I think a lot of Bosnians view Americans as being overly optimistic. And Bosnians, to a failure, can be pessimistic and always see the dark side or see how something will fail. And a reaction in myself, in my organization with one colleague and my director, as visionaries they're often analyzed, criticized by people who say exactly why it won't work. So you have to be very, very thorough and have an understanding of whether or not that idea will work and have the results to back up and the certifications and the no-fail reasons why it would work. Utilize that, and it will basically come down to a face-to-face conversation. In terms of international business, I don't know exactly how that would work; it would probably be helpful to have some on-the-ground contact of some sort, even if they're a Bosnian representing what circles you can give a sales pitch to. And maybe even too, making it clear that as an American-based organization that you know a lot about Bosnian history. You know, people expect us to be clueless, and because of that our optimism and our ideas are very, very out of place. To really make it clear that we know what is going on or at least we have a good idea based on research, based on research, based on knowledge, based on what we know about Bosnia. At the same time, there is a sense that the United States is more stable than Western Europe. People still like the west more so than France and more so than other places that would rather compete, and think they're better culturally, mentally and philosophically than the states.

Do you think that Americans adequately understand foreign cultures, to the extent that they can effectively and respectfully communicate with people in these cultures?

I'm going to go back to the whole optimism versus pessimism thing. I think here, people perceive Americans as being a) clueless and b) not knowing about history, not knowing about culture—especially outside of the states or even in the states. When we get excited about something it just looks goofy, and it looks foolish. So if we still do convey that optimism, which also, people enjoy that and know that we come to the table with this inherent sense of optimism, we have to have the answers and know that people will be skeptical and say that it's not going to work for a lot of different reasons. You should also come to the table knowing that it's going to take a lot of hard work and proof over years that something will work, that it is a good idea, and it's worth them working alongside of you. And I'm coming to the table trying to realize products, programs for the community good, for this or that reason. I would say if you could tell Bosnians all the books that you've read about the region, that will go a long way. If you can say that you were actually in the Balkans, that will go a long way, if you know where it's located, and if you forget that you're American. I've been intentional about doing that and I've had a good response.

Words of wisdom, for me; I'll be sure to remember that when I go back. This question is something that really interests me: To what extent do you use the Internet to communicate internationally for your profession?

Does that mean from inside of Bosnia, out?

Yes, definitely. Or it could be inside of Bosnia to another part of Bosnia.

In my personal experience, a lot of stuff does route down to me, as far as sending funding proposals putting out information for programs and projects over Facebook, which is a really cheap and consolidated tool for advertising and getting the word out about what you're doing. The Internet is not enough here, you know, it's just not enough to make things work. You can't raise support over the Internet in terms of community action. But I think in the states, through Facebook you can raise money, you can add a lot of interest and energy over the Internet and you can have movements online. But, I think here, it just doesn't happen that way. Well, I guess it's a cultural problem here of people making movements in any way, so it's sort of a hard question. So I would say limited use of Internet as a powerful tool of expression.

That makes sense with what you were saying about the relational aspect of Bosnia in business, so it makes sense that that would be the case. Going along with that is, what are the benefits of online communication? You've mentioned the conciseness of Facebook and the cheapness of it, I guess sometimes can be more cost effective, but what are some of the other benefits of communicating online?..... unless those are the only ones.

I guess you could say that here in Bosnia people aren't as mobile as the states, based on the country's infrastructure, based on cultural habits. A lot of people stay in their hometown or don't travel, even within the country. Somewhere that's 60 miles away, people have never been there, even if it's a major city within their country. So maybe the Internet is the only way to communicate essential things and movements to people who are respectively far away, and people that you would never talk to otherwise. So I guess it does make a small country smaller.

What are some of the ways that the Internet is just not helpful for communication at all?

It's still not as integrated in society as in American society. There are still a lot of kids here that don't have Facebook, that don't have Internet, there's a lot of homes that don't have Internet. It is as much by necessity as it is their personal choice. There's just not as many high profile Internet sites that are glamorous. They're very basic, a lot of things are very basic here. When it comes to electronics, you can't order things online here. It's just no going to allow it, for sure. SO you just don't have that virtual infrastructure to carry out business plan, to carry out Internet sales, you just don't have that infrastructure set up to facilitate those things. It's pretty apparent to me that the virtual infrastructure is not in place and not utilized, not expected, not demanded, not appreciated.

Do you think that if there were a movement to better visual infrastructure and internet interface in Eastern Europe and the Balkans specifically, do you think it would change the way people communicate online, if it way more like the United States or Western Europe?

Yeah, it would change society. There are always pros and cons. More and more people will come to expect that and come to utilize that on a more and more daily, hour-by-hour, minute-by-minute basis. Even Facebook has changed some of the cultural norms. It will be a much slower process here in Bosnia. The ongoing conversation is that there's always an ongoing tension with Facebook and people still wanting to get coffee together instead of speaking together online. So it will be a slower process but I think an institutionalized process, it wouldn't leave ground even here. It's just slower.

Do you think that that in some ways would take away from Bosnian culture—this super relational, face-to-face value? Do you think that changing the way that people communicate on the Internet would change the culture or diminish the importance that face-to-face communication is now.

Of course; no doubt about it. And maybe for that reason people here are still not ready to give it up that easily. Face-to-face encounters are as important to the old folks as they are to the young folks. It would change this culture forever. Sure. Bosnia's coming to a new age. They're looking towards the EU. They don't have as many restrictions on their traveling Visas, they actually go outside of the country because they have the right to travel. They are allowed to pursue that in that very tangible sense. And honestly the Internet, international relations—all those things go hand-in-hand.

Do you think that Internet communication for international purposes will help or hinder communications between cultures. For example Bosnians may expect Americans in businesses or organizations to talk on the phone or meet in person but with the rise of Internet they may be expected to use more Skyping or emailing or Facebooking, so do you think that that helps or hinders communication between cultures?

I think because technology is so advanced now and you can actually have a phone meeting and see the person you're talking to. You can have a level of interaction that's pretty intense. If an American person went about it the right way, they could convey the same values as if they were to come to Sarajevo and have a cup of coffee with somebody. Especially coming from the vantage point of them knowing what they're doing, if they know how to celebrate that exchange, if they say something like, "You know what, let's have coffee together." They'd put it in those words, if it were a meeting or a friendly exchange. The Internet technology is powerful enough

to embody those words and facilitate similar interaction and society is advancing technologically here and people will be expecting different things. And the novelty of that does excite a lot of people. So I think anytime technological advanced communication forms that we depend on in the states, we'll still have a hassle with cultural and historical context for the next 20 years, for this generation.

Great. Thanks! That's awesome. Is there anything you'd like to add or make not of or emphasize?

Yeah, you know the communication thing is a whole package and the visual aspect, the results based aspect... you can't depend on internet alone, you can't depend on a great idea by itself and how you deliver it on the page, but you really have to sell that through a relational experience. If you were to do an internet business I don't think you could expect to see return as quickly as you would in the states, because even someone whose profit would rise here would tell people to go to an internet site to read what you're trying to communicate. So I think that should be kept in mind and catered to and somewhat manipulated, you know in a cultural aspect.

That is perfect. You answered these questions amazingly. It's going to be great for my project and I feel like I learned a lot as well. So thank you!

My pleasure.

Appendix C

Glen Cameron Transcribed Interview

The following interview was conducted to gain perspective of local, national and international public relations communications in a nonprofit context.

Interviewer: Emily Morelli

Respondent: Health communications public relations professional and journalism doctoral advisor

(Doctor Glen Cameron)

Date of Interview: 11/21/11

How long have you been involved in the field of public relations?

About thirty years.

Ok. What organizations or businesses or universities have you worked with?

Quite a few. Thirty years... I've been involved in science communication and college relations way back in the late seventies and early eighties. Probably one of my more memorable jobs. And then I worked for the University of Missouri.

Have you experienced common public relations tactics among organizations in the United States?

I'm not sure what you mean.

Are there common practices among public relations firms or businesses that have pr branches; are there any common practices that you've seen?

Yeah, I think there's a lot of commonality in the media relations, in tactical approaches.

In what way?

They're all sharing a attempt to understand what the news style you use and to get stories for content, media collaborators that they work with to generate the coverage. I don't want to say outdated, but it will always be a baseline practice in terms of strategy. And social media today; it's really hot. So fast-mediated content is a big part of what all firms do.

Do you have any experience with non-profit public relations?

Yes

What experience have you had?

I've worked with a number of associations. Probably one of the more interesting ones is the National Graving Association, the Association of Ranchers, all sorts of health and human services kind of circuits. All over the kind of health care area. I've been in academics since '89, and I've tried to stay very involved because I think it helps the textbook writing and teaching to be referring to something I did in 1979 —pre-Internet, pre-multimedia.

Is there anything unique to nonprofit public relations that you usually don't find in for-profit businesses or organizations?

Limited budget. It's a difficult challenge. Part of what people think is that hostile competition but it's highly competitive. A lot of organizations are vying for the same philanthropic dollars. I guess one of the other things would be the emphasis on internal or member communication which is so crucial keep people motivated and engaged, given how much of the work is volunteer.

Do you have any experience with nonprofits that do international work?

I've done quite a bit of work in South Africa with HIV/AIDS. AIDS care out of federal grants that we've had to work out with traditional healers. Our partners in South Africa included the National Council of Traditional Healers, and auxiliary organizations that ran hospitals in remote and fairly impoverished parts of South Africa. I guess that's probably the one that comes to mind. PUCDC, we work with them. They have kind of a coalition of academic researchers and non-profit researchers in pr throughout Europe.

So you've done pr through these non-profits when you've gone to South Africa?

Yes. I was the communication core director for a five-year project to conduct a clinical trial for a remedy healers use for HIV/AIDS and TB.

Have you noticed any differences in the way American and foreign public relations practitioners communicate?

I don't think there's a difference among the professionals as there is among the academics. I guess they're dealing, typically, with a little bit smaller national media challenge. And all pr is local, but it's probably a little more so in other countries. It's the scale of the ever-brilliant people in the main part of a continent, the most populated part of a continent of a national media market compared to a (What). South Africa, China, Korea; they're all similarly focused. In Europe, you have essentially a nation. Everything has to be done on a nation-state level. They can't make a statement that goes out from the EU from their CDP. They have to funnel everything through each country that has its own media network. And in Korea it's all done by pitching stories, visiting; what they call a press club system. I'd say that's the biggest difference. Kind of more of the style points make the difference.

I guess that stems from the vastness of their communication and media and also the education?

Vastness here, and much more focused. I mean, in Korea, Seoul is huge. Korea you have a lot of communication to cover major cities. Proportionally, it would be like if everything is through the New York Times and the New York Post. We have major media all over the country, on our leaders and changers who are kind of setting the new agenda.

On the academic side, I find that there are a lot of people trained in other fields; political science, economics, sociology, but no work experience holding an academic position in pr. And I find that they are quite naïve, and the consequence of their naiveté makes them quite critical of the field they are teaching in.

So you said they have the credentials but they lack the work experience?

Their credentials. We train, we have doctoral programs in pr in Maryland, Georgia, Syracuse, Florida, which include a five years masters and doctorate program in public relations. We have a doctorate in our field. They're getting a PhD in symbiotics or sociology and either gravitating because they're not getting jobs or due to a growth faculty they end up in a pr department. But they are inexperienced and don't have an understanding of the profession. I find that they are sometimes embarrassed or hostile towards the professions. They don't really want to get their hands with actually thinking about how things are done and teaching that. We have a lot of students who go for their first semester abroad. Their professor at the program in London that hasn't actually done any pr or been a reporter, but they have a doctorate from Sheffield in political science. I think the gulf there; the contrast between other countries and ours is greatest on the academic side, and not the practitioner side of things.

Ok, that's very interesting.

One of the reasons for that besides people just landing wherever they can in an academic position. I find that professionals are very agile and survival for them is to follow and know what the latest powerful people are doing, they hire talent from around the world. There is a lot more cross utilization than there is on the academic side.

Do you think that American communicators have enough knowledge of other cultures or nations to effectively communicate with them?

As a generalization, I would say yes. The real key, of course, is that, as an undergraduate, to write your ticket you should be bilingual. You'll have the opportunity to travel and to be a pr major from here, bilingual in Italian; you can plan a job around that. I think there's more of that kind of hiring talent and hiring people who are culturally immersed. The other thing is that all of the big multinational businesses know that at some point it's got to be local people doing this stuff. When I work in South Africa, we have partners over there. Students at University of the Western Cape. There are twenty-two national languages in South Africa. The translation alone, much less cultural differences, you sort of hand off to the people who know. The connections and the local subtleties and that kind of thing.

Have you experienced successful public relations communications between cultures?

Yeah I would say so.

Can you please explain?

For the most part, I thought we were very successful in South Africa. The crux of our challenge is that it could have easily been depicted as American, western medical science team comes to South Africa to debunk our traditional medicine, which is what eighty percent of the people receive, they don't get any western medical care. Or, it could have been that they thought we were there to steal their priceless medical information. The Constant Gardener idea. We were kind of in a damned if you do, damned if you don't crisis planning. Because of our work directly with the council of traditional healers, there was a lot of buy-in and a lot of understanding. They did manage to find somebody who accused us of stealing intellectual property. So the Saint Luis Botanical Gardens, for instance, is probably one of the top three vertical botanical conservatories in the world. They aren't interested in commercializing, but just trying to name plants, identify plants, find where plants are, what their medicinal properties are. So that would be an example of very successful pr. We really could have been hung out to dry as debunkers or intellectual thieves. And other than the one piece, we were covered very positively as we tried to find out how a certain type of plant in the area affected animals and human clinical trials in collaboration with the traditional healers. The first time our clinical trials were conducted with traditional herb. So that's for HIV medicine.

What would you say was the greatest thing that you did, or that the people you were working with in South Africa did, to make your public relations relationship with them successful?

The single best thing was the six-month analysis of media coverage of traditional healers and medicine and identifying patterns of coverage and the kind of wrong doing that had been exposed. And on one side of the coin from the person who already had a story, and just needed to find the right information. He'd already had the story in his head. The other side of the coin was the number of scandals, scams, fraud, and embezzling of poor people that had occurred. So we had really mapped the whole communication territory before we ever got in to, well actually started to work there. I think the other thing was relying on local intelligence.

Great. How has the rise in digital and electronic communication changed the way public relations practitioners communicate with people in other countries? Are these changes positive, negative, neutral, or both positive and negative?

Probably both, to answer the last one first. I think there are a couple of things; one, there's a lot more targeted, which is kind of self-evident. We've had a revolution in our ability—have you heard the distinction between earned media and controlled media?

No.

When you have an event and you have coverage, you've earned coverage. If you're writing a story and there really is a news peg in it, and there's something there from a New York Times reporter, there's major coverage. Increasingly, if I'm working with health organizations in Missouri, and I know sixty or seventy people who are influential, then state of Missouri can help us improve health measures. I can still do mass media. If I can find a way to reach them with a message that I control, like the thing that I pitched to the Saint Luis staff, or things in my book. If I can tweet and get them to follow me on Twitter, or get the to join my Facebook group; that's controlled media. We write fast and produced, if it's video, and we deliver it to the influential.

And that's true globally. The targeting and then the control, and the shift from earned media to controlled media.

I'd say those would be the two biggest- targeted and earned media. I've done some research with my doctoral students, particularly from Asia—Singapore, Korea, China, and the Philippines. They kind of suggest the web is a more western channel. The distinction between eastern or Confucius ideas of communalism, and the ideas built into the web—this sort of more individualism and kind of a western approach to things. There maybe something going on in terms of trying to changing those Pacific Rim cultures. They have Internet and social media adopted.

As a public relations educator, what emphasis do you place on international relations and knowledge of foreign cultures?

I don't do much teaching, I only teach one doctoral seminar a year, because I have all the other work that I'm doing. I'm full time staff at the university in the doctoral program, and a part time staff in my health communication research center. I help with working on projects, writing grants, and that sort of thing. I guess in the seminar, it's very diverse. I have eight people. One is Albanian, two are Chinese, three are Korean, and three American. So it's kind of de facto that I think it's important.

Do you think that American public relations students are adequately equipped to communicate with people in other countries who are working for foreign organizations or businesses?

I would say yes, based on where I am. I think there's an awful lot of attention in several university programs in the nation, reaching out to different parts of the world. So you get students gravitating and doing internships and semesters abroad. The people who are doing it are deliberately stalking a position in a foreign country or an international firm. You can't just sort of walk in with having interned at 7-11 and get hired. You're going to have a plan that includes living in Ecuador and wanting to do environmental pr, and interning with Galapagos Research Center. SO I think it's pretty darn good. Whether the typical undergraduate program is internationally oriented or sophisticated: doubtful. But the ones who start making all the right moves to get an international job, they're in the running.

So students who seek out these kind of jobs are the ones who have the most knowledge and education in those areas?

Experience, probably more than anything.

Ok.

They may have very similar education. They're all kind of getting the same orientation, but doing a semester at the Galapagos Information Center or at University of the Western Cape; that's where you start, I think, with the experience to really put the icing on the general pr education cake.

Ok, great! To be respectful of your time, I want to thank you for helping me out with my project, and I feel like I learned a lot from talking to you, thank you.

Ok, good! Good luck with everything.

Thank you, have a great day.