

**THE DEVELOPMENT OF INNOVATIVE STRATEGIC
PUBLIC RELATIONS VIA ONLINE SOCIAL MEDIA
OF THE PRIVATE SECTORS IN THAILAND**

Apichat Puksawadde


**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Communication Arts and Innovation)
Graduate School of Communication Arts
and Management Innovation
National Institute of Development Administration
2015**

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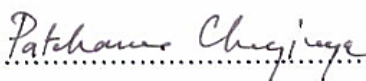
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**Graduate School of Communication Arts and Management
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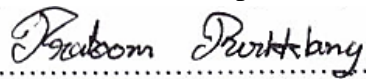
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ABSTRACT

Title of Dissertation	The Development of Innovative Strategic Public Relations via Online Social Media of the Private Sectors in Thailand
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The research on The development of Innovative Strategic Public Relations via Online Social Media of the Private Sectors in Thailand aimed to study the status of the use of online social media as an innovation of strategic PR of the private sectors in Thailand, to study the status of strategic PR operations through online social media of the private sectors in Thailand, to study the platforms of the use of online social media, the objectives of the use of online social media, the platforms of PR and the PR content on both websites and online social media site of the private sectors in Thailand, to determine a pattern of innovative strategic PR operations through online social media of the private sectors in Thailand, and to achieve acceptance the pattern of innovative strategic PR operations through online social media of the private sectors in Thailand in the viewpoint of PR scholars and professionals.

The research had been organized mixed methods as follows: Firstly, qualitative research, the researcher gathered data by 10 purposive samplings technic and interviewed Director of Corporate Communication, PR Manager, PR Head of business services organizations in Thailand. Secondly, quantitative research, the researcher used the questionnaire to collect data by multi-stage samplings of PR executive, PR practitioner, marketer and/or marketing communication practitioner of the private sectors registered in The Stock Exchange of Thailand in 2014 in Bangkok area. There were 40 corporates, each corporate was elected 10 samplings, the total samplings were

collected 400. The researcher also gathered data on the corporate website and online social media site of the private sectors in Thailand by content analysis the platform of online social media, the objectives of the use of online social media, PR platforms and PR content. The researcher used multi-stage sample to select the 40 corporate business samplings. Thirdly, qualitative research, the researcher gathered data by purposive samplings of 5 PR scholars and 5 PR professionals and used focus group interview to gather data.

The research findings was found that the status of the use of online social media as an innovation of strategic PR of the private sectors in Thailand begins with as follows: to study the impact of change, to determine of the objective of change management, to define the factor of change management, to proceed the process of change management and to define the strategy of change management, setting a policy of the use of online social media as PR innovation, to determine of the objective of the use of online social media, to determine PR jobs and PR practitioner' roles and to define PR strategy through online social media.

The status of strategic PR operations through online social media of the private sectors in Thailand was found that the samples were PR practitioners, aged 26-30 years with Bachelors' Degree. They had 10 years working experiences and their income was 20,001-40,000 baht. They aimed to use online social media as information technology for PR. Facebook was ranked as highest. PR jobs ranked as high respectively were announcements, issue management, PR media production. PR daily operation were ranked as high respectively: to update information/ the companies' news and announcements (4.07), to follow up on news and issues related to the company, to disseminate of news and information related to the company's products and services. PR practitioners' roles were ranked as high: corporate communication practitioners, change management, management situation, and creating interactions and relationships.

The researcher focused on 10 highlight research variables and used as the main factors to create the pattern of innovative PR strategy through online social media of the private sectors in Thailand. They consisted of context, situation analysis, corporate

business plan, communication strategy, PR daily operations, online social media strategy, PR contents strategy, engagement strategy, and measurement strategy.

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CHAPTER 1

INTRODUCTION

1.1 Statement of the Problems

Technological innovation plays a significant role in the advancement of communication technology to meet the demands and the needs of human, as our social environments are always in flux. In 1950, communication technology technocrats focusing on communication technological determinism initiated the study of technological innovation in communication.

Fidler (1997), a leader in communication technological determinism, explained the phenomenon “media morphosis” as communication change, the result of social and political complexity, pressure and competition. The co-evolution of media technology related to social culture and convergence, or the development of innovative technological communication, comprises four types of communication channels: broadcasting, motion pictures, computer printing and publishing and telecommunication (Bolter and Stade, 2000; Buckingham and Willette, 2006; Croke, 2011; Bittman, 2011). The technology related to human communication consists of three domains: interpersonal, broadcast and document (Fidler, 1997).

Broadcasting is reliant on transmission technology, both audio and visual, to present news, information and entertainment through channels such as television, cable television, radio and satellite transmission systems (Wertheim and Fenwick, 2008).

Print and publishing is dependent on print technology producing pictures and text in books, newspapers, magazines and other print materials (Croke, 2011; Bittman, 2011).

Computer technology is used to record, store and process data and information. The technology comes in the forms of hardware and software, desktop, notebook and

table computers, window operating system, social media and chat programs, for example (Wesets, 2008).

Communication technological is used to transmit information between devices, for example, smartphones, tablets and VOLP (voice over Internet protocol).

The advancement and development of computer technology, the Internet and communication technological innovation have changed how we communicate conduct business and lead our lives. Communication research has found that the popular media at different times can have a profound influence on human thought and serve as an important factor to determine the conceptual framework for understanding the world (Eid and Ward, 2009).

The progress of communication innovation has become dependent on the computer and Internet, as news and information is disseminated and shared through Internet networks. As this happens, our real world has been transformed into a virtual world.

In June, 2014, there were 33,270,490,584 Internet users worldwide (Internet World Stats, 2015). In Thailand, communication technology and innovation have been taking on an ever more prominent role. Today, people are much more dependent on computers, communication devices and the Internet in their daily lives. A survey on computer and internet use in Thailand in 2015 showed that nearly the entire population, or approximately 62.3 million aged 6 years and older were users information technology (IT) users, about 23.8 million computer users and 21.7 million Internet users (National Statistical Office, 2014). Of these, 82.6 % used IT for e-mail and communicating over the Internet, followed by 73.3 % who used it for information search and 63.8% for reading news and electronic books (National Science and Technology Development Agency, 2015).

The Internet is an important communication technology in the information era because it can collect and store information. It also serves as a communication channel, transmitting news globally in real time (Castells, 2011). Therefore, the Internet has become a vital communication channel for businesses, particularly in finding and taking advantage of new opportunities. They will access the Internet through the world wide web system (WWW), which consumers and businesses alike will say the fastest media

when compared to all others. The evolution of the WWW system has been divided into three ages (Hinton and Hjorth, 2013).

1) Age 1: web 1.0 - Earliest era - It appeared, or acted, like a library giving access to documents stored at a web center. A website owner could create and design their own content. Users could simply read and view information.

2) Age 2: web 2.0 - Second era - The web allowed consumers and businesses to create and adapt content on websites systematically through interaction.

3) Age 3: web 3.0 - Current era – The web is developing into a user-centric network. A smart data processing system or smart agents operate instead of humans when there is no direct internet access.

The progress of Internet, computer and communication technology has led to online social innovation - online social media. This is a public realm where consumers and businesses not only distribute content, stories, articles, images and video, but also share further, or pass on to others through their social media networks.

Online social media is now thriving, which such sites as Weblog, Facebook, Line, YouTube, Micro Blog and Virtual World (Howell, 2012).

The Smart Insights Global Social Media Research Summary (2015), “A Compilation of Social Media Statistics of Consumer Adoption and Usage”, indicated that Facebook was the world’s top ranking online social media (80%), followed by YouTube and Twitter (60% and 45%, respectively).

In their research, “2013 Fortune 500 Are Bullish on Social Media”, Bannes, Lescault and Wright (2013) summarized that the corporations relied on Twitter most (77.0%), followed by Facebook and YouTube (70.0% and 69.0%, respectively). The survey on corporations in 32 countries worldwide showed that 75% operated a website which they felt was an important and effective tool in their business operations.

The Thai National Statistical Office (2014) found that consumers used the Internet to search for product information (81.2%), e-mail (76.4%) and information search (30.0%), respectively. They also found that 77.9% of the companies, agencies and organization in Thailand had their own websites.

The development of the Internet and online social media has also affected the evolution of public relations in the global information age. PR practitioners have to

learn, participate and be ready for changes in IT, especially social media, to efficiently support corporate operations (Dilenschneider, 2010).

For this reason, business PR practitioners employ the Internet and online social media as various tools in daily PR operations and use a web board to connect with target groups to view their opinions, or viewpoints through both visuals and text. All these tools and channels, thus, provide fast and convenient transmission of information around the clock.

PR had its beginning in the age of PR 1.0 (public relations 1.0). At that time, from basic, primitive PR apparatus, PR evolved, expanding its resources to the web, using such devices as E-newsletters, viral marketing, webcasts and webinars. PR then exploited the speed of the Internet to build relationships and push sales promotions (Seitel, 2004; Marconi, 2004; Theaker, 2008).

After this the age of PR 2.0 (public relations 2.0), which evolved from web 1.0 and allowed more creative PR operations to support, share and exchange information as well as cooperate with users. They now exploited social media to induce and generate creative users' content (Philip and Young, 2010).

Additionally, new media technology and up-to-date database systems have been used to support PR activities, including blogs, Wikipedia and Really Simple Syndication (RSS) such as video streaming and pod casts to reach specific target groups. (Logan, 2010; Hallam, 2013).

PR practitioners are using the Internet and online social media to achieve specific objectives (Breakendrige, 2008; Morris and Goldsworthy, 2012) through two-way communication in the form of E-mails, E-newsletters, HTML, E-blasts, chat sessions, forums, newsgroups and webinar. This allows them to examine the opinions and information demands of specific target groups more readily than by following editorial coverage. At the same time, it helps to formulate longer and stronger relationships.

PR practitioners implement communication tools on the Internet through new media technology to create and maintain an updated database as well as for PR applications (Nowica, 2012), including communicating through social network sites, Micro Blogs, video and photo sharing, websites, personal or Corporate Blogs, Blogs

hosted by media outlets, Wikis and online collaborative forums, discussion boards and groups, instant messaging and geo-spatial tagging. (Williamson, 2013).

The multi-national businesses and corporations used online social media as a channel for customer relationship management to provide corporate information. Practitioners use PR activities to promote both products and services (Gillin, 2008; Mangold and Faulds, 2009).

Steizner's research on Social Media Marketing Industry Report (2013) reported that PR practitioners used online social media for PR marketing (86.0%), employing Facebook (92.0%), Twitter (80.0%), Linked in (70.0%), Blog (56.0%) and YouTube (56.0%), respectively.

Online social media has helped enormously to create business opportunities, which has led to the expansion of new marketing channels. To succeed their endeavors, businesses need to track online marketing trends. The reasons why businesses are turning more of their attention to social media (Smith, 2012) is that they can reduce advertising costs and online social media is much more flexible. There are now a wide range of online media to select from. Marketers, advertisers and PR practitioners can select to use website that is more compatible with their image. Target groups can access corporate websites without restriction of gender, age or place and they can also be accessed anywhere and anytime. In addition to convenience, websites and social media sites are much more cost effective. Marketers, advertisers and PR practitioners can also monitor and calculate the number of website visitors and listen immediately to their feedback, which can also serve as important indicators for the effectiveness online social media use of a communication message.

It may be said that online social media is advantageous to business operations (Weber, 2007; Parker, 2012). Online social media are used as marketing tools and for corporate PR. The corporate world uses social media to talk to customers and promote brand communication. These channels can reach targets more effectively than traditional media. Practitioners have immediate access to feedback and this can drive the development of new products and services to meet the requirements of target groups. They can also establish relationships with their customers as well as maintain the relationships with their original target groups to achieve high customer retention.

At the same time, they can learn the different needs of potential target groups as well (Parker, 2012).

As mentioned previously, business organizations use online social media to increase the efficiency of their offline PR operations. PR practitioners, as corporate communicators, must select the suitable online media to access their target groups.

At present and in the future, daily PR operations must be adaptable to the growth of online business activities as these will affect consumer online communication behavior as well as their perception of the news, attitudes, and relationship building between the corporation and themselves. To know how to use online social media as an apparatus in PR operations is, thus, very significant to a business's operations and, therefore, they should be adapted according to the development of online social media in order for public relations to be most productive.

In the literature review of research conducted in foreign countries from 2007 to 2013, online social networks were shown to be quite relevant to PR operations (Kirat, 2007; Pavlik, 2007; Gillin, 2008; Wright and Hinson, 2008; Coman and Paul, 2010; DiStaso and McCorkindale, 2012; BRANDfog, 2013), namely using online social media as a communication channel to create understanding and a popular perception. Online social media was seen to be effect in establishing relationships with both internal and external target groups as well as to study the behavior of these target groups to meet their demands and lifestyles. These studies include looking at the use of social media in accordance with corporate policy, mission, vision and objectives to successfully create a positive corporate reputation, image and branding for products and services. They also studied the communication factors to determine which would have an impact on a successful PR online media such as sender, message, communication channel (through new media) and receiver, including level of education and promotion and marketing experience. In addition, research was conducted on the knowledge and management capability of PR practitioners including new media technology literacy for PR strategy development and implementation. The influence of corporate structure, corporate culture and corporate management were also examined as well as their effect on relationship building with stakeholders.

In research on Thailand conducted in 1999, PR research issues in the 1.0 PR age (public relations 1.0) 2 items were identified while in 2003 1 item related to PR

operations through computer usage was stressed. (Kuntida Thamwipat, 1999; Phnom Kleechaya, 1999; Kamolnut Pholwan, 2003). Public relations concerns and activities identified during the PR 1.0 age were inspection and situation analysis, dissemination, PR for image building, special PR events, PR campaigns, PR social welfare activities, charitable donations, sponsorship public policy, community relations, public issues and crisis management, PR marketing, sponsorship, business visits and relationship building with very important persons. Six roles of PR practitioners integrated with IT systems included media relations and communication coordinator, communication technician, PR communicator, PR researcher and corporate agent or spokesperson.

Between 2008 and 2011, PR research examined issues affected by the second age - PR 2.0 (public relation 2.0) and its dependence of the Internet (Nantiya Mangme, 2008; Lalita Paungmaha, 2008; Benyapa Titawattanakhun, 2009; Pratoom Rekklang, 2009; Smith Boonchutima, 2010; Panmook Boonpichet, 2011; and Yaowaluck Phusrikasem, 2011), including PR operations through websites, corporate PR through websites linked to the other websites, two-way communication through websites adding members, image perception, news exposure through online social media, the relationship between exposure and online influencers affecting corporate image and perception, PR message design, PR messages created for online social media (content in the form of text, photography and video images used to generate product purchase behavior), evaluation website effectiveness and assessment of website service users. Impact assessment of target groups such as memory, understanding, satisfaction, reliability, website image, activity participation, PR operations using online social media and other factors affecting online social media use were also studied.

The research conducted overseas and in Thailand showed gaps in knowledge regarding strategic public relations using online social media in relation to the objectives of use of online social media and its application, PR jobs, PR roles through online social media, and PR daily operations strategy through online social media. This study thus applied research findings in Thailand and from abroad as the basis to study strategic PR operations of Thailand's private sectors in a social context linked with communication technology through online social media. PR practitioners in Thailand tend to use online social media to increase the efficiency of PR performance operating via traditional media in order to create the most effective mechanism to reach

their target groups. In Thailand, there still remains a gap in the knowledge required to develop an innovative PR strategy for online social media for businesses and corporations. Therefore, this research has been designed to fill this gap with cognitive knowledge that can then be applied by both PR scholars and professionals, particularly in their task to develop an innovative, integrated public relations strategy.

1.2 Research Questions

1) What is the status of the use of online social media as an innovation of strategic PR of the private sectors in Thailand?

2) What is the status of strategic PR operations through online social media of the private sectors in Thailand?

3) What are the platforms of online social media and the objectives of the use of online social media, the platforms of PR and PR content on both websites and online social media sites of the private sectors in Thailand?

4) What is the pattern of innovative strategic PR operations through online social media of the private sectors in Thailand?

5) What is the pattern of innovative strategic PR operations through online social media of the private sectors in Thailand in the viewpoints of PR scholars and professionals?

1.3 Research Objectives

1) To study the status of the use of online social media as an innovation of strategic PR of the private sectors in Thailand.

2) To study the status of strategic PR operations through online social media of the private sectors in Thailand.

3) To study the platforms of the use of online social media, the objectives of use of online social media, the platforms of PR and the PR content on both websites and online social media sites of the private sectors in Thailand.

4) To determine a pattern of innovative strategic PR operations through online social media of the private sectors in Thailand.

5) To achieve acceptance of the pattern of innovative strategic PR operations through online social media of private sectors in Thailand in the viewpoints of PR scholars and professionals.

1.4 Scope of the Research

1) Qualitative research. Purposive samples: PR personnel division of service business corporate in Bangkok consisting of Director of Corporate PR, PR Manager, PR Head who were the users of online social media and played key roles in strategic PR operations. So that the researcher prioritizes the samples who was willing to be a key informant of the research.

2) Quantitative research. The private sector representatives were chosen from registered companies listed on the Stock Exchange of Thailand in 2014 located in the Bangkok metropolitan area and divided according to their business classification, as follows:

(2.1) Financial institutions, banking, communication business, telecommunication business, healthcare, hospitals and department stores.

(2.2) Product and product distribution was subdivided into:

(2.2.1) Products and services related to corporate reputation such as fuel business and property and real estate.

(2.2.2) Products and services related to technology such as electrical appliances and automobiles.

(2.2.3) Products and services related to low involvement such as beverages, food and consumer goods.

PR practitioners, PR executives, PR heads and PR marketers were of course included in the samples for this research, as they are specific users of online social media and play important roles in strategic PR daily operations. Both websites and online social media accounts of the private sectors in Thailand were studied to gain an overview of each business classification.

1.5 Operational Definitions

Innovation means ideas, methods, forms and strategies of PR operations dependent on communication technology in the context of online social media of the private sectors in Thailand.

Development means a change of PR operations in the context of online social media including the elements of PR communication, PR jobs using online social media, PR roles through online social media communication and strategic PR operations through online social media of the private sectors in Thailand.

Communication means the interaction of sending, receiving, apportionment, sharing, the exchange of information through messages, pictures and VDO clips between PR practitioners and their target groups through online social media of the private sectors in Thailand.

Public Relations means online social media PR platforms of the private sectors in Thailand, both corporate and marketing PR.

Strategic Public Relations means the art and science of communication based on ideas, psychology and communication elements employed in the development of a communication PR plan for online social media according to the 4 steps of the PR process: situation assessment analysis, strategic PR planning, PR communication and PR evaluation.

PR practitioners' roles mean specific behavior of the PR practitioners in their daily PR operations concerning online social media for private sectors in Thailand. They must fulfill the roles of corporate communicator, manager counselor, and mediator in interaction and relationship building.

Public relations job means all PR jobs concerning online social media of the private sectors in Thailand. PR practitioners must be responsible for the dissemination of PR news, PR research for PR planning, mass media relations, employee relations, community relations, public policy, government relations, investor relations, business relations, issue management, crisis management, PR writing, PR media production, PR campaign planning and implementation, special PR events and marketing PR.

Online social networks mean communication channels for online social media sites and accounts that PR practitioners of the private sectors in Thailand use as a

communication as channels to communicate with the target groups to build business relationships and exchange information and news about products, services and business activities users are invited to join.

Online social media means digital media which PR practitioners of the private sectors in Thailand use as a platforms to communicate with target groups through websites and online social media connected by the Internet such as the following.

Web blogs means an individual media on the Internet that disseminates and shares information, news, knowledge and opinions as well as asks for users' opinions in return.

Social network means an online social network that connects individuals who form social groups to communicate such as Facebook, Line, Instagram and Twitter.

Micro blog and micro sharing means a website service for the general public. Users can write a short message to show their status, a short viewpoint or opinion.

Online video means an online video sharing website service free of charge so that users can upload clips and choose what to watch on demand such as YouTube.

Wikis mean websites that serve as sources of information and knowledge. Users are often scholars, professionals or experts specific field they would access.

Private sectors mean registered companies listed on the Stock Exchange of Thailand in 2014 located in the Bangkok area, divided according to business classification, namely the service sector, including financial institutions, banking, communication business, telecommunication, healthcare, hospitals and department stores; goods and services related to the corporate reputation, including fuel and property and real estate; and products and services related to technology such as electrical appliances and automobiles; and finally low involvement products and services, including beverages, food and consumer goods.

1.6 Benefits of the Study

The research findings are expected to benefit equally PR academics and PR professionals.

1.6.1 Benefits for PR academics

1) This research aims to expand the body of knowledge on PR operations through online social media in terms of PR communication elements (sender, message, channel and receiver) in the context of the new media landscape. This study will also enhance knowledge concerning Strategic PR operations via online social media according to the 4-stage PR process: research, planning, PR communication and evaluation. Additionally, it will create a body of knowledge on PR jobs and PR roles required for online social media.

2) This study will help to construct a pattern for PR operations through online social media and help to develop new innovations for PR strategy that utilizes online social media, all of which can be adopted and adapted by PR practitioners working in the private sectors in Thailand.

3) To identify research problems and research issues confronted by researches in their in depth studies of PR innovation as they study about how to best employ online social media for PR operations such as corporate image building, corporate reputation building, crisis communication, PR marketing and PR campaigns, all through social media, along with PR content design, and assessment through online social media.

1.6.2 Benefits for PR professionals

1) It is hoped that PR professionals will be able to apply the research findings for use in the PR operations of businesses, corporations, private organizations and institutes according to the capacity and characters of their enterprise when developing and adapting innovative mechanisms for online social media as well as setting policy for its use and application by PR departments.

2) Another aim of this research is to develop effective, innovative PR patterns for online social media belonging to businesses, corporations, private organizations and institutes according to their capacity and character and then apply these innovative pattern to their PR strategies.

3) At the same time, it is hope that PR practitioners of government agencies, state enterprises and education institutions will be encouraged to conduct further research in

the development of innovative patterns of strategic PR through online social media to serve their specific requirements as well as those of the private sectors.

CHAPTER 2

LITERATURE REVIEW

The research on “The Development of Innovative Strategic Public Relations via Online Social Media of the private sectors in Thailand” aimed to study the use of online social media as an innovation of strategic PR used by the private sectors in Thailand, to study the status of strategic PR operations through online social media of the private sectors in Thailand, to study the platforms of the use of online social media and the objectives of the use of online social media as well as the platforms of PR and PR contents on both websites and online social media of the private sectors in Thailand, to create a pattern of innovative of strategic PR operations through online social media of the private sectors in Thailand and to create acceptance of the patterns of innovative strategic PR operation through online social media of the private sectors in Thailand in the viewpoints of PR scholars and PR professionals.

In chapter 2, the researcher provides the communication theories of Communication Technological Determinism, Computer-Mediated Communication and Diffusion of Innovations as related to this research.

When examining PR theory and PR concepts related to this research, the chapter will discuss PR roles, PR jobs, PR media concept, the efficiency concept of PR media, the concept of measuring the effectiveness of PR media, the concept of PR strategy, PR operations through online social media, PR communication through online social media and the concepts of online social media.

At the end of the chapter, related research is analyzed and synthesized, with a summary of the main points.

2.1 Communication Technological Determinism Theory

Communication comprises 4 elements: sender, message, media and receiver. The central point of communication technological determinism explains that media is important, as it links and receiver. When any changes occur to media, the other elements are affected. (McQuail, 2005).

Communication technological determinism theory is a concept developed by the Toronto Bureau that focuses on the power of media, or technological communication, that can affect society based on the premise that media is an independent variable that affects changes in humanity. (Moore, 2000).

The principal concept of communication technological determinism is explained below. (Logan, 2010).

2.1.1 The effect on an individual

Technological communication is an extension of the human senses. Every time there is a change in traditional media, it will affect the human senses in three dimensions (McLuhan, 1964): time, area and experience. First, under time, many kinds of media record a message across time or shorten the period of communication time. When it comes to area many media types cover ever wider areas, as humans have depended on pigeons letters, telegrams, mobile phones and the world wide web. Finally, experience covers various kinds of human activity, for example, watching terrestrial television, listening to the radio through analog or digital systems and now watching television program on-demand or through streaming on sites like YouTube.

McLuhan (1989) explained that when a new media appears, it will affect human thinking in the above 3 mentioned dimensions. Even before this, McLuhan (1964) said that “media is the message” in “understanding media”, which serves as an extension of man. He believed that the impact of new media is not caused by the message but caused by the characteristics of the new media, which is why he said, “media is the message”. McLuhan was not interested in what made people have an experience through media, but he wanted to analyze how people experienced the world around themselves, as he felt that the message is not as important as the media. Every time there is a change in

media, it always affects on content. In fact, the media will determine message content. The results will then define the method of reception and perception of a receiver.

2.1.2 The effect on social institutions / society

McLuhan (1964) suggested that the transition of society from one era to another is not linear, i.e., the latter society will not always replace earlier eras. It however will fuse some characteristics such as convergence, integration and decentralization.

2.1.3 The effect on economy

The era of new media affects the “information business”. Both products and services are concerned with every aspect of communication, including product design and information transmission (Silverstone, 1992).

Communication technological education according to the Toronto Academy comprises two factors (Logan, 2010).

- 1) Form of media. Content is dependent on the form of media, whether it be oral, like conversation or voice clip; written, for example letters, books and printed material; image, like a picture or photograph and other media such as digital.

- 2) Type of media. This includes individual media, specific media, mass media and new media. The different kinds of media can indicate the quantity and complexity of a sender.

This research thus asked how the technological communication theory affects PR daily operations through online social media of the private sectors in Thailand. It must be noted that strategic PR daily operations through online social media must be operated via computer-mediated communication (CMC).

2.2 Computer-mediated Communication (CMC) Theory

Computer-mediated communication (CMC) theory has received attention since 1980 as interpersonal communication without face-to-face communication through the Internet afforded the opportunity to communicate wherever and whenever at least two parties wanted to connect.

McQuail (2005) said that the CMC theory is relevant to any form of communication procedure via a computer linked with a network system, including communication through images, text and, voice such as SMS or MMS through a mobile phone (Thurlow, Lengel and Tomic, 2004).

The CMC theory has been studied extensively, trying to explain the effect on the receiver (Knapp and Daily, 2005) based on 5 approaches as follows:

2.2.1 Cues filtered approach.

This covers an academic approach in regards to communication through media or channels. Some kinds of media cannot convey subtle impressions when telling a story told by a sender when the receiver has no nonverbal cues. This can lessen the effectiveness of the communication because each party may not have sufficient information or knowledge of the other. The important variable measured is how well each media can convey a message with or without nonverbal cues. This can also depend on the frequency of a channel or bandwidth.

Bandwidth here means the competence of each channel type to send a message between a sender and receiver through a form of face-to-face communication. In this case, the sender and receiver can perceive the other's mood, temperament, facial and eyes expression and reactions. Over time, CMC has benefitted from increased bandwidth that can present a variety of information with high synchronous quality through online chats and message and multimedia sending. Asynchronous is data transmission during which a sender and receiver do not have to be connected by a computer network at the same time such as E-mail, newsgroups and websites.

2.2.2 Cues to choose by approach

This means that different media have unequal bandwidths which can affect their communication objectives. Thus, the sender must choose which media to use based on their situation.

2.2.3 Cues filtered in approach

This approach examines the potential of CMC. As CMC began to evolve, researchers looked at what they called substitution cues to compensate for lost nonverbal cues such as message form, time of sending message, response time and graphics.

2.2.4 Cues about us - not you or me approach

CMC allows communication to transform from an individual identity to a group identity, male, female, race, religion, corporate, executive or employee, to name just some. Taking a group identity to replace an individual identity will affect communication behavior of an individual because they could expect or be forced to act in accordance with the communication behavior determined by the affiliated group.

2.2.5 Cues bent and twisted approach

As the Internet developed, new channels were created that affected message design and self presentation that could help develop a relationship faster.

The CMC theory was chosen for this research to answer the research problem of how CMC affects PR daily operations through online social media of the private sectors in Thailand.

2.3 Diffusion of Innovation Theory

Diffusion of innovation theory is based on a sociological concept that comprises local sociology, social psychology, distribution news, business management and marketing. Diffusion of innovation became started to attract theorists in 1962 when Everett M Roger published his textbook entitled “Diffusion of Innovation”.

Innovation means the development of a current or new object, concept or behavior adopted by an individual or society. Diffusion means dissemination of an innovation through communication channels to receivers during a period of time (Roger, 2003). The significant factor of the diffusion of innovation theory is the dissemination of the advancement through different communication channels, including traditional and new media, to a receiver who can be an individual or member of society during a period of time during which the innovation is still considered new, for example Hi5, which appeared as a new online social media in 2003 and then quickly faded in popularity.

Roger (2003) divided the decision process to accept an innovation into 5 stages as follows:

1) Knowledge. This stimulates people to become aware of an innovation through software information telling what the innovation is, how it operates and its uniqueness.

2) Persuasion. The individual commences to consider the innovation, its advantages and disadvantages. In this step, individual media can play key roles in providing information that will create clear understanding.

3) Decision. The individual initiates to assess the relevant factors of the innovation such as general and detailed information and peers' opinions. In this step, the individual may request a trial or demonstration before making their final decision.

4) Implementation. The individual begins by trying or applying the innovation. In this step, the method of use, importance of content and assessment are important to determine acceptance of the innovation

5) Confirmation. In this final stage, the individual searches for information and news to confirm their innovation adoption. If an individual at first rejected the innovation but receives good news, they may then decide to accept the innovation. The opposite can also be true, i.e., the individual who at first accepted the innovation, may reject it after learning new information.

Thus, it can be said that communication through personal media, traditional media and/or new media can play a significant role in decision making, based on their searching for additional information as well as exchanging, accepting and rejecting information.

Roger (2003) categorized the innovation recipients into 5 subgroups as follows:

1) Innovator. This is someone willing to take a chance. They are usually educated, have high social status, are attracted to change and understand abstract matter. They are fond of seeking new perspectives and using a variety of communication channels.

2) Early adopter. This is someone similar to the innovator, but they chose to be recognized as a group member who wants to consult and listen to suggestions.

3) Early majority. This is someone who is concerned with their social group when making their decision.

4) Late majority. This is someone suspicious and needs pressure from members of their social peers before accepting an innovation.

5) Laggard. This is an individual who distrusts innovations and tries to cling to tradition.

Innovation adoption remains an individual action dependent on relevant advantages such as easy use, cheap cost and compatibility when it comes to value, tradition and culture. An innovation should not be too complex, for instance, in the time it takes to understand and learn, opportunity to observe and adoption (Roger, 2003).

2.4 Public Relations Concept

Public relations, or PR, is important to both government and private business. It plays a key role in communication corporate character. Generally, PR is considered as one form of communication, essential to corporate success. Through an understanding of their publics, knowledge and creative thinking they can build good relations with all target groups. By developing mutual understanding they can generate good feelings, a sense of reliability and a positive image that can create harmony between the organization and the public.

Businesses use PR as a tool of communication to inform, explain and promote policy, operational objectives and varied activities that will enhance a corporation's image, for example by conducting and promoting corporate social responsibility activities. The role of corporate PR to inform and present news and facts of concern to

their target groups. The PR practitioners must also listen to opinions that can be acted upon to build mutual benefit for the business and their publics and operate in harmonious accord in a social context.

Therefore, PR is an important tool in this modern age with growing competition in both the business and industrial sectors. In addition to traditional advertising to sell products or services and gain market share, an organization should implement PR activities to create a positive image for its trademarks, products and services by communicating corporate values such as loyalty to customers, friendly service and social assistance.

If one takes the word public to mean people and relations to mean relationship, then public relations, according to the opinions of academics, professionals and PR associations includes the following.

The Public Relations Society of America (PRSA), the world's largest PR association, (Guth and Marsh, 2003) defined PR as a management duty related to strategic planning of corporate communication (Wilcox, Cameron, Ault and Agee, 2003). It went on to define it as the strategic communication management design to build relations and mutual understanding between the corporation and its stakeholders (Public Relations Society of America, 2014).

Arrow (2008) defined it as relationship building and management by an organization with its publics under the normal and crisis situations.

L'Etang (2009) defined PR as the corporate communication employed to build a relationship between the organization and its target groups, including government agencies and private businesses. Through these efforts it can create trust and acceptance that will contribute to building a positive corporate reputation.

Fawes (2012) defined PR as the work that will bring fame to a corporation. It uses PR communication to convince, build understanding, gain acceptance and earn the support of target groups.

When synthesizing all the definitions mentioned above, PR can be defined as a form of corporate communication that employs strategic management and mechanisms that will create understanding, develop good relations and build a respected reputation for the corporation among its target groups.

2.5 Roles of Public Relations

Broom (1982) reported that PR practitioners took their responsibilities as manager and technician and technician seriously. The manager role at the executive level involves making decisions, setting policy and PR objectives, conducting research for PR planning and attitude analysis of target groups and public issues that could have an impact on the organization.

The practitioner's technical role mean implementing PR activities without any participation in the decision process at the executive level, for example, writing for PR, acting as a spokesperson and coordinating mass media relations and coverage.

Guth (1995) viewed the manager role as including PR news management, budgeting, research and planning as well as PR counseling. He saw the technician as playing a marketing role serving as a corporate representative who writes summary reports which executives can use in their development of corporate policy and decision making.

In 1985 Broom discussed operational roles for PR practitioners (Cornelissen, 2008) that included the following:

- 1) Communication technician. PR practitioners work according to the corporate PR policy, planning, and media production. This individual does not participate in public relations at the executive level.
- 2) Expert prescriber. PR practitioners analyze and present solutions for PR operational problems.
- 3) Communication facilitator. PR practitioners coordinate, serving as a middleperson for communication between the corporation and internal target groups and as a corporate spokespersons between the organization and external target groups.
- 4) Problem-solving facilitator. PR practitioners collaborate with the experts to systematically identify and address problems.

The Public Relations Society of America (PRSA) conducted a survey on PR practitioners from 1979 to 1991 and found that PR practitioners took the role first as communication facilitator and next as problem-solving facilitator. As a technician, the role of communication technician was ranked highest (Dozier and Gottesman, 1982). The European Public Relations Education and Research Association (EUPRERA)

conducted a European Communication Monitor (ECM) in which they surveyed 1,524 samples from 37 European countries who worked as communication facilitators. Their results showed that the PR facilitations felt their key key roles were first as an expert prescriber followed by problem-solving facilitator (Tench and Yeomans, 2010).

The research findings on Public Relations Professionalism and PR roles and Practices in Thailand conducted by Kuntida Thamwipat (1999) showed that PR practitioners felt they had six major responsibilities, acting as a manager, media relations and communication facilitator, communication technician, PR communicator, PR researcher and corporate spokesperson.

2.6 Public Relations Jobs

In addition to the responsibilities practitioners have for daily PR operations as communication technicians, they must also act as an expert prescriber, communication facilitator and problem solving facilitator.

Wilcox and Ault and Agee (1992); Cutlip et al.(2000); Newsom, Turk and Kruckeberg (2004) classified PR jobs as follows: PR projects and PR plans, publicity, PR research and evaluation, image building, information service, marketing activities, products and services promotion, relationship building with finance institutions, investors and shareholders, community relations, employee relations, writing and editing for PR, media production (graphic and internet), advertising, training, general administration, coordination, counseling, media relations, special events and issue and situation management.

The Public Relations Society of America (PRSA) compiled PR job descriptions in their book, "Career Public Relations", as follows: PR programming, media relations, writing for PR, PR information, PR media production, special PR events, event spokesperson and PR research and evaluation.

They also described PR jobs classifying PR work as: counseling, research, media relations, publicity, employee relations, community relations, public affairs, government affairs, issues management, financial relations, development and fund raising, multicultural relations, special events and marketing communication (Wilcox and Cameron, 2012).

Wilcox and Cameron (2012) conducted a study of the Discover Communication Company, a private sector television production company that owned both the Discovery and Animal Planet channels. Results showed that PR jobs consisted of PR planning and PR projects, publicity, public affairs, writing for PR, performing as an event spokesperson, organizing and supervising special PR events, relationship building and PR media production including online social media.

The Center for Economics and Business Research Ltd. (CERB) (2005) also conducted research concerning the PR tasks of PR practitioners. Their findings indicated that their most important tasks in descending order were corporate communication, counseling and media relations. Gray (2006) conducted a survey of 25 PR agencies and found that the most important PR tasks ranked in descending order were counseling, media relations and writing for public relations.

The research on PR jobs conducted by PR Week UK of Brand 2 Life found that the sample top executives rated investor relations, employee relations, media relations, and corporate communication and the important tasks of a PR executive, respectively (Bashford, 2006). The research conducted by the European Public Relations Education and Research Association (EUPRERA) reported that PR practitioners' jobs were ranked in descending order of importance as marketing communication, corporate communication, crisis management, investor relations and public affairs (Tench and Yeomans, 2010).

Research done by PR Census and PR week showed that PR practitioners' tasks were ranked by importance as follows: media relations, corporate communication, strategic communication and writing for PR (Gorkona, 2011).

Theaker (2013) categorized the PR jobs described by Fawkes (2012) according to the concept presented in "A Rough Guide to the Main Activities in Public Relations" as shown in table 2.1.

Table 2.1 A Rough Guide to the Main Activities in Public Relations

Public relations jobs	Explanations
Internal communications	Communication with employees
Corporate public relations	Communication on behalf of an organization, not goods or service
Media relations	Communication with journalists,
Media relations	Communication with journalists, specialists and editors of local, national, international and trade media, including newspapers, magazines, radio, television and two-based communication
Business to business	Communication with other organizations
Public affairs	Communication with opinion formers, monitoring political environment
Community relations/ Corporate social responsibility	Communication with local community, elected representatives and head teachers
Investor relations	Communication with financial organizations and individuals
Strategic communication	ID and analysis of situation, problems and solutions to further organization goals
Issues management	Monitoring political, social, economic and technological environments.

Table 2.1 (Continued)

Public relations jobs	Explanations
Issues management	Monitoring political, social, economic and technological environments.
Crisis management	Communicating clear messages in fast-changing situation or emergency
Copywriting	Writing for different audiences to high standards of literacy
Publications management	Overseeing print/ media process, often using new technology.
Events management, exhibitions	Organizing complex events and exhibitions

Source: Fawkes, 2012

2.7 Public Relations Media Concept

PR practitioners are responsible for presenting information and news of their organization to their target groups. The media therefore are part of every step in the PR process (Wilcox and et al., 2011) as explained below.

1) Situational analysis and information collection of mass media and corporate media. For the mass media, PR practitioners want to publish articles in magazines and so must conduct magazine analysis of content, design, bias and readership. They use this knowledge to write articles that fit magazines' styles.

2) Planning. PR practitioners use media vehicles and channels in news propagation to the target groups. They have to plan their media strategy in order to achieve PR plan objectives.

3) Communication. PR practitioners have to prepare and produce news and information for dissemination through media, including news releases and PR photos and captions.

4) Evaluation. PR practitioners must assess PR media and measure the effectiveness through collecting news clippings, polls, counting website visitors, content analysis and appearance in online social media.

Both mainstream and new media is important to PR operations as practitioners have to disseminate news to their target groups (Newsom and et al., 2004). The media they use have been classified according their characteristics (Seitel and Lattimore and et al., 2007) as follows.

1) Print media. Newspapers, magazines and corporate media such as corporate journals, notices, memorandums newsletters, reports, manuals and books.

2) Audiovisual media. Radio, television and corporate media, for example, pictures, slides, movies, multimedia, videotapes, CD-ROM, DVD, posters, billboards and outdoor media.

3) Electronic media. Dependent on technological innovation, it currently includes cable TV, satellite communication, Internet, websites, weblogs, E-mail, e-direct mail, smart phones applications and service center and hot line phone services.

4) Extra media. These media comprise corporate PR activities to create attention and awareness news releases, trade fairs, special events, exhibitions, meetings and seminars.

5) Online social media. These digital media PR practitioners use as channels between the corporation and target groups, including websites and online social media accounts linked through the Internet. Senders and receivers participate in content production, including content data, picture and voice messaging (Williamson, 2013) as shown in table 2.2.

Table 2.2 Online social media

Social network sites	Individuals and organizations	Example
Social network sites	Individuals and organizations create profiles and share information, images and videos. Receivers can like the content, share content, make comments and engage in discussion.	Facebook Google+ Linkedin
Microblogs	Short public messages that can be focused using hashtags.	Twitter
Video and photo sharing websites	Photographs and video that can be uploaded and shared.	YouTube Instagram
Personal and corporate blog	A type of online diary with a writing style that is informal and up to date. They can be individual or collective.	Blogger Wordpress
Wiki sphere and online collaborative space	Online user-generated, collaboratively developed text and documents.	Wikipedia
Forums, discussion, boards	Websites or e-mail based discussion, public and private.	Yahoo Google
Geospatial tagging	Location posts including comments and pictures through online social media.	Facebook

Source: Williamson, 2013

Thus, the capacity and nature of online social media can be described as follows: Two-way communication, open-system communication, transparent, one-to-one communication, brand- and user-generated content, authentic content, free platform, engagement, users and influencers, community decision communication, real-time creation, down-top strategy, informal language and active involvement (Hausman, 2014).

Moreover, online social media comprise both technical and social attributes as follows: interactivity, ease of access and dissemination of information, continuous learning, alignment and integration, creation of community, interoperability, aggregation of content, social collectivity and cyber-cooperation and use-based transformation (Logan, 2010).

2.8 Efficiency Concept of Public Relations Media

The communication between a company and its target groups requires the employment of different media in PR operations to be successful. PR practitioners must determine the efficiency of each media (Newsom and et al., 2004; Lattimore and et al., 2007) by considering the following.

1) Which PR media can help achieve PR objectives? When working as a PR planner, PR practitioners should consider PR content and how best to disseminate information according to target groups' characteristics.

2) Which PR media is compatible with corporate and target cultures? Efficient PR communication can lead to knowledge, behavior and attitude change.

3) Which PR media will best access target groups?

4) PR media should provide two-way communication to obtain opinions and feedback of target groups.

5) PR media communication should be continual, using a variety of media to be sure to reach all target groups and publics.

6) The Internet has emerged as a vital communication channel for PR, so practitioners must be adept at website management, content creation, design, readability and easy understand message including multi media content including animation (Smith Boonchutima, 2010).

2.9 The Concepts of Measuring the Effectiveness of Public Relations Media

The effectiveness test of media is the measurement of target reaction and behavior after media exposure. PR media should convey knowledge and understanding as well as persuade. (Roger, 2003) If the communication is effective, it can lead to changes in target groups in knowledge, attitude and/or behavior.

The measurement of media effectiveness will depend on the planner and their objectives. Water (1993) determined the levels of effectiveness for PR (Wilcox and Cameron, 2012) as follows.

Level 1 - Basic level: Assessment of effectiveness from output.

Level 2 - Intermediate level: Assessment of effectiveness from out-growth.

Level 3 - Advanced level: Assessment of effectiveness from outcomes.

The achievement level selected then serves as an indicator for PR practitioners for their effectiveness measurement. The higher the level, the more complex will be the selected assessment method. The measurement of PR effectiveness will then be based on the characteristics presented in table 2.3.

Table 2.3 Measurement of public relations effectiveness

Basic Level	Intermediate level	Advanced level
Measurement	Measurement	Measurement
Target receiver	Memory	Opinion change
Impression	Understanding	Attitude change
Media positioning	Acceptance	Behavior change
Level 1	Level 2	Level 3

Source: Walter (1993) and Wilcox and Cameron, (2012)

Level 1: Output measurement is assessed by quantitative analysis, for example, the audience reach of a mass media vehicle or the number of interested or impressed receivers of a news story. The assessment method may use distribution reach or content analysis.

Level 2: Outgrowth measurement employs a more complex technical method than the level 1, for example determining receivers' need to know, the real number of target interested in the news or corporate information, how well the target understands PR content or corporate and whether the information will a benefit in decision making. Data collection is analyzed by both quantitative and qualitative methods. Popular approaches include focus group, in-depth interview and survey research.

Level 3: Outcomes measurement is the most complicated because it measures changes in opinion and behavior. If PR practitioners stipulate the standard level of goal at this level, the methods applied could include pre-post measurement of media exposure, experimental research, participation notice and role playing.

Weiner (2006) conducted an assessment of news disseminated through mass media and found that 25 percent had a positive impact, 36 percent would have a partial positive impact, 30 percent had a neutral impact, 4 percent had partial negative negative impact and 5 percent had total negative impact. The dissemination of corporate news was successful as it had a 91 percent positive or neutral impact. Only 9 percent was negative. Therefore, Weiner (2006) recommended that PR practitioners should assess news at 5 levels: the news with the most negative impact on the corporation, the news that had some parts negative impact, the story without any impact, the news with some positive impact and the story with the most positive impact on the corporation.

Smith Boonchutima (2010) studied "The Satisfaction of Applicants with Websites of International Programs offered by Chulalongkorn University". He used a qualitative approach, i.e., in-depth interviews with staff in charge of web communication and a quantitative method, distributing questionnaires to 487 applicants to seven international programs at Chulalongkorn University. Quantitative findings showed that overall satisfaction with the websites was very high as participants were most satisfied the usability of the website, while website appearance received the lowest scores. Qualitative findings showed found that 4 of 7 international programs offices moderately to strongly agreed that websites are an important means of communication because of their effectiveness, particularly with their capability to update websites regularly.

2.10 System Theory and PR Model in the Open System

The changing trend of communication technology requires that a business or corporation give precedence to system management with respect to PR operations. (Scott and et al., 2000, Theaker, 2008; Witmer, 2012).

In regards to an open system, the variability of the external environment can affect input and so a corporation must pay close attention to changes taking place in the external environment as well as target group interest and opinions. They must monitor target input to determine satisfaction levels as well to make changes or improvements to corporate communications, goals or actions. A company must pay attention to output that comes from business operations and how these affect target groups.

Furthermore, executives need to give priority to PR practitioners' development as they play a key role in corporate management, particularly now when two-way communication is so vital to create knowledge and understanding of target groups as well as the continually changing social and business environments (Scott, 2000; Theaker, 2008; Witmer, 2012).

2.11 The Concept of Defining Public Relations Strategy

All businesses and corporations face competition in an ever changing environment. Strategic PR will thus define the direction a company will take in the future based on four stages: defining PR problems, PR planning, PR communication and PR evaluation (Wilcox and Cameron, 2012; Theaker and Yaxley, 2013).

1) Defining PR problems. It is important for PR practitioners to determine any problems their corporation is facing through situation analysis, thus examining negative impacts on public knowledge, opinion, attitude and behavior as a consequence of business policy or operations.

2) PR planning. This is based on the results of situation analysis and aim to reversing any negative impacts.

3) PR communication. This can be defined as execution, or the implementation communication and media strategies based on PR content, PR content presentation and media activity to meet PR objectives and reach target groups.

4) PR evaluation. This should be conducted in each phrase of the PR project. The evaluation will then be used to improve PR operations and be reported to company executives. During this stage, PR practitioners can improve something execution layout or decide whether to continue or end a campaign or the PR plan.

The research findings of public relations activities of 26 entertainment businesses identified 4 stages in a PR action strategy: research, planning, communication and evaluation. Each step was evaluated, and of the 26 business companies, the communication step was valued highest. They used integration to disseminate corporate news and movement, focusing most on mainstream media (newspaper, magazine, radio and television). In the case of new media, they used Internet vehicles such as a corporate website, entertainment variety website as well as online social media, like Fanpage, Facebook and Twitter (Yaowaluck Phusrikasem, 2011).

2.12 Public Relations Operations and PR Communication through Online Social Media

Online communication in Thailand has progressed rapidly in recent years. The Internet in general and online social media in particular have been used in the PR sector for data/information communication, data/information collection and information services for organizational administration.

PR is an important channel of communication between businesses, stakeholders and the general public. As PR is related to communication, PR practitioners should know to use relevant PR communication tools. Traditionally, television, radio and print media were the main tools for corporate communication, however, the Internet and now online social media have become major PR tools (Taylor and Kent, 2010; Galloway, 2005).

One problem preventing PR practitioners from effective planning is their lack of knowledge of communication technology. Meanwhile, they must always be aware

that building knowledge, understanding and good relationships are the main objectives in PR, and communication technology is a major tool to accomplish their goals. Effective PR operations through online social media requires IT knowledge and understanding. PR practitioners must keep up to date on technology so they can apply the latest development in their work, now and in the future (James, 2007).

PR in today's digital age is broader in scope than ever before, and the evolution of social media will continue to affect PR operations (Scott, 2007).

PR in the past: PR practitioners used to distribute organizational information via mass media. Target groups often received information based on press releases. Organizations had to have something to write about before issuing a PR release. Efficacy was measured by the PR news that was disseminated through mass media (Pavlik, 2007).

PR today: PR has become transformed by the development of website technology. Public Relations 1.0 (PR 1.0) is based on traditional PR tools together with web sources such as e-newsletters, viral marketing and webcasts. Public Relations 2.0 (PR 2.0) further expands web sources using new media - this is an extreme way to approach different target groups the PR practitioner cannot directly access (Brown, 2009; Philip and Young, 2010).

PR in the future: In 2016, PR operations have begun to evolve into the Public Relations 3.0 (PR 3.0) era, i.e., a semantic web that is an extension of the web through standards introduced by the World Web Consortium (W3c), automatically linking similar large database systems giving access to subject matter. Due to its remarkable data management, it has been named the intelligent web (Sheldrake, 2012).

PR is comprises both one-way and two-way communication. It aims to establish a good understanding between a corporation and target groups, both internal and external. Formerly, communication was disseminated through different channels that had different goals such as PR, advertising, sales promotion, special events, internal communication, community relations, public affairs and social marketing activities. The PR practitioner would orient their communication direction through an integrated communication strategy, structure communication and substance and qualitative communication, focusing more on qualitative communication than quantitative information (Breakendige, 2008; Morris and Goldworthy, 2012) as follows.

1) Integrated communication strategy. PR practitioners develop a strategic integrated communication plan to cover brand and corporate image. They concentrate on stimulating the market to ultimately feel satisfied.

2) Structure communication and substance. PR practitioners will define their communication strategy. The information will be provided through various channels as both corporate and marketing PR content for achieve target group recognition and awareness.

3) Qualitative communication. PR practitioners communicate to meet PR objectives through qualitative more than quantitative information. They work to answer target groups' questions more than publish high volume PR news that is ineffective in reaching target groups and affecting perception or causing stimulation.

Integrated communication strategy, structure communication and substance and qualitative communication to build corporate image in the context of online social media all need to be employed as part of the entire communication process, composed of 4 important factors: corporation (sender), message (issue/content), channel (online media), target groups (receiver) (Seitel, 2004; Fawkes, 2008; Witmer, 2012).

1) Corporation. The organization must communicate with all target groups about their corporate policy, which could aim for unity. Government organizations and the private companies need to define specific corporate communication.

2) Message. PR contents are relevant to corporate image. PR practitioners must know how to define issues that affect their target groups' perceptions of management, service, marketing, sales promotion and social responsibility. For practicality, they should give precedence to present movement in resources management followed by information related to service, sales promotion and corporate activity.

3) Channel. Contents are distributed to the target groups via direct or indirect communication channels such as mass media and online social media together with a wide range of supporting communication tools to maintain and expand customer base.

4) Receiver. They have an influence on the communication process because it is designed to direct them toward a decision. The receivers can be classified into several groups, including current and potential customers. The company will then disseminate messages to communicate their reliability, corporate reputation, service information and other details to encourage a positive decision to use their products/service as well as ensure satisfaction.

The entire PR communication process must be followed and should include receivers' feedback. Together, these elements will form a strategic communication plan that will reflect corporate image. Furthermore, as online feedback cannot be controlled, it is essential that PR practitioners continually monitor and react to content as shown in figure 2.1.

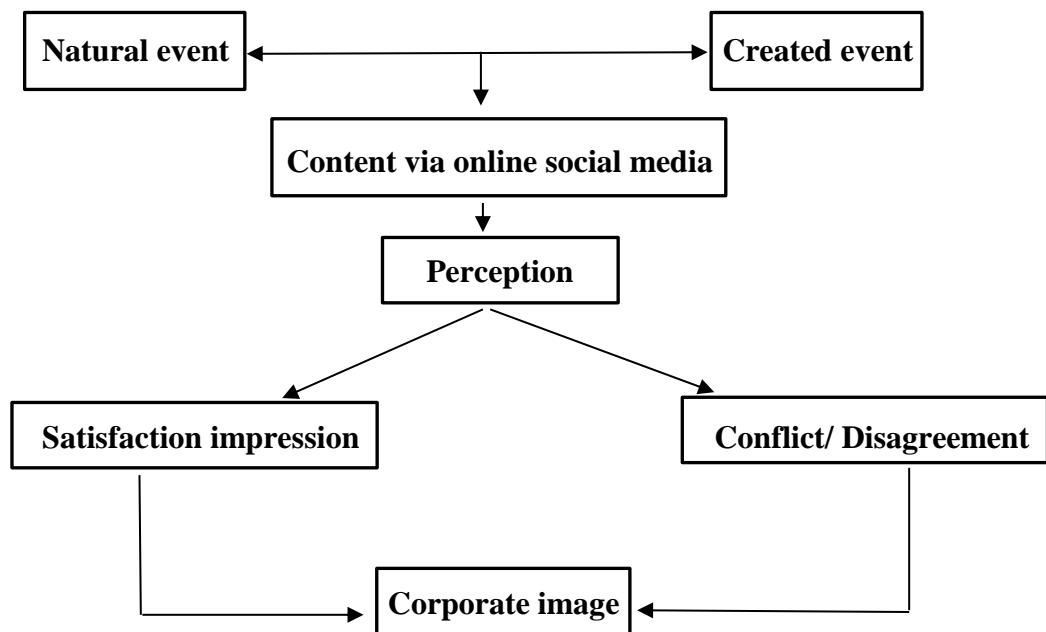


Figure 2.1 Public relations communication **Source:** Phot Jaichansukit, 2012: 66

2.13 Online Social Media Platform for Public Relations

Corporate PR comprises a sender, message, channel and receiver, and what is vital is that receivers are provided accurate, complete and timely information. Today, connecting with the receivers through traditional media cannot support all their needs. Online social media, i.e., computer-mediated communication (CMC), can be utilized in various forms and the PR practitioner must be able to select the most appropriate for use as PR communication channels.

Breakendige (2008) classified online social media that can be applied for PR operations for private sector companies and organizations as follows.

1) Corporate websites. Website presentations of information such as the company's story, products and services. These websites are accessed and promoted through an Internet search engine such as Google or Yahoo.

2) Blogs. These are web pages consisting of messages, images and links. Users read and comment on blog content. PR blogs can be subdivided into 3 types:

(2.1) Corporate blog. Blogs created to distribute information on products and services as well as monitor consumer comments. PR via blogs is appropriate for well-known organizations that have popular products and services.

(2.2) Microblogs. Microblogs such as Twitter where brief messages of not more than 140 words can be posted. These make the world smaller in terms of communication and publicizing corporate information.

(2.3) Non-corporate blogs. Blogs by experienced individuals capable of writing for special interest. PR practitioners hire freelance writers instead of celebrities to participate in such PR activities. These persons will write content and share anecdotes that support products and services.

3) PR via website. Websites using multimedia files such as video clips, motion pictures, songs, sports and advertisements such as YouTube.

4) PR via smartphone app. Smartphones have become very fashionable and practical, as users can install various mobile apps to suit their needs and desires. PR practitioners can use apps such as Line and WeChat to establish and maintain relationships with target groups by offering sales promotion and brand building. Unlike many other apps, Line has the advantage of two-way communication in terms of group

specifications and selection, real-time communication, multimedia distribution, voice conversation, animation and stickers supporting dialogue that can be accessed and engaged with at any time.

The research “PR on Websites of Private Hospitals” indicated that private hospitals in Thailand have their websites link to other websites without charge. The presentation of information must provide value-added, up-to-date information as well as offer two-way communication to increase website visitors and promote the website so they will return to it (Lalita Paungmaha, 2008).

2.14 The Concept of Online Social Media

Online social media is a new communication channel that employs digital and computer technology that was introduced at the end of the 20th century. Online social media can be manipulated, interactive and impartial (Logan, 2010).

Online social media can be defined as electronic communication that includes Internet, website, multi media, computer games, CD rom and DVD. Online social media can alter old and spark new viewpoints on the relationship between humans and information, while it does not abandon or replace traditional media. In contrast, it can enhance the potential of traditional media.

The Royal Institute defined online social media as electronic media that the general public can create and exchange through the Internet. Various corporations use online social media, including their own websites as well as accounts with Facebook and Twitter (The Royal Institute, 2013).

Online social media provides digital tools for communication between users, both sender and receiver, who are given the ability to create content of their own in the form of text, image and voice (Warr, 2008; Eley and Tillers, 2009).

Websites must have features that respond to users’ interests, which, thus, requires knowing and understanding users, offering them the opportunity to create their own content, interact with users and integrate and participate in social groups (Sing et al., 2008; Sarkkinen, 2009).

Kaplan and Haenlein (2013), who have published articles in the “Business Horizons” journal explained that online social media allowed Internet users exchange experience with others by using various media as a channel for conversation.

Brown (2009) and Robin and et al. (2012) divided online social media into various types. 6 categories as follows.

1) Blog. It comes from the phrase web blog, which is a communication tool with the same features as a webboard. Blog users can write articles of their own and publish easily on the Internet.

2) Online social network. This is a type of website that allows users to form social networks, or communities via the Internet. They can share their personal interests and opinions through chats, messaging, E-mail, music video upload and pictures, for example through fellow subscribers to online social networks such as Facebook and LinkedIn.

3) Microblog. This is a blog that sets a limited length to written messages such as Twitter, the best known microblog. They can be applied to conduct business to business (B2B) as well as business to consumer (B2C) communication to increase sales, enhance branding and manage customer relationship.

4) Media sharing. This is a website where users can upload pictures, files or video to share with members or disseminate for public consumption such as YouTube.

5) Social news and bookmarking. This comprises websites linked to articles. Users can choose, mark and share interesting articles with others. A marketer will use this as a tool to create buzz, or word-of-mouth promotion that can lead to increased corporate website and social media accounts traffic.

6) Online forum. This includes websites can access and chat about and exchange ideas interesting topics such as music, movie, politics, sport, health, book and investment as well as product and service launches, for example, forums.sem.or.th.

2.15 Related Research

New media and PR is an issue discussed widely, especially online social networks. Most PR scholars and PR professionals believe in the power of technology. They agree that new media technology has changed PR corporate operations (Ulla, 1998; Holtz, 2002; Tench and Yeomans, 2006; Fitch, 2009; Grunigs, 2009).

Online social media PR specialists, Philip and Young (2009) and Solis and Breakenridge (2009) said that new media technology has altered everything in PR operations. They say that PR operations will never be the same.

Pavlik (2007), a pioneer in PR research who conducted a study on “Mapping the Consequences of Technology on Public Relations”, talked about how previously PR practitioners had to type PR news releases using a typewriter and send these by post or fax to individual receivers which took up an enormous amount of time. Currently, PR practitioners can disseminate a PR news release virtually instantaneously using their computer and the Internet. His research supported the findings of Newsom and Kruckeberg (2004) who found that PR operations now are dependent on the Internet. In the same way, Grunig (2009), a PR specialist, viewed that new PR practitioners cannot succeed without an expertise in new media technology.

It can be said that the research findings mentioned above have contributed to PR practitioners realizing the importance of new media in their PR daily operations. From 2007 to 2013, research on communication through online social media focused on its role in PR operations (Kirat, 2007; Pavlik, 2007; Gillin, 2008; Wright and Hinson, 2008; Coman and Paul 2010; DiStaso and McCorkindale, 2011; BRAND Fog, 2013; Ipso for Microsoft, 2013). The research issues that were studied include the following.

- 1) PR communication channel. The research on PR through online social media as a communication channel for two-way communication looks at how it can create understanding and build target loyalty for a company. Thus, PR practitioners require knowledge and understanding about how to select the right online social media apply this to enhance PR offline activities.

- 2) Relationship building. The research on using online social media as a tool for relationship building with both internal and external target groups looks at the

most effective site and activities to reach each specific public as well as target group behavior in order to meet target demands according to interests and lifestyles.

3) Reputation building. This area of research on using online social media in PR operations and PR management looks on how best to communicate corporate policy, mission and objectives to have a positive impact on reputation, corporate image, branding, products and services.

4) Factors that affect the success of PR operations. This research studies the achievements of PR operations through online social media employing the basic PR communication elements: sender, message, channel and receiver as well as determining the factors relevant to the success of PR operations using online social media, which include level of education, professional PR experience and knowledge of PR management.

Pavlik (2007) conducted a study, “Mapping the Consequences of Technology on Public Relations”, in which he showed the impact 4 elements in PR operations: PR content, corporate structure, corporate culture and corporate management, which includes relations between the company and stakeholders. His findings were consistence research shared on The Institute of Public Relations (IPR) website that was conducted from April to May 2010. Rungnapa Pitpreecha (2010) analyzed Pavlik’s findings and compared these to those of the IPR research articles. She was able to distinguish the impact of new media technology with PR operations of foreign companies’ PR operations.

In summary, the findings concluded that new media technology affected 4 aspects of PR operations: implementation, content, corporate structure and corporate management, including the relationship between company and stakeholders, which are explained in detail below.

PR practitioners’ implementation. This is affected by “characteristics” or “potentiality” of the new media technology that leads to a shift from traditional media. Therefore, PR practitioners must adapt to these changes. (Ulla, 1998; James, 2007; Cutlip, Center and Broom, 2000; Logan, 2010).

1) Traditionally, PR practitioners have played an active role while the receiver participated passively in PR communication process. New media technology now gives the receiver the chance to also play an active role, which increases their

communication power. PR practitioners, as a consequence, act as both an active (sender) and passive (receiver and listener) participant.

2) PR practitioners need a positive attitude and must make an effort to learn new media technology if they are to succeed in this new era.

3) New media can have both positive and negative effects on PR communication. For positive results, PR practitioners must set agendas, produce interesting presentations as well as distribute news quickly, and, at the same time, monitor “public opinion”. On the negative side, they must be careful of malicious users who create false rumors through online social media, often to attack a company’s corporate image. Subsequently, PR practitioners must monitor news all the time.

PR content/ PR news. New media technology can impact PR content as follows.

1) Disseminating content via Computer-Mediated Communication. Previously, PR practitioners presented content through print media. Currently, new media technology has become the main tool for content production.

2) Variety of presentations. New media technology expands communication options using digital code and access to hyperlinks.

3) Structure, culture and corporate management. New media technology can affect corporate structure through access to various new media. As a result, management guidelines will be changed to conform with the new corporate structure and culture as explained below.

(3.1) New media technology has contributed to changing corporate structure from “real corporation” factors consisting of personnel, equipment, office environment and office hours, to “virtual corporation”, which does require all the abovementioned factors. PR practitioners have become dependent on new media technology. Subsequently, employees may feel alienated, which means the company must also consider constructing a new corporate culture and corporate management system that better conforms with the changes that come with adopting new media.

(3.2) Horizon corporate structure. New media technology can make corporate structure flat, as it increases communication channels to employees, reduces complicated communication steps and helps employees and executives share points of view with each other. When the corporate structure is flattened, the internal

power gap is reduced, generating a greater sense of “equality” between personnel at all levels.

(3.3) Decentralization. New media technology has changed management structure from “centralized” to “decentralized”. Traditionally, decentralization has been the decision of executives, while today, decentralization has become a “group decision” in which all personnel participate in decision making. This leads to greater management transparency, which can have a very positive effect on corporate culture.

4) Relations among stakeholders. New media technology can affect relations among stakeholders and the company (Hon and Grunig, 1999; Wright, 2001; Wright, 2008) in the following ways.

(4.1) Building multi-direction relationships. New media technology creates “democratic communication”. It allows stakeholders, shareholders, employees, labor unions, customers, the public and independent entities to independently express their opinions and criticize corporate policy and corporate operations.

(4.2) Building relations between the company and stakeholders. New media technology affords an opportunity for stakeholders to become involved in PR operations, which can strengthen relations and create common understanding between the company and stakeholders (Public Relations Society of America, 2014).

All findings of the related research discussed in this chapter were analyzed and synthesized to create a foundation for the study of PR daily operations of the private sectors in Thailand in the context of online social media. A fundamental truth today is that virtually all PR practitioners pay close attention to online social media and tend to use it to enhance the effectiveness of traditional media to reach specific target groups, create systematic corporate communication and develop PR strategy. Still, there is a lack of knowledge in the context of PR operations in Thailand, which is why this research, “The Development of Innovative Strategic Public Relations via Online Social Media of the private sectors in Thailand” can be so beneficial.

CHAPTER 3

RESEARCH METHODOLOGY

This research, “The Development of Innovative Strategic Public Relations via Online Social Media of the Private Sectors in Thailand” aimed to study the use of online social media as an innovation of strategic PR of the private sectors in Thailand, examining its status, platforms employed, its objectives and the PR contents on both websites and online social media sites of the private sectors in Thailand, to create a pattern of innovative strategic PR operations through online social media of the private sectors in Thailand and to create acceptance of this pattern according to the viewpoints of PR scholars and PR professionals.

This chapter provides a discussion on the research methodology employed, both qualitative and quantitative, which is composed of three steps: 1) qualitative research to study preliminary data of corporate policy through in-depth interviews, 2) quantitative research to study data analysis of PR operations and 3) qualitative research to specify the construction of the pattern of PR innovation.

The research methodology was designed to achieve the research objectives as shown in table 3.1.

Table 3.1 Research objectives and research methodology

Research objectives	Research methodology
1. To study the status of the use of online social media as an innovation of strategic PR operations of the private sectors in Thailand.	Review of literature. Design in-depth interview questions. Qualitative data collection. Qualitative data analysis synthesis.
2. To study the status of strategic PR operations through online social media of the private sectors in Thailand	Design questionnaire using qualitative data. Quantitative data collection Quantitative data analysis
3. To study the platforms of online social media, the objectives of use of online social media, PR platforms and PR contents, on both website and online social media sites of the private sectors in Thailand.	Content analysis Descriptive data analysis
4. To create the pattern of innovative strategic PR operations through online social media of the private sectors in Thailand.	Qualitative and Quantitative data analysis and synthesis to link concept and relationship among research variables to obtain a research overview.
5. To create acceptance of the pattern of innovative strategic PR operations through online social media of the private sectors in Thailand in the viewpoints of PR scholars and PR professionals.	Focus group interview

3.1 Step 1: Qualitative Research

The researcher used a qualitative approach, in-depth interviews, to answer research question 1: What is the status of using online social media as an innovation of strategic PR operations of the private sectors in Thailand. The methodology comprised the following:

3.1.1 Sampling selection

Sampling was selected using a purposive sampling technic and was composed of directors of Corporate Communication, PR Managers and PR heads of companies representing different private sectors in Thailand. Initially, they were contacted directly by telephone and their participation was confirmed by an official letter for in-depth interview.

The sampling consisted of 10 key informants of companies located in Bangkok representing 8 private sectors. This included a Senior PR Director, Kasikorn Bank Limited PCL; Electronic Media Management Manager and Senior Electronics Media Planner, Corporate Communication, Siam Commercial PCL.; Social Media Specialist, Aziam Burson-Marsteller. Vice President and Head of Online Marketing Online Division and Department Head Corporate Communication CEO Group, Total Access Communication PLC; Senior Manager, Mass Communication Division, Thai Life Insurance PLC.; Digital Media Director, Pattima Media Co, Ltd. ;Chairman, National Best Practice Publications Committee; President, Thailand PR Association and Director of Corporate Communication, Bangkok University.

3.1.2 Data collection method and instrument

Structured in-depth interviews were conducted with the 10 key informants. They read the structured interview questions before their interview. The interview, which lasted one hours was recorded and notes were taken.

The structured interview questions were as follows: How is online social media used as a PR innovation of the private sectors in Thailand? (How does this affect management and strategy, policy, objectives and application of using online social media?) What are the PR communication elements of the private sectors in

Thailand in the context of new media landscape (sender, message, channel and receiver)? What are the roles of PR practitioners and what are the PR jobs for PR operations through online social media?

The in-depth interviews also included discussion on PR operations strategy through online social media, situation analysis for defining PR problems (both internal and external), PR planning strategy (problem identification, planning and PR projects), PR communication (communication strategy, PR contents and presentation) and PR assessment (evaluation process, technics and method of evaluation).

3.1.3 Validity

The research advisors examined the quality of the research instrument for internal validity according to research study issues. The external validity was determined according to how research findings could be applied to other research or populations not studied.

3.1.4 Qualitative Data Analysis

The structured in-depth interviews were analyzed and synthesized according to the following steps: The data was read thoroughly to capture the main points, organize data groups, discriminate data groups, including data links that could determine an essence group (meaning), find the relationship, subject streak or phenomenon that could be studied further, extend the connection and expand the connectivity scope to gain an overall picture of the subject or phenomenon studied.

3.2 Step 2: Quantitative Research

The quantitative approach was subdivided into survey research and content analysis as follows.

3.2.1 The survey research

A survey was used to answer research question 2: What is the status of strategic PR operations through online social media of the private sectors in

Thailand? The qualitative findings were then used to design a questionnaire and collect data. The second research comprised the following.

3.2.1.1 Population

The research population comprised PR executives (primary, middle and top level), PR practitioners, marketers and/or marketing communication practitioners of companies in the Bangkok metropolitan area registered on the Stock Exchange of Thailand in 2014.

3.2.1.2 Sampling

The sampling included PR executives (primary, middle and top level), PR practitioners, marketers and/or marketing communication practitioners of companies in the Bangkok metropolitan area registered on the Stock Exchange of Thailand in 2014.

3.2.1.3 Simple random sampling

40 companies were randomly selected from a list of private sector companies headquartered in Bangkok registered on the Stock Exchange of Thailand in 2014.

3.2.1.4 Stratified random sampling

The companies headquartered in Bangkok and registered on the Stock Exchange of Thailand in 2014 were then stratified and selected according to the characteristics of different business classifications, namely, service businesses, including financial institution, banking, communication business, telecommunication, healthcare, hospital and department store; product supplier and distributor concerned about corporate reputation, including fuel business and real estate; companies that produce and distribute products related to technology, namely, electric appliances and, automobiles and companies that produce and distribute low-involvement products such as beverages, food and consumer goods.

3.2.1.5 Quota sampling

The sampling was divided into small groups according corporate features. Each consisted of PR executives (primary level, intermediate level, high level), PR practitioners, marketers/ marketing communication practitioners with different characteristics: gender, age, level of education, income, profession, position

and working experience. 10 samples were selected from each of the 40 registered companies for a total of 400 respondents.

3.2.1.6 Data collection method and instrument

The instrument to collect data was a self-administered questionnaire. The qualitative research findings from step 1 were used to design the questionnaire which was divided into 5 parts as follows.

Part 1 General information: gender, age, level of education, salary, PR working experience and objectives of use of online social media.

Part 2 Online social media used for PR operations

Part 3 PR jobs for online social media

Part 4 PR daily operations for online social media

Part 5 PR roles for online social media

3.2.1.7 Validity

PR experts reviewed the questionnaire for quality (part 2 to part 4) and content validity. The questions were examined for what and how well they could measure topics to meet the research objectives. The PR experts considered the questions and specified level of consistency in 3 levels to measure objectivity or academic validity: 1 means consistent (equal to 1) 2 means not sure (equal to 0) and 3 means inconsistent (equal to - 1). They checked validity for standard of language to determine if the questions conveyed a clear meaning that could be measured efficiently.

The quality of the questionnaire (part 2 to part 4) was also checked using the Item Objective Congruence Index (IOC) of Rovinell and Hambleton (1977). The validity test results were as follows:

The validity inspection of the 1st expert, value IOC = 0.96

The validity inspection of the 2nd expert, value IOC = 0.92

The validity of the 1st and 2nd expert, value IOC = 0.90

3.2.1.8 Reliability

The questionnaire was pretested with 30 non samplings, similar to the samplings, to test the reliability of the questionnaire (part 3 to part 5) and analyze the questions for consistency, stability and regularity. By applying the coefficient of Cronbach's Alpha, reliability was above the required value, 0.70, so, the questionnaire could be distributed. Results showed that the reliability coefficient of the questions of

PR jobs (part 3) had a value of $\alpha = 0.93$, the reliability coefficient of the questions of PR daily operations (part 4) had a value $\alpha = 0.97$ and the reliability coefficient of the questions of PR roles (part 5) had a value $\alpha = 0.97$.

3.2.1.9 Data analysis

The criteria to measure variables were set as follows. The background variables of the samples were quantitative data and determined using a nominal scale. The opinion variables were qualitative data and determined using the Rating Scale of Likert (1961) with 5 levels of opinion (Jupp, 2006).

4.50 - 5.00	means	highest
3.50 - 4.49	means	high
2.50 - 3.49	means	medium
1.50 - 2.49	means	low
1.00 - 1.49	means	lowest

Descriptive statistics analysis covered frequency, percentage, average and standard deviation to describe characteristics of the samples and the opinion variable. Inferential statistics analysis was used to test the hypotheses, t-Test and One Way ANOVA. The level of significance was determined to be .05.

3.2.1.10 Research hypotheses

The proposed hypotheses are as follows:

- (1) PR practitioners of different gender, age, level of education, work experience and position used online social media in PR daily operations differently.
- (2) PR practitioners of different gender, age, level of education, work experience and position had different PR jobs via online social media.
- (3) PR practitioners of different gender, age, level of education, work experience and position implemented PR daily operations through online social media differently.
- (4) PR practitioners of different gender, work experience and position played the role of PR corporate communicator differently.
- (5) PR practitioners of different gender, work experience and position played a role in management differently.

(6) PR practitioners of different gender, work experience and position played a role in situation management differently.

(7) PR practitioners of different gender, work experience and position played a role as manager differently.

(8) PR practitioners of different gender, work experience and position played a role as counselor differently.

(9) PR practitioners of different gender, work experience and position played a role in relationship building differently.

3.2.2 Content analysis for discriminant analysis

Discriminant analysis was used to answer the objective of research question 3: to study the platforms of online social media, objectives of use of online social media, PR platforms and PR contents on websites and online social media accounts of the private sectors in Thailand. The analysis was composed of the following.

3.2.2.1 Population

Population comprised the websites and online social media accounts of the private sectors in Thailand.

3.2.2.2 Sampling

A multi-stage sample approach was used to select the samples from the general population.

(1) Simple random sampling. 40 names were randomly selected from a list of companies headquartered in Bangkok and listed on the Stock Exchange of Thailand in 2014, Bangkok area and drew lots 40 corporates.

(2) The backgrounds of these companies were stratified and a random sampling was selected according to similar characteristics based on business classifications, financial institution, banking, communication business/telecommunication, health care, hospital and department store; goods production and distribution divided goods related to corporate reputation, fuel business and real estate, goods related to technology, electric appliances and automobiles and goods related to low involvement, including beverages, food and consumer goods.

(3) Quota sampling. The sampling was divided into small groups, each group composed of a sample from each classification so the groups would

be the same. Each company had to have a website and/or online social media account. Total samples were 40 companies.

3.2.2.3 Unit of analysis

Qualitative analysis was conducted on the platforms of use of online social media, objectives of use of online social media, PR platforms and PR content.

The platforms of the use of online social media were classified as Web blogs (an individual Internet media to disseminate information, news, knowledge and opinions as well as share, or listen to, users who voice their opinions); social network (online social network connected between individuals form and communicate in social groups, for example, Facebook, Line, Instagram and Twitter); Micro blogging and micro sharing (website service for the general public. Users write a short message to communicate news, ideas and opinions); Online video (online video website service free-of-charge. Users can choose to post and watch on demand as You Tube) and Wikis (website as a source of information or knowledge; users are scholars, professionals and specialists).

The objectives of the use of social media looked at how they were used as media outlets to complement traditional media, facilitate development of internal and external communications, advertise and promote the organization and its products and services, serve PR activities, manage information concerning the organization, create social networks and interactions with target groups, business partners and stakeholders, create trends and interest in the market, encourage specific target groups' consumption behaviors (i.e. students/ working people) and create business advantages for the company.

PR platforms. These comprise both corporate PR and marketing PR.

PR content. This concludes all relevant information, including market positioning, executive vision, product and service value, communication for engagement, data research service, corporate marketing agenda, innovation and business connections, expertise, awards, rankings and social content.

3.2.2.4 Data collection method and instrument

A coding sheet was designed to record the social media platforms employed, the objectives of use of online social media, PR platforms and PR contents.

3.2.2.5 Validity and reliability

The reliability of the discriminant analysis of this research was determined by Inter-Coder Reliability, or the level of consistency of understanding, method and data interpretation, classification and data arrangement in the same category. Before coding, definitions of terminology and analysis criteria were developed. Reliability of content analysis of this research was found to be consistent for all coders. The Testing of Consistency of Coders showed Inter-coder and Intra-coder Reliability. A code trial was conducted before doing the actual coding. 2 PR scholars assisted in the in coding for websites and online social media accounts of the 8 private sectors and compared the consistency in coding using the Inter Coder Reliability Coefficient formula of Holsti (1969). Reliability had to be worth at least 0.70.

$$R = \frac{3M}{N1 + N2 + N3}$$

R = Reliability of coefficient

M = Number of variable which the coders agreed to

N 1+N2+N3 = Number of website pages and online social media pages of the 3 coders

The results of the reliability coefficient testing are as follows.

3 coders coded the variable of objectives of use of online social media.	$\frac{3(6)}{24}$	= 0.75
3 coders coded the variable of PR platforms	$\frac{3(7)}{24}$	= 0.87
3 coders coded the variable of PR contents	$\frac{3(6)}{24}$	= 0.75

3.2.2.6 Data analysis

Data analysis was conducted on the platforms of use of online social media, the objectives of use of online social media, PR platforms and PR contents.

3.3 Step 3: Qualitative Research

Step 3 of the research data collection was performed using focus group discussions to answer research question 4: What is the pattern of innovative PR strategies through online social media of the private sectors in Thailand? and question 5: How can acceptance be achieved for the pattern of innovative PR strategies through online social media of the private sectors in Thailand in the view of PR scholars and PR professionals? This step included the following:

3.3.1 Samplings

The research collected data and selected 10 samples by purposive sampling. They were PR scholars and PR professionals of both state and private universities in Bangkok, Thailand.

3.3.2 Data collection method and instrument

Focus group discussion was employed to collect data. The researcher served as the moderator. The focus group discussion, which took two hours, was recorded and notes were taken. The issues discussed included the qualitative and quantitative research findings, the patterns of innovative PR strategies through online social media created from the research findings, whether the patterns of development of an innovative PR strategies through online social media of the private sectors in Thailand could be applied or not, and how.

3.3.3 Data analysis

Critiques, which included criticisms and suggestions, of the issues were compiled to find scheme relations, subject streaks, phenomena, extended links and connectivity scopes to create an overall picture of the subject and phenomena studied.

3.4 Operational Research Framework

From the statement of the problem, review of literature (communication theory and PR concepts) and related research from 2007 to 2013, an operational research framework was constructed using mixed research methodology that was divided into 3 stages.

3.4.1 First stage: Qualitative research

Qualitative research was conducted using structured in-depth interviews of a director of Corporate Communication, PR manager and PR head of business service organizations in Thailand to answer research question 1: What is the status of the use of online social media as an innovation of strategic PR operations of the private sectors in Thailand? The research variables of this question included management changes in the context of online social media of the private sectors in Thailand, the objectives of the use of online social media and its applications, PR roles through online social media, PR jobs through online social media and strategic PR daily operations through online social media of the private sectors in Thailand.

3.4.2 Second stage: Quantitative research

Quantitative research was conducted using a questionnaire given to 400 respondents, including PR practitioners and marketers / marketing communication practitioners working in the private sectors in Thailand to answer research question 2: What is the status of strategic PR operations through online social media of the private sectors in Thailand? The research variables included general information of samples: gender, age, level of education, salary, PR work experience, the objectives of use of online social media, online social media used for PR operations, PR jobs through online social media, PR implementation through online social media and PR roles through online social media. Content analysis was used to answer research question 3: What are the platforms of online social media, the objectives of the use of online social media, PR platforms and PR content on both websites and online social media site accounts of the private sectors in Thailand?

3.4.3 Third stage: Qualitative research

Qualitative research was conducted using a focus group discussion to answer research question 4: What are the patterns of an innovative PR strategy through online social media of the private sectors Thailand? And research question 5: How can acceptance be achieved for the pattern of innovative PR strategies through online social media of the private sectors in Thailand in the view of PR scholars and PR professionals? The research variables include the pattern of innovative PR strategy constructed using the qualitative and quantitative research findings.

The operational research framework of The Development of an Innovative PR strategy through Online Social Media of The Private Sectors in Thailand is presented in figure 3.1.

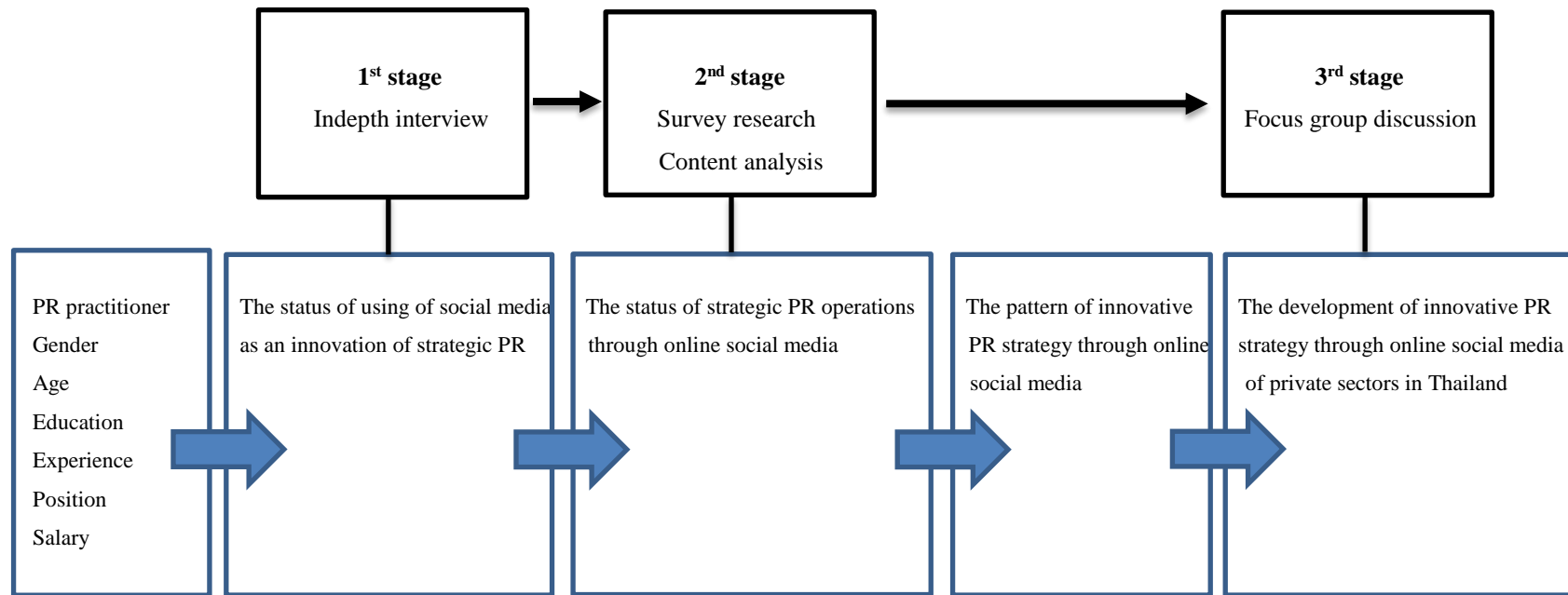


Figure 3.1: Operational research framework

CHAPTER 4

THE STATUS OF USING ONLINE SOCIAL MEDIA AS AN INNOVATIVE PUBLIC RELATIONS STRATEGY

Chapter 4 covers the first stage of the research conducted using a qualitative approach to study preliminary data of corporate policy through in-depth interviews to answer research question 1: What is the status of the use of online social media as an innovative PR strategy of the private sectors in Thailand? Data was collected from 10 purposive samplings of 8 business service organizations located in Bangkok. They were a senior PR director working for Kasikorn Bank Limited PCL.; an electronic media management manager and senior electronics media planner in Corporate Communication, Siam Commercial Bank PCL.; a social media specialist at Aziam Burson-Marsteller, a vice-president - head of the Online Marketing Online Division and a department head – Corporate Communication CEO Group, Total Access Communication PLC.; a senior manager, Mass Communication Division, Thai Life Insurance PLC; a digital media director, Pattima Media Co., Ltd.; the chairman of National Best Practice Publications Committee and president of the Thailand PR Association and the director of Corporate Communication, Bangkok University.

Data analysis has been divided into 6 sections: (1) Management changes in the context of online social media, (2) The objectives of use of online social media, (3) PR communication elements through online social media, (4) Roles of PR practitioners through online social media, (5) PR jobs through online social media and (6) PR strategy through online social media.

4.1 Change Management in the Context of Online Social Media

Online social media is an information technology media innovation adopted by the private sectors in Thailand. Due to the development of communication technology, online social media can now help systematize communication through digital PR mechanisms.

Today, online social media is an external factor that affects PR operations of the private sectors in Thailand. They then have had to reform in accordance with online social media tools to sustain operations. When it comes to these changes, executives and personnel must know why changes are made, how changes affect executives, personnel and the corporation and what strategy should be used to manage changes.

From data collected through in-depth interviews of key informants, change management in the context of online social media of the private sectors in Thailand consists of 5 significant issues as follows:

- 1) Study the impact of change. When a business applies online social media as a PR communication channel, executives need to study the impact of their company. Corporate culture must be adjusted in accordance with the new corporate structure culture, particularly concerning the roles of PR executives and practitioners. PR practitioners have to create and coordinate a social network such as a Line group for the exchange of information, opinions and joint decisions. Internal PR can, thus, become more complicated and confusing. The impact of change in the PR division will affect the corporate PR structure and PR staff, increase of digital media activities and coordination when it comes to planning, execution and measurement, which can include hiring a digital media consultant, recruiting digital media specialists, establishing a work unit to support PR activities through online social media and an online risk management team.

- 2) The objectives of change management. Change management of a corporation in the context of online social media can contribute to the company's development. Executives should then determine objectives to answer why the business has to change in the context of online social media, for example, to meet the expectations of target groups, to meet the capability of competition, to improve the efficiency of PR operations and to catch up with changes in communication technology.

3) Factors of change management. There are important factors relevant to change management in the context of online social media, namely: (1) environment analysis of the company, strategic PR operations in accord with social, economic, political, cultural and technological contexts; change management and communication strategies planning using data gained from the environment analysis and (3) Communication with PR division staff affected by changes.

4) Change management process. Change management in the context of online social media means responsible executives must do the following: (1) analyze and manage the impact of the change to assess the effect on PR practitioners to develop mechanisms that will reduce the impact and enhance benefits; (2) coordinate collective action among PR executives and establish response mechanisms; (3) communicate through PR mechanisms driven by management changes to provide facts and overviews of these changes that will influence such factors as goals, missions and vision and analyze in-depth information regarding corporate structure and generation gaps in personnel. The information must be used to obtain decisions concerning selection of online social media to access and meet personnel demands, stimulate personnel to interact through two-way communication to express opinions and survey and monitor corporate communication and (4) develop PR practitioners to be capable to design and implement training projects for subordinates.

5) Change management strategy. Business organizations in Thailand introduce management changes in the following way: (1) provide information to executives and PR practitioners to understand and benefit from corporate change and ensure personnel benefit through online social media realize the importance of adjusting to these changes; (2) provide time for change because change is adopted differently by all organizations and (3) provide understanding as a company must understand the psychology of executives and PR practitioners, their demands, potential, motivation and attitudes.

Furthermore, as many companies in Thailand employ relationship strategy, activity group strategy and training strategy, PR practitioners must be ready to change their roles and create acceptance mechanisms by providing knowledge on online social media (basic information, categories, access and use), advantages and benefits (PR convenience, fast if cautious) and online trial to increase PR communication efficiency.

As one key informant, Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014), put it when discussing change management in the context of online social media of the private sector,

Companies in Thailand will apply online social media even though there may be difficulties at the beginning. Some companies are not ready for the change. PR staff must work with executives to implement management changes by conducting initial studies on the impact on personnel, corporate structure and culture and PR staff structure.

The Director of Digital Media, Pattima Media Co; Ltd. (personal communication, September 11, 2014) explained her viewpoints on change management in the context of online social media of the private sectors saying that

Problems will happen in the early stages of change management as it impacts corporate structure, the work system and all personnel, executives and PR executives. They determine the objectives of the change and influencing factor through environment analysis of external factors, including economic, social, political, technological and cultural. Then they can set the strategy for management changes, communication and the change management process.

The Electronic Media Management Manager, Siam Commercial Bank PCL (personal communication, August 28, 2014) mentioned the change management in the context of online social media of the private sectors one section that

Change management is a must when adopting online social media. It requires a new overall management framework and should be integrated at the same time as changes to business operations, business structure and internal communication. This should not drive online social media to manage as a specific subject. One important thing is providing

information, understanding and time for all parties to accept and support the corporate changes in this digital age.

The Director of Digital Media, Pattima Media Co; Ltd. (personal communication, September 11, 2014) added her viewpoints on change management in the context of online social media of private sectors, saying

Company personnel, particularly, PR practitioners of the older generation are accustomed to working with traditional media while new PR practitioners can work with both traditional and new media. Management change for these two PR groups means they must coordinate their work, which must also include training on how to use online social media, including access, use and the benefits online social media offers such as convenience, speed and efficiency in PR operations.

The Senior Manager, Mass Communication Division, Thai Insurance PLC (personal communication, September 4, 2014) explained change management in the context of online social media of the private sectors as,

Executives will ask for cooperation from various divisions to employ online social media... and this will require steps for the company to adjust its PR communications based on analysis of information on personnel structure, attitudes, opinions and feedback of personnel.

Nevertheless, change management should be considered suitable for solving corporate problems, particularly when it comes to who plays the role of sender of change. Personnel change resistance can depend on many factors such as the current level of change. While traditional PR practitioners are more prone to use mainstream media while more modern PR practitioners have become dependent on online social media, company executives must lead in the changes for them to succeed. They must provide the required support, use command power, provide a digital media structure

and define roles and responsibilities. Executives must concentrate on change management. It may take a short time as a result of a crisis the company is facing, for example, negative news disseminated online social media. Changes might be implemented to accelerate a solution such as reengineering communication through online social media, or change could be slow in line with gradual development such as personnel development and introducing a new social media communication system.

The Electronic Media Management Manager, Siam Commercial Bank PCL (personal communication, August 28, 2014) explained change management in the context of online social media of the private sectors by saying,

A company's communication changes through online social media must be official. They can be made in the form of a giveaway or premium to distribute news on various websites. The executives have to look closely at the process and mitigating factors to determine the best formula. The change must raise awareness and provide information about change. The company must also be careful of personnel resistance. The executives drive the mechanism and create acceptance of change after setting a reasonable period for corporate adoption of digital media.

However, when using online social media, the private sectors in Thailand should not follow current trends and/or imitate other successful businesses who have already adopted online social media. PR through online social media should begin with the chief executives and top management followed by PR executives, digital media executives, PR practitioners and all levels including all personnel and stakeholders so they understand application of online social media policy.

From analysis of data collected through in-depth interviews of key informants, their thoughts on setting policy for online social media as a PR innovation of private sectors in Thailand are as follows:

- 1) Promoting a policy, the plan and project of use of online social media. Corporate management and PR executives should decide on a policy to give guidelines or scope for the PR division for use in making decisions concerning PR operations through online social media.

2) Setting policy for online social media use. The executives need to stipulate the resource breakdown and responsibilities of the chief executive, PR executives, digital media executives, marketing executives, risk administrator and PR practitioners as well as the internal division of responsible corporate committees.

3) Stipulating details of policies for online social media use. This will include management policy based on the company's capacity. Success in using online social media depends on internal responsibilities and capabilities to operate in accord with management expectations.

4) Stipulating PR tasks for PR executives and practitioners at all levels. Those who work with traditional media must enhance their knowledge and be trained to use online social media.

5) Recruiting digital media experts and/or a digital media consulting firm to enhance the technical work of the PR division and make work more efficient.

The Electronic Media Management Manager, and Senior Electronics Media Planner, Corporate Communication, Siam Commercial PCL (personal communication, August 28, 2014) suggested that change management in the context of online social media of private sectors should include

...promoting, setting, planning and implementing policies and projects for online social media use as it is now vital to a company's sustainable success. Many businesses still have difficulty adapting online social media in PR. The PR division and other internal parties are still not involved. The first thing to make online social media work is the acceptance of the chief executive. The CEO must establish a detailed policy and recruit the required digital media personnel. They must also stipulate jobs and responsibilities of the PR division. So that...the executives can act as leaders, the company's front line for action.

Change management comprises five issues in the context of online social media of the private sectors in Thailand: study of impact of change, objectives of change management, factors of change management, the change management strategy and change management process and setting policy for online social media use as a PR

innovation. These will then influence the objectives of online social media use and its application, PR communication elements enhanced through online social media, the roles of PR practitioners, PR online social media tasks and PR daily operations through online social media of the private sectors in Thailand as elaborated below.

4.2 The Objectives of Online Social Media Use and Its Application

Online social media is described as web 2.0 or technology 2.0. It comprises various communication tools and networks, including mobile phone and the Internet. All require content creation, dissemination and exchange. Online social media social network sites, micro blogs, video and photo sharing websites, personal or corporate blogs, wiki and online collaborative space, forums, discussion boards and groups, instant messaging and geo-spatial tagging.

Corporate members of the different private sectors in Thailand pay attention to policy framework and business strategy, reputation management and corporate image through online social media. Thus, online social media has become a vital communication channel for the private sectors in Thailand as a strategic PR innovation.

Through in-depth interviews of key informants, analysis showed that online social media is an important strategic PR innovation and tool of the private sectors in Thailand used to complement traditional media, facilitate internal and external communications, advertise and promote an organization and its products and services. It acts as PR IT, helping to manage information and issues concerning an organization. Social media networks allow for quick and easy interactions with specific target group and business partners. They can help to create market trends and interest, encourage specific target groups' consumption behaviors, i.e., schoolers, university students and working people, and create business advantages for a company.

The Chairman, National Best Practice Publications Committee and President of the Thailand PR Association (personal communication, September 11, 2014) shared his ideas on the subject of online social media use and its application by the private sectors in Thailand by saying,

In this digital age, information is a key capital of various production processes available in our IT society. A lot of information is made available and accessed through the Internet. PR news is a key for economic growth. Businesses use online social media for different purposes and/or the same PR channel to build and manage relations with target groups.

The Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014) viewed online social media use and its application by private sectors in Thailand, stating that

At DTAC, we don't use online social media as a mainstream media. We use online social media to enhance the efficiency of PR operations that use mainstream media. Other businesses may use online social media as their principal media and systematize internal and external corporate communication, advertising, online PR media to provide information and business news as well as to build relationships, promote online marketing with specific target groups and create competitive benefits.

After analyzing data collected through in-depth interviews of key informant, six online social media platforms as PR innovation of the private sectors in Thailand were identified.

1) PR through corporate websites. Corporate websites present information/ news and products/ services of a company. They are classified into 3 types: (1) Corporate blog - a company blog with the objectives of disseminating news and information concerning products and services and monitoring target groups' viewpoints. (1.2) Micro blog or Twitter - a blog used to post short message and present news and information related to the company. (1.3) Blogger - a blog the company manages providing interesting articles with relevant information on products and services by capable writers instead of famous writers to promote the business.

2) PR through data sources or knowledge used to gather information, knowledge of products and services via a site like Wikipedia.

3) PR through online communities. This is for users interested in the same subject. They can read and exchange experiences on an online webboard.

4) PR through free-of-charge deposit webs. The private sectors upload multi media files such as video clips, movies, songs, sports and advertisements which they upload to sites like YouTube.

5) PR through smartphone applications. The private sectors use smartphone social media applications such as Line and Instagram to establish and manage relationship with target groups.

The Director of Corporate Communication, Bangkok University (personal communication, October 6, 2014) spoke about online social media use and its application by the private sectors in Thailand, saying,

The main objective of PR through websites is to communicate with target groups, so they will know the company, its image, and identity, including corporate color and graphics.

The Electronic Media Management Manager and Senior Electronics Media Planner, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) spoke of online social media use and its application by the private sectors in Thailand saying that

To publicize products and services through a blog should be for a unique product, unlike others, as communication can use emotion to promote purchase. The consumers are motivated emotionally to make their purchase decision. The target groups should already feel brand loyalty and continually use the company's products. PR through Twitter can reach consumers quickly. It should be used to exchange experience in real time, access news updates, enhance relations and promote sales. Wikipedia can be applied in PR operations as it can be used to inform publics about the company, its products and services.

The Chairman, National Best Practice Publications Committee and President of the Thailand PR Association (personal communication, September 11, 2014) summarized online social media use and its application by the private sectors in Thailand, saying

World-class corporations give priority to online social media use by having employees write blogs themselves to share their working experience. These can play a significant role in linking them with customers by communicating through, for example Twitter, forwarding video files via YouTube and sharing presentation files through other share sites.... This can even help small businesses such as restaurants in Thailand increase sales....

The Social Media Specialist at Aziam Burson-Marsteller (personal communication, August 29, 2014) described online social media use and its application by the private sectors in Thailand, saying,

PR through an online community like Facebook is applied by many businesses in Thailand. The platform used most is FanPage. It looks like a corporate site, and PR practitioners can provide details of the company, PR projects and PR activities.

The Digital Media Director, Pattima Media Co, Ltd. (personal communication, September 11, 2014) gave her views on online social media use and its application of private sectors in Thailand, stating that

Many companies use television or other mainstream media, but YouTube postings of the same material are free of charge. Content can also be easily adjusted. PR through mainstream media is one way communication; the viewer cannot replay the clip. With YouTube, the viewer can a clip whenever they want over and over again.

The Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) when discussing online social media use and its application by private sectors in Thailand stated that

The application Line is a smartphone conversation program developed as a new communication channel. The outstanding difference of Line is its stickers that can include image and audio as well as support group communication and timeline creation. This is why Line has become so popular and PR practitioners apply Line to reach their consumers.

Nevertheless, The Senior Electronics Media Planner, Corporate Communication, Siam Commercial PCL (personal communication, August 28, 2014) when commenting on online social media use and its application of private sectors in Thailand talked about online social media as the new media. He said it should be used as a PR communication channel after considering communication issues, target groups, design tools communication systems, which are now discussed in more detail.

Communication issue. The informative news is fact; objectives are clear and aim to create understanding, define content and set guidelines for effective communication.

Target groups. There are a large number of target groups to study and understand, including their behavior, attitudes and interests to create relationships quickly.

Design tools. These include design concepts, content, media, technics and presentation to conform with corporate identity and image.

Communication system. This should be according to communication factors, sender, creative message, right online social media and receiver feedback.

Evaluation of communication through online social media. This is to assess communication content and channels and includes content, interaction and communication goals evaluation.

The Senior Electronics Media Planner, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) stated in his interview that

Online communication strategy in the digital era introduces a new viewpoint. The sender must focus on proper issues and create content to suit each target groups' behavior and lifestyles, applying the right content techniques and media design to create a meaningful message for products, goods and services through the Sender-Message-Channel-Receiver (SMCR) communication model.

4.3 PR Communication Elements Promoted through Online Social Media

Traditional media such as newspapers, magazines and print media as well as television and radio have long been principal tools for PR operations. Now, though, the development of new media is having a major impact on PR operations Thailand.

The main tool of corporate promotion and marketing of Thai private sectors has been PR. PR communication elements are used to create awareness, now, more and more through online social media in conjunction with traditional media. Fundamentally, PR communication is based on facts and its role is to develop acceptance, faith and relations to support business operations.

The in-depth interview showed that there are four PR communication elements employed through online social media of the private sectors in Thailand: the sender, message, channel and receiver. These are accommodated in the context of new media as follows.

- 1) The company as a sender. PR practitioners function as both senders and receivers. Conducting PR via online social media and elsewhere on the internet. Their role is both active and passive, and they must learn to apply new technological media skills.

- 2) The message. This is the PR content to be communicated via computer and internet. Content presentation can include written text, pictures and videos and should be interesting and concise.

- 3) Channel. These are the media employed to reach and communicate with target groups. It consists of owned or controlled media such as via Facebook, Blogs, Instagram and Line, so PR practitioners can control content, time and budget.

Earned media are online social media sites on the Internet. Companies cannot control the content but can monitor situations via Web posts, Twitter, Internal forums and online dialogues. Online social media users perform three main functions, generate content, generate filter and generate distribution.

4) Receivers or target groups of a company. These can be divided into internal targets (top executives and lower-level staff) and external targets. These groups are influential and knowledgeable of business matter and include consumers, mass media, communities and the general public. Receivers of communication via online social media have the following characteristics: loyalty, consumption, media literacy, participation and extra-textual activities.

One key informant, the Vice President, Head of Online Marketing Online Division and Department Head Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014) explained the subject of PR communication elements through online social media.

The four factors of the PR communication process in the context of new media landscape include practitioners who play both an active and passive role with new media knowledge, presenting news and information through computers and the Internet. There use both owned media, or corporate media, and earned media, or Internet online networks. Practitioners have to connect with many target groups, including company management and staff, the mass media, consumers and the general public, which includes followers interested corporate stories. These followers are media literate and often like to comment and interact in social media activities organized by a company.

The Vice President, Head of Online Marketing Online, Total Access Communication PLC (personal communication, September 1, 2014) also commented on PR communication elements during the interview, saying,

With the capacity and nature of online social media, users can generate content when they want. They can also filter content in a way that benefits their interests. Through user generated distribution, they can broadcast to other users, who may be friends, of their choosing and are interested in the same content.

4.4 Roles of PR Practitioners through Online Social Media

In the age of media, there is convergence economic globalization, which includes advancing communication technology, shifting PR, aging society, powerful financial institutions, corporate responsibility and accountability. These are connected worldwide and they affect the role of PR practitioners through online social media.

Hence, PR practitioners of the private sectors play a key role in PR operations to create understanding and attitude as well as build corporate image and reputation among both internal and external target groups.

After data analysis of in-depth interviews of key informants, it was found the roles of PR practitioners included responsibilities as a corporate communicator, a manager in change management and situation management, as a counselor, and in interaction and relationship building, which will now be explained in more detail.

1) PR practitioners' roles in corporate communication. They must educate, understand and participate with their target groups so they can create communication channels, communicate timelines, meet target groups' demands regarding PR information and PR news (corporate, product and service), create knowledge and understanding of the company and its business, build acceptance and persuade target groups to agree with business operations and activities, prevent misunderstanding (explain, state or notify in order for target groups to understand, rely on and trust in the company), correct misunderstanding if it should arise (explain rumor issues and reduce doubts), present key points of the company, its products and services

to target groups' trust, build relationships by encouraging target groups to take part in business activities, support marketing activities and disseminate stories related to the business and its activities (product and service promotion) to stimulate target groups' consumer behavior, manage information/ content on issues related to the company and its brands through word of mouth and PR contents they create that are suitable for each target group through the Internet and online social media, including logos, identifying colors and meaningful design.

The Chairman, National Best Practice Publications Committee and President, Thailand PR Association (personal communication, September 11, 2014) discussed his ideas on the subject of the Roles of PR practitioners using online social media, saying that

In the past, PR practitioners mainly provided knowledge and acted to change attitude and behavior. In the digital era, PR practitioners play a key role as corporate communicator around the clock with customers and consumers. They create online corporate communication, create knowledge and understanding, persuade target groups to accept corporate business, protect and solve misconceptions created by rumors and promote key points of products and services as part of integrated communication that also focuses on relationship building through PR activities...

The Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) shared her ideas on the Roles of PR practitioners using online social media, saying,

The role of online PR practitioners as a corporate communicator is to create and design PR contents that relate to target groups, produce PR contents via computer, Internet and online social media, including logos, corporate colors and product pictures and support services in way that will be meaningful to the different users.

The Social Media Specialist, Aziam Burson-Marsteller (personal communication, August 29, 2014) also talked about the Roles of PR practitioners using online social media, stating that

PR practitioners are corporate communicators who should build relationships with target groups, create attachment, promote marketing activities, present stories relevant to the business to promote products and services so the target groups will be motivated to try and buy these products and services as well as communicate brand values and identity and handle brand information in a timely and reliable manner than can be shared through buss, or mouth-to-mouth communication.

2) PR practitioners' roles in change management role. Change plays an important role in the PR process, so PR practitioners must urge executives and personnel to participate in change management, social, economic, political, cultural and technological, as they all affect business operations. PR practitioners must analyze and manage the impact from these above-mentioned types of changes to decrease any negative impact. They must help prepare all parties to be ready for these changes through workshops, seminars and study trips, domestic and overseas.

The Electronic Media Management Manager, Siam Commercial PCL (personal communication, August 28, 2014) talked about the Roles of PR practitioners using online social media, explaining that

Social change in each era reflects the importance of PR to a company. PR in each period reflects the PR evolution in the significance of PR practices. PR in the age of media convergence is changing the roles of PR to suit social, economic, political, cultural and technological contexts. Thus, PR practitioners play role in encouraging executives and personnel to participate in brainstorming as part of change management that focuses on social, economic, political, cultural and technological changes. They analyze impact of change and seek mechanisms that can

ensure the different stakeholders benefit from all these different changes.

3) PR practitioners' roles in situation management. Both domestic and overseas situations can affect a business. Therefore, PR practitioners must do the following: forecast and interpret social issues, including the attitude target group' opinions; analyze positive and negative social, economic, political, cultural and technological situations that can affect their business; conduct PR planning and implementation, corporate-, product- and service-oriented projects and manage PR work systematically, assess and monitor pre, during, post PR projects.

The Chairman, National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014) explained what he thought about PR roles using online social as follows:

Social, economic, political, cultural and technological changes in digital age are continuous. Society, population structures, lifestyles, consumer behavior and product are always changing as are competitive economic systems and world and regional expansion. This is also affecting culture and beliefs, particularly with the advancements in communication technology, online communication and online social media that remove the restrictions of time and place. PR practitioners must now be able to predict, interpret and analyze social, economic, political, cultural and technological issues that will have an impact on their company.

The Senior Manager, Mass Communication Division, Thai Life Insurance PLC (personal communication, September 4, 2014) explained that

PR is an important management mechanism of the private sectors that is concerned with social, economic, political, cultural and technological factors that will affect short- and long-term PR strategies. PR practitioners can operate PR online worldwide. Their actions will be based on a systematic PR process such as RACE (Research, Action planning, Communication, and Evaluation) or PDCA (Plan–Do–Check–Act or Adjust).

4) PR practitioners in the role of manager. PR has changed from routine to policy level; it has become one duty of an executive. PR practitioners must urge executives and PR personnel to participate in PR decision making. They manage the PR division, including planning, recruitment and personnel development. They must coordinate PR operations through online social media in collaboration with a digital media executive and operate PR online social media in collaboration with the digital media, marketing and other relevant divisions.

The Director of Corporate Communication, Bangkok University (personal communication, October 6, 2014) discussed the role of PR using online social media saying the following,

Originally, PR was a staff function at the practitioner level with long-term expectations. Currently and in the years to come, PR will be a management function or one duty of an executive as it is now included in corporate management strategy. PR can be compared with a Thai idiom that describes standing behind a Buddha image, which means PR in the digital age plays a key role behind the scenes at the policy level. Practitioners must urge executives and personnel to take part in brainstorming, presenting ideas and setting corporate policy. It is important for internal PR division management, particularly with the use of online social media to support all corporate PR.

5) PR practitioners' roles as consultant. PR practitioners serve in a support role with the following functions. As a PR manager, they provide advice on PR operations to executives. They suggest PR methods to build corporate, product, service and executive image. They also provide advice on PR strategic planning to tackle social, economic, political, cultural and technological changes and PR crises as well as on how to use online social media as a strategic PR innovation for their business.

The Senior Electronics Media Planner, Corporate Communication, Siam Commercial PCL (personal communication, August 28, 2014) said he felt one of the roles of PR using online social media is as follows,

In the past, executives might not see the significance of PR because it seemed abstract, wasteful and difficult to measure. But social, economic, political, cultural and technological changes have affected internal and external corporate communication. In this digital era, corporate communication has become necessary for the private sectors in Thailand. PR practitioners have had to become specialists in online social media communication mechanisms. Their role as a PR executive now includes serving as a consultant to executives in developing strategic PR such as image building, PR crisis management and use of online social media.

6) PR practitioners' roles in relationship building. The main goal of PR is to develop mutual understanding and establish good relations between the company and internal and external target groups. PR practitioners must then do the following: build good relationships through PR activities with the different target groups, including providing interesting, quality news through different media; build good relationship through PR activities with surrounding communities affected by corporate operations and build good relations with investors, customers and specific as well as general consumer groups.

The Department Head, Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014) explained his ideas about the roles of PR using online social media, saying

PR is a job to build good relations between the company and target groups under a framework and philosophical practices. In the past, one-way communication provided news and information to persuade and change attitude and behavior. Now and in the future, two-way communication is employed to create understanding and satisfaction. PR plays a role in creating good relations with various groups, target groups, the mass media, surrounding communities, investors, customers and specific as well as general consumers to participate in PR activities via online social media.

4.5 PR Jobs Using Online Social Media

In addition to the roles of PR practitioners of the private sectors in corporate communication, change management, management, counseling and relationship building, PR practitioners have PR tasks using online social media for which they are responsible.

PR practitioners' tasks in the digital age differ from traditional ones. Currently and in the years to come, PR practitioners will be more involved in management. This starts with studying data and analyzing situations affecting their company. PR practitioners must recognize relevant problems and issues so they can address them by communicating with target groups as they help executives define a policy. The role of PR practitioners in the digital era then is not limited to performing PR tasks.

From the analysis of data collected through the in-depth interviews of key informants, findings show that PR practitioners of the private sectors in Thailand using online social media, have different tasks that include the following.

1) Dissemination of news. PR practitioners must provide up-to-date news on their company's operations. It must include what the company is doing, how it is doing it, when and where it is doing it and why to create knowledge and understanding as well as create a positive perception for the company. This will include PR news on websites and PR photo news via online social media.

In an in-depth interview of one key informant, the Director Corporate Communication, Bangkok University (personal communication, October 6, 2014) he stated that PR jobs using online social media comprise,

Information and news via online social media and/or corporate websites. 40-50% of news comes from corporate PR. PR practitioners create PR activities and tell the story through corporate news to inform target groups, including the general public.

2) PR research for PR planning. This comprises collecting information, statistics and facts relevant to the company, and thus includes social, economic, political, cultural and technological conditions and changes that can affect attitude, knowledge, understanding and target groups' behavior. Collection of information is conducted formally and informally using both quantitative or qualitative methodology such as content analysis of Facebook fan pages and monitoring corporate issues through online social media.

One key informant, the Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) when discussing PR jobs using online social media by the private sectors in Thailand said,

Quantitative and qualitative research are necessary for all PR practitioners as they use them to poll attitudes or feelings towards their company and PR projects. This provides evidence and information that can support or gain approval for execution as well determine dangers to operations from start to to finish of a project as well as gain support for an operation immediately.

3) Mass media relations. PR practitioners must create good relations and understanding with the mass media by providing information to mainstream media and/or online social media for reporters, editors and producers through press releases and other activities.

The Senior Manager, Mass Communication Division, Thai Life Insurance PLC (personal communication, September 4, 2014) described PR tasks dependent on online social media saying that

PR practitioners and the mass media must depend on each other. Practitioners need the mass media to disseminate news and the mass media must rely on PR practitioners to provide information. PR Practitioners must work to build strong two-way relations with the mass media to be able to get out a story when the need might arise.

4) Employee relations. PR practitioners are responsible for internal corporate communication with personnel not working at the executive level. They need to create credibility, trust, awareness, understanding, value and personal pride. By establishing good communication channels to share opinions and organize communication activities, PR practitioners can raise morale and encourage greater job commitment.

The Chairman, National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014) said the PR tasks using online social media by private sectors in Thailand must encompass the following,

Personnel act as a channel to build corporate representation and relations with customers and trading partners. They act as a mouth piece to build reputation and image. The communication to build relations with personnel must provide information for correct understanding and to build credibility.

5) Community relations. It is PR practitioners' responsibility to work with nearby communities in the vicinity of the company, especially those affected by business operations. Relationship building planning and CSR activities can help promote, develop and preserve the environment as well as produce mutual benefits in education, health, lifestyle and culture for company personnel and local communities.

The Electronic Media Management Manager, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) when discussing these PR responsibilities said,

PR should aim at developing good relations with target groups, for us, important to SCB. We help to develop nearby communities in many ways such as providing aid during the Bangkok floods in 2011. SCB distributed aid packages to affected communities around SCB offices and branches. Community relations is something that should not be ignored.

6) Public policy. PR tasks include propagating corporate reputation through public activities as well as monitoring and examining public policy relevant to the company. This can also contribute to society, help demonstrate cooperation between the Government and private sectors in overcoming social problems. This can include building a public online library and installing Internet in rural schools.

The Chairman of the National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014) discussed PR and public policy, saying

PR practitioners monitor and analyze public policy related to their business. They need to provide information to executives and recommend adjusting policies and strategic plans to match and support public policy to meet expectations of the different stakeholder groups.

7) Government relationship. PR practitioners must searching for news about the country and government to coordinate with, support, monitor and adhere to laws and regulations through company policy and operations that will also maintain advantage over competitors.

The Senior Electronics Media Planner, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) explained PR practitioners' role in government relationship, saying,

Building relations with the government sector is a duty of PR practitioners, who must monitor news, movement regarding laws and regulations, including new legislation related to their business. PR practitioners must work to create understanding with legislators and bureaucrats involved in legislation that could affect their company.

8) Investor relations. Another task of PR practitioners is to communicate with investors, providing them with useful information, organizing meetings, including the annual shareholders conference, between them and the company board, CEO and executives. They also need to build relations with stock analysts and mass media economists. They also need to prepare PR media and annual reports to build investors' confidence.

The Electronic Media Management Manager, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) discussed this by saying,

The operational goals of a business focus on the company making a profit and raising capital. A company must give priority to investors by using PR to create interest, trust, confidence and understanding to provide news and information that will benefit the investor, executives, stock analysts and mass media economists, the mass media and all other publics.

9) Business relations. It is the PR practitioner's responsibility to build business to business (B2B) alliances with other companies in the same sector and participate in business clubs and associations at the national and international levels.

The Digital Media Director, Pattima Media Co., (personal communication, September 11, 2014) described the PR tasks required under business relations, explaining that

Business relations building is considered as quite important if a company is to succeed. Customers are just one stakeholder they must be concerned about. They also have business partners and suppliers to ask for and provide assistance. Through alliances, a company has the opportunity to receive information from several sources as well as develop future collaboration, too.....

10) Issue management. Another PR task is to check, monitor and analyze social, economic, political, cultural and technological issues that can affect the company and sector. These findings can then be applied for the development of PR activities as well as define policy that all must be communicated to the stakeholders.

The Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) talked about these PR tasks as they concern online social media of the private sectors in Thailand, saying,

Issue management is important for PR practitioners; thus, the have to check and monitor issues such as social conflicts. Practitioners can collect information on the issues to apply to strategic PR or define CSR policy. Issue management requires continuous monitoring and analysis so proper communication messages can be disseminated to the public.

11) Crisis management. PR practitioners must prepare for a crisis by analyzing relevant information. They must prepare a risk management framework, crisis management strategy and crisis communication to be ready if a conflict or crisis should arise.

The Department Head of Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014) talked about crisis management and the role of PR saying that

PR crisis management begins with planning. A company does not wait for a crisis and then deal with. A company must think ahead so that if a crisis does occur, the executives and personnel will know just what to do. They need a crisis plan to address anticipated problems. This will include a conceptual framework telling just what to do and how to do it.

12) Writing for PR. PR has to communicate the company's story to provide knowledge, understanding and trust. It aims to build relationships with the company's target groups through main stream and/or online social media. Writing for PR is a priority of PR practitioners, including PR news releases, PR photo captions, PR articles, marketing activity information, executive summaries, reports and speeches.

The Digital Media Director, Pattima Media Co. (personal communication, September 11, 2014) talked about PR writing saying that

With traditional and online social media, PR aims to be two-way communication, telling the company's story and corporate news to the target groups through spoken and written communication. Writing for PR is different from other writing. While general writing provides basic information, knowledge, understanding and entertainment. In contrast, PR writing also has specific objectives that must also convey trust and reliability in the company.

13) PR media production. This includes both traditional and online social media. These today require computers and the Internet and covers print media, broadcast and online media such as corporate website, Facebook and Fan page and official Line account. Although PR practitioners do not produce all the above-mentioned media, they must be able to discuss with the relevant persons or organizations format, substance, audio, video, illustration and technical, like computer graphics, to produce and disseminate news and information via the different media channels and vehicles, which could include working with a digital division.

The Director of Corporate Communication, Bangkok University mentioned (personal communication, October 6, 2014) discussed these requirements for PR practitioners using traditional and online social media when working in the private sectors in Thailand, saying that

PR practitioners are responsible for presenting corporate information and news to the target groups. They may produce the materials and media themselves, such as design posters, pamphlets and other print materials as well as write radio and TV scripts for the broadcast media. For online social media, they develop application programs or only insert content they want publicized, working with digital division. PR media production is vital for PR implementation.

14) PR campaign. PR practitioners are usually responsible for a company's corporate social responsibility. These activities are socially or environmentally driven, demonstrating the company's generosity and the concerns for society. This work includes disseminating information and news to support the integrated marketing campaign to provide relevant targeted stakeholders with knowledge and understanding of the company's contributions along with promotion of the corporations, its brands, products and services to cultivate a CSR identity and reputation.

The Social Media Specialist of Aziam Burson-Marsteller (personal communication, August 29, 2014) said that

PR Campaign includes a CSR strategy designed to build reputation and expand market share as well as credibility for products and services. Such a PR campaign must provide credible benefits to the target groups.

15) Special PR event. These events aim at building relations with the company's different target groups. These all help create a variety of news forms that will contribute enhancing products and services and the company as a whole.

The Department Head for the Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014) explained the need for events, saying

Special PR events are important activities that can take many different forms. A company can choose the best type of event to suit their business, brands, products and services as well as conform with corporate policy and marketing and PR objectives. The event will then generate news disseminated through traditional and new media.

16) PR marketing. One element of integrated marketing communication, PR marketing aims to create credibility, popularity, brand, product and/or service value and image. It is also to establish relationship between corporate and target groups to be as a tool to support PR operation to accomplish.

The Vice President and Head of Online Marketing Online Division, Total Access Communication PLC (personal communication, September 1, 2014) talked about PR Marketing, explaining that

Marketing PR is external corporate PR. It is usually a short-term plan based on PR strategy and tactics in a variety forms. It creates product and service image, focusing on a favorite, key point, like as an outstanding product or service feature. It gives added value and emphasizes relationship building through marketing activities with the target groups.

Next, the research findings of all 5 parts are combined to create a PR strategy that employs online social media. The strategy comprises defining the PR problem, strategic corporate planning and PR strategic planning, implementation and evaluation.

4.6 PR Strategy through Online Social Media

The private sectors in Thailand give precedence to system management to apply PR operations to suit the dynamic changes brought by online social media. PR through online social media is an important mechanism to help the private sectors in Thailand to reach their vision of the future. PR daily operations strategy depend on environmental factors, internal and external, as a company focuses on a number of other strategies,

such as image building, crisis or issues management, change management, marketing PR and PR campaign strategy. Whichever the PR strategy, any and all factors can affect the future of the private sectors in Thailand.

From analysis of in-depth interviews of key informants, findings show that the status of strategic PR daily operations through online social media of the private sector in Thailand use a 4-step PR process: planning, programming, PR communication and PR evaluation.

One key informant, the Chairman, National Best Practice Publications Committee and President of the Thailand PR Association (personal communication, September 11, 2014) commented on the 4-stage process.

PR work comprises 4 steps that include all elements of the SMCR communication model, which have evolved with the advent of online social media.

The Electronic Media Management Manager and Senior Electronics Media Planner of Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) also discussed this issue, saying

PR strategy through online social media still uses all 4 SMCR steps but, depending on the case, without a fixed formula. Normally, one must consider both the big picture and small picture as well as a daily, monthly and annual plan. But digital world moves faster. Everything then must be driven by proactive as well as reactive PR, which still require PR planning and implementation using mainstream media.

The Director, Communication Corporate Division, Dtac Trinet Co., Ltd. (personal communication, September 1, 2014) provided her viewpoints on this subject of PR strategy for online social media, saying,

Actually online public relations still adheres to the PR 4 steps as they still dominate PR work. We don't use online social media as our mainstream media. We mostly see online social media as an alternative, and we must systematize our work to enhance the efficiency of PR operations.

The Social Media Specialist of Aziam Burson-Marsteller (personal communication, August 29, 2014) added to the discussion of the status of PR strategy for online social media of the private sectors in Thailand, saying

The 4-step strategy process remains the same; it's just a matter of time, as the online world moves much more quickly than a business. From experience working with big brands, the PR process moves quickly through many steps until momentum fades. Some successful brands use social media because they think fast and move quickly.

4.6.1 Defining public relations problems

From analysis of the data collected through in-depth interviews of key informants, it was found that companies in the private sectors in Thailand use reactive and proactive PR based on situation analysis, both internal and external factors, for strategic PR using online social media as follows.

1) Reactive PR. The private sectors in Thailand use analysis of internal and external conditions to address problems using strategic PR, such as online social media as a business communication channel after accepting the changes that come with new media technology.

2) Proactive PR. The private sectors in Thailand use situation analysis to seek opportunities for a PR plan to motivate, which can be dependent on reengineering PR structure to fit the digital age.

In an in-depth interview of one key informant, the Director of Corporate Communication, Bangkok University (personal communication, October 6, 2014), he

stated that the status of PR strategy used for online social media requires a new way of thinking.

Reactive PR is based on how to respond from external such as competition, social, economic, political, cultural and technological change, as well as new communication technology or other external influences. Reactive PR can be described as retaliation and change management and their impact on the company. Reactive PR seeks opportunity more than solving problems. It is a marketing tool to used to promote the company and its goods, products and services.

3) Internal corporate situation analysis. The private sectors in Thailand conduct SWOT analysis (strength, weakness, opportunities and threats). The information PR practitioners of private sector companies collect and study include the following.

Executives and personnel. All employees span a wide range of ages in this digital age, from 40 to 60 years and up (baby boom) down to 31 to 45 years (generation X) and 20 to 30 years (generation Y). PR communication must determine the right channels, mainstream and/or online social media as well as content to connect with these different age groups.

Products and services. Corporate improvement and internal restructuring is used to support products and services and meet market demand, and this now includes developing online social media channels to reach consumers.

Public relations. PR aims to enhance consumer perception through online social media, for example, websites and Facebook Fan Pages to present information and news on products and services. These can serve as channels to exchange ideas and suggestions. PR, thus, depends on new technology to provide information in real time.

One key informant, the Senior Manager, Mass Communication Division, Thai Life Insurance PLC (personal communication, September 4, 2014)

shared his ideas the subject of the status of PR strategy using online social media of the private sectors, saying,

The private sectors in Thailand give precedence to environmental change. Forecasts of environmental changes affecting business opportunities and threats include internal corporate environments. Corporate analysis must include executives, personnel, products, services, corporate structure and corporate communication as PR practitioners search for strengths and weaknesses.

4) External corporate situation analysis. The private sectors in Thailand use factor analysis to study social, economic, political, cultural, technological, including media, and environmental changes. Under economic, they look at economic cycles, taxation, interest rates, currency as well as the competition. The political situation comprises both internal and external changes, political stability and how this affects business, lifestyle, consumption and customer. Under population structure in Thailand include reduction in children and growing aging population. They also examine social issues that can impact PR operations so they can adjust content and employ suitable communication that will not cause conflict with consumer culture, beliefs, lifestyles, language and traditions. They must also be up on changes in new media technology; online social media, both software and hardware; and other new equipment and tools that will affect integrated communication, for example, advertising convergence, PR, marketing and sales promotion combined.

On this subject, the Chairman, National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014) said,

Dynamic changes have occurred in to the economy with expansion and competition growing in the region and globally. Therefore, PR practitioners must study political security, policy and management of government agencies, as well as culture and current beliefs to understand social systems now more dependent on online communication technology to predict situations and then determine the direction for PR strategic operations.

5) Situation analysis. PR planners of the private sectors in Thailand use research methodology to collect primary and secondary data before setting strategy. Primary data is collected using both quantitative and qualitative methods. Secondary data is collected from sources such as the Internet, various online social media websites, communication and mass media research as well as reports of government agencies and businesses and public information, news and statistics reported by mainstream media such as newspapers, radio and television.

The Senior PR Director, Kasikorn Bank Limited PLC (personal communication, August 4, 2014) said on this subject,

Research is important for PR as they must follow trends of target groups, their attitudes, beliefs and behaviors. Analysis assessment must depend on quantitative and qualitative information. Practitioners may conduct research themselves or use reliable sources, such as mass communication research, statistics and key information found in research reports of state agencies or private organizations as well from newspapers, radio, television, websites and social media accounts of state agencies, companies and non-government organizations.

The Digital Media Director, Pattima Media Co, Ltd. (personal communication, September 11, 2014) discussed this in reference to the status of PR strategy using online social media of the private sectors in Thailand, saying,

A PR planner must survey information found in online social media as they need to observe online consumer behavior, what they communicate, what they like or dislike, what they are interested in and, perhaps, not interested in. These may include anecdotes and issues consumers select and communicate back to PR practitioners. Building issues is something PR practitioners must adjust to since each business has various products and service they must promote, like clothes, food, cosmetics and tourism. Consumer interests are not the same. PR practitioners must survey these issues, so the company can reach and communicate target groups online.

4.6.2 Strategic corporate business plan and PR strategic planning

Strategic corporate planning is a method to assist executives and PR planners to prepare for the future. Executives and PR planners must analyze current situations to define a desirable future expressed by the mission and vision of the company.

Analysis of data collected from in-depth interviews of key informants learning the following about PR planning strategy of the private sectors in Thailand. PR practitioners must first conduct SWOT analysis to identify key advantages and problems the company can expect to occur in order to plan the right strategy.

They must also look at social, economic, political, cultural, technological trends, including new media as well as consumer demographic and psychographic characteristics, plus the competition and market situation to determine strategy for both short-term and long-term goals.

With executives, they must determine the objectives of corporate strategic plans as well as the following.

Define corporate strategy. This can also including marketing strategy, PR strategy, corporate mission strategy and corporate development strategy.

Draft the strategic plan. The PR practitioners now must take the information from the monitoring of corporate status and analysis of the corporate environment to determine a strategic plan.

The allocation of resources for the strategic plan can include personnel recruitment, hiring consulting firms, budget allocation and time management.

Next, they must determine the operating plan, specifying time, place and responsible personnel.

After this, the operation plan must be reviewed in order to build confidence in the PR practitioners and planners in the strategic plan to be implemented.

Finally comes a review of performance. The outcomes of the corporate strategic plan must be evaluated to determine its success. Executives and planners will do this and then decide how to improve or set a new plan.

One key informant, the Electronic Media Management Manager, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) explained the subject of corporate strategic planning of the private sectors, saying that

The executives and planners must predict what will happen in the future and determine how to prepare for changes in the next 5 to 10 years ahead. The executives should give importance to each step in strategic planning. They need to analyze by SWOT to see current corporate conditions and analyze external factors, social, economic, political, cultural, environmental trends as well as changes in consumers and their behaviors and business competitors. These will all be considered when drafting a strategy that will include objectives, budget, support resources, implementation and assessment.

From data collected from in-depth interviews of key informants, the research learned that private sectors in Thailand considered the same mainstream media when defining PR strategy through online social media. PR practitioners conducted analysis and assessment of the situations conditions when preparing a plan. They gathered information and data from internal and external situation analysis and research before planning strategic PR that includes concept, objectives, execution and targeted impact. PR planning strategy is based on corporate policy, vision, mission, and business goals.

PR planners have to analyze how the company handles business based on policies such as how to produce products and services and how business operations affect society in order for the company and its brands to be accepted and to determine PR plans for building corporate image and marketing.

Defining PR objectives and PR goals. The PR objectives and goals must be in accord with corporate objectives and goals.

Determining target groups. The private sectors in Thailand in the digital age will have several target groups, internal (board members, executives and personnel) and external (customers, consumers, agents, the mass media, scholars, opinion leaders, financial institutions, shareholders and professional and political groups as well as specific PR target groups (children, teenagers, working people, elders and foreign tourists).

Strategic communication. This is according to strategic PR planning in response to two types of communication of the private sectors in Thailand: corporate communication and marketing communication. The strategy used in corporate communication consists of image and reputation management, conflict management, risk management, corporate social responsibility and relationship building strategy. The strategy used in marketing communication consists of brand management, persuasion, attitude change, behavior, media use, marketing PR and relationship building.

PR evaluation plan. The private sectors in Thailand must evaluate strategic PR plans by assessing the achievement of objectives, if the activity is sufficient or not, how successful they have been in reach the target group and how well the target groups understand the the message. PR assessment can be defined by indicators such as an effectiveness indicator of products (message quantity, number of target groups, number of participants), indicator of attitude (acceptance, support, change), effectiveness indicator of work efficiency, inputs and working process (period of time, number of personnel, budget).

One key informant, the Department Head of Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014) , when discussing defining PR strategy through online social media of the private sectors, said that

The private sectors are interested in PR because study of it has shown how it contributes to the success of world-class business in achieving their goals and reaching target groups through two way-communication. This is the role of strategic PR planning, to be in accord with corporate goals and corporate strategy. PR strategic planning through online media follows the steps of strategic PR planning, starting with assessment analysis of the situation, present conditions, internal and external factors, corporate aims and objectives, target groups, communication strategy, KPI and current performance.

4.6.3 Strategy of public relations communication through online social media

PR communication is an important mechanism of PR planners to build trust, reliability and corporate acceptance. Good communication should create a positive perception and understanding of target groups that reflect corporate identity, projection, image and reputation.

Corporate Identity. It creates corporate recognition and value of executives, products and services.

Projection. It creates corporate recognition the company wants target groups to accept.

Image. It creates recognition according to the opinion of target groups as a result of corporate behavior.

Reputation. It creates recognition based on corporate operations and contributions in the past, good turnover, corporate social responsibility and the reward to these involved.

From the data collected in in-depth interviews of key informants, found that online social media allowed for speed, real-time information given in short, compact, easy-to-understand content but possibly missing details that can create misunderstanding if the target groups cannot obtain complete information. The private

sectors in Thailand select online social media according to its capacity and character as follows.

The capacity and character of online social media is two-way communication that offers disclosure, through one-to-one and small group communication. Decision are made more by social sectors than system as users act also as influencers. Brand owner and users determine content. The content is includes form of presentation, use of informal language and target group access to the media.

One key informant, the Vice President, Head of Online Marketing Online Division, Total Access Communication PLC (personal communication, September 1, 2014) said that

PR practitioners should give precedence to PR through online media in a balance that will reach various target groups. Media should be selected according to capacity and character, or features like control and care, role, creating content, presentation, form, and language, access and interaction between senders and receivers.

Form data collected from the in-depth interviews of key informant, analysis was conducted on PR communication strategy, PR contents strategy, PR contents presentation strategy, viral PR strategy, brand touch point strategy and relationship building strategy with the following results.

4.6.3.1 PR communication strategy

Previously, PR communication was intended to provide information, publicize, persuade and encourage new target group behaviors in accordance with PR planners' requirements. PR communication strategy should fall in line with strategic administrative concepts. PR strategy, as a two-way symmetric model, focuses on mutual understanding between an organization and target groups to coordinate benefits for both the organization and target groups.

PR communication strategy comprises two types of corporate communication, corporate PR and marketing PR. The strategy used for the former consists of strategic image and reputation management, conflict management, risk

management, corporate social responsibility and relationship building. The strategy used for the latter consists of brand management, persuasion strategy, attitude and behavior change, media usage, marketing PR activities and relationship building.

Following data collection from in-depth interviews of the key informants, analysis presented the following results concerning PR communication strategy for both normal and crisis conditions.

PR communication under normal conditions should follow these strategies. It should create a sense of reliability of the company, its media and content. According to various contexts, it needs to find a balance between local and universal thinking, like “think globally and act locally”. The contents should create a closeness between the company and target groups. The contents must be clear and match the interests of the target groups. The presentation through online social media should be simple, short, and not boring. The message should also be repeated so target groups will remember. The target groups must have convenient access to the online social media. It should not cost much and or depend on a lot of knowledge and technical capability. Products and services must be described in an informative, useful way.

One key informant, the Social Media Specialist, Aziam Burson-Marsteller (personal communication, August 29, 2014) discussed PR communication strategy, saying,

Traditionally PR communication provided information, persuaded and stimulated behavior. Online practitioners now work against time and speed. Communication strategy through online media must be short, compact and simple, but still factual, reliable, clear, interesting, consistent and useful.

The Chairman, National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014) added when talking about PR communication strategy that

Digital... thought and belief have become cultural factors that practitioners have to consider and adjust content to be suitable. They must avoid conflict of a social, cultural, belief, lifestyle, language and tradition context. They know have to know how to communicate across culture.

The Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) provided more ideas on the subject of PR communication strategy, saying,

With capacity and character that can meet different consumer demands PR communication strategy must adjust communication methods to match their behaviors such as producing alluring content on products, and service benefits. Online content and media must match target groups' interest and be convenient to access regularly.

After data collection and analysis from in-depth interviews of key informants, the research on PR communication strategy for a crisis through online social media showed that private companies in Thailand must get involved when there's a social, economic, political or cultural crisis politics that will impact the company and/or internal and external target groups. Companies must prepare for crisis communication, which must have a rapid response to an incident. Companies need to collect important and useful information for dissemination through traditional and online social media. The guidelines for online communications in a crisis of private companies in Thailand do not differ from those employed for mainstream media. Online social media affects crisis communication in terms of timeliness and rapid response. Meanwhile, online social media can create three forms of crisis events as follows.

Form 1 crisis may happen when online social media works in real time and a social, economic, political, cultural, technological crisis may occur. The crisis may not involve the sender directly. A private company or sector may even be the victim of the incident.

Form 2 crisis may happen when a crisis is still happening. The sender thinks the crisis is harmful and damage and must take proactive steps.

Form 3 crisis is one experience by another business or sector. If the company can respond fast, the crisis of the others can become an opportunity for the business.

One of key informant, the Senior Electronics Media Planner, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) said that

A crisis can occur in there forms. First, when something is posted on online social media and the company may fall. Second, it is an incident that has not ended yet and could harm or damage the economic, political or social environment as well as turn even more violent. The third is a crisis of another business. If a company responds quickly with the appropriate strategy, the crisis can become an opportunity. Practitioners must know how to turn a crisis into an opportunity for the sake of the company.

Another key informant, the Electronic Media Management Manager, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014) explained,

During the month of April, there was a case of a fake mobile app hitting the market. It was copied by all banks in the Google Play Store. Team E of SCB saw this and reacted quickly. At around 17.30 p.m., bank staff went home, and SCB had employed a communication team as well as legal team product team to face this crisis. First, the communication team had to compose a message to clearly distinguish counterfeit mobile application from the real mobile application. The legal department told the police and the product department sent E-mails to inform the Google developer within 30 minutes. SCB played a key role in

warning in the bank market bank that there was a counterfeit mobile application using online media as well as sharing the matter with mainstream media. Did SCB win favor? Possibly, but we wanted first to take advantage of online media to communicate and alleviate this crisis in a way the digital age made possible.

After data collection from in-depth interviews of key informants, research on the PR crisis communication strategy of the private sectors in Thailand learned the following:

(1) Establish a news center for dissemination of news through mainstream and/or corporate online social media (Website, Facebook, Twitter, Line) to provide real time information to also support internal conferences and executive decisions, the PR division and risk management division through internal corporate online media.

(2) Designate a spokesman. At the right time, the selected executives must provide interviews with the mass media or appear via online social media.

(3) Prepare information, new and key statistics for use in communication with internal and external target groups and the mass media, especially in case of crisis.

(4) Give precedence to target groups, affected directly and indirectly. Communicate closely with family of injured and deceased.

(5) Disseminate important message through traditional and corporate online social media quickly and regularly, holding to the principle “tell all, tell fast” according to the facts.

(6) Focus on the importance of corporate action, with steady, up-to-date news on an incident, using emotional communication.

(7) Control the direction of news to prevent rumors and misunderstanding.

(8) Survey the opinions of target groups and publics sporadically by examining both traditional and online social media.

(9) Prepare a communication plan to restore image and build confidence following a crisis.

One key informant, the Director of Corporate Communication, Bangkok University (personal communication, October 6, 2014) discussed PR communication strategy in a crisis, saying that

Crisis Communication strategy will employ a PR news center to disseminate news through mass media and online media. The company will appoint one person to serve as the corporate spokesman. Information, news and statistics must be presented on affected groups to the mass media and relevant government agencies. They need to create a key message that reflects the company's intention and plans to solve the problems. They must also survey target group opinions. Time, speed and control of dissemination of news is vital plan to rebuild confidence, image and reputation.

4.6.3.2 Creating PR content strategy

Public relations of the private sectors in Thailand is integrated with corporate strategy. PR also plays a role in supporting marketing, or marketing PR (MPR). Therefore, the strategy of creating PR content for online social media must correspond with the objectives of corporate PR (CPR) and marketing PR (MPR).

One key informant, the Chairman, National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014) talked about PR contents strategy for online social media, saying,

CPR content is a message that gives important information to build knowledge, understanding and reliability. MPR content focuses on a prominent point differentiates the company's products and service to create demand and add value to the brand.

After data collection through in-depth interviews of key informants, analysis on creating PR content for CPR and MPR through online social media of the private sectors in Thailand presented the following.

(1) Corporate Movement and Information. Corporate movement includes the corporate story and such information as management guidelines, corporate vision, potential, knowledge and the ability of executives and staff.

(2) Business Market Positioning. The content tells the business story, including transaction volume, business activity and market share, to present the company's business status to the market.

(3) Executive Vision. The content shows the company's vision, analysis of a situation and the business environment to demonstrate the knowledge and proficiency of the executives.

(4) Product and Service Value. The content shows product or service values and explain the key points of products or service to differentiate them and show their superior value.

(5) Communication for Engagement. This communication aims to build confidence and long-term relations through reports and standard information on turnover and market analysis.

(6) Data Research Service and Consultancy. The company will provide information and academic services that assists in conducting research and providing results that will benefit customers and industry as well as expert advice.

(7) Corporate Marketing Agenda. Here, the company will inform publics on important company agendas, define activities, hold meetings, publish materials issues concerning management, products and market promotion.

(8) Innovation and Business Connection. This reflects advancement in innovation, business networking, operating systems, equipment, factories and information systems that demonstrate is a leader in products and cooperates with many business partners.

(9) Expert Award Ranking. This content will show acceptance of the company's expertise. It conveys the corporate story, discussing issues, knowledge, business capability and good corporate actions, promoting the awards and rankings it receives from respected institutions.

(10) Social Content. This discusses social issues to build a positive perception and understanding in how the company contributes to society through corporate social responsibility activities that will benefit society.

The Chairman, National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014) discussed creating PR content for CPR and MPR through online social media, saying,

PR is part of the integrated communication that depends on content strategies. The objective is to define what direction to the business plans to take and compete. When developing content, it was found that the issues that have been communicated continuously online include corporate news, story, vision, product and service values, relationship building content, reviews, business network innovation, corporate expertise and corporate CSR.

After data collection from in-depth interviews of key informants on PR contents for online social media, it was found that the content that the PR planners create must be controlled. In addition to the company's content, there will be versions communicated by target groups or the general public. This content must be monitored and collected from various data sources, or called curated content, to create content, called commissioned content, i.e., content produced by influencers. PR planners should know how to apply this to marketing PR to promote products and services through third parties through online social networks.

One key informant, the Vice President, Head of Online Marketing Online Division, Total Access Communication PLC (personal communication, September 1, 2014) talked about creating PR contents for CPR and MPR through online social media, saying,

Strategy The strategy for creating PR online content are in three forms: PR practitioners created material in which they control all production; curated content written by the target groups or the public and commissioned content produced by online influencers. PR practitioners can apply this to marketing PR, promoting products and services through third party endorsement and word of mouth.

4.6.3.3 PR content presentation strategy

Apart from creating PR content for online social media, after collecting data from in-depth interviews of the key informants, analysis of the data on PR content presentation strategy of the private sectors in Thailand revealed the following.

- (1) Using computers and the Internet to design and produce media.
- (2) Linking content designed for traditional media to online social media.
- (3) Using a media mix – text, slides, videos and any relevant material.
- (4) Using symbols, colors and product and service images in content design.
- (5) Using language that is easily understood and short sentences in a conversational style, one-on-one or group communications.
- (6) Making content easily understood and avoiding technical jargon. Making target groups feel comfortable by highlighting positive aspects of products or services, using anecdotes or a question-and-answer format.
- (7) Constantly updating PR contents with new text, slides and comments. Coordinating multiple online social media sites such as using Twitter, for broader information dissemination.
- (8) Building relationships between the company and target groups to emphasize that products and services are catered to them.
- (9) Interacting with target groups via online social media by holding special PR activities and fostering timeline awareness to improve relations.

(10) Boosting corporate social media to increase participation of target groups so they can express their interests.

(11) Enlarging target group numbers through word-of-mouth – one to one, one to many, many to one and many to many communication to talk about corporate products and services with other consumers.

(12) Creating productive messages. The information should convince target groups that the company's products and services meet their requirements.

One key informant, the Digital Media Director, Pattima Media Co., Ltd., (personal communication, September 11, 2014) shared her ideas on PR content presentation strategy, saying that

Digital communication entails codifying, storing, sending and exchanging information through computerized information management. The presentation of PR content must operate through computers and the Internet and can include text, slides, video. This is then dependent on both hardware and software. Practitioners must link the content from mainstream media to online social media quickly.

The Social Media Specialist, Aziam Burson-Marsteller (personal communication, August 29, 2014) added his ideas on the subject of PR content presentation strategy, saying

New media technology gives an opportunity for sender and receiver to interact immediately without limits in time, distance or place. A PR practitioner then uses the strategy of real time communication and word-of-mouth to tell of product and service benefits target groups in a form of one-to-one, one-to-many or many-to-one.

4.6.3.4 Viral PR strategy

From today forward, PR communication forms and channels of the private sectors in Thailand will include new media technology development. Previous marketing PR that aimed to persuade target groups may now be insufficient. It could not reach target groups who have an active daily life. Online social media then is an alternative to inform targets about products and services as well as create positive perception, acceptance, closer relations and brand attachment. Viral marketing PR through online social media can be utilized to build brand.

Viral PR is based on word-of-mouth marketing with the same objectives as PR marketing. However, the main difference is PR marketing uses word-of-mouth; the wire-puller in sending information is the PR practitioner. In Viral PR, the wire-puller is the consumer as a disseminator of news through online social network communication.

After data collection through in-depth interviews of key informants, the analysis presented different marketing technics that use online social media as a brand building tool to enhance target perception and achieve marketing PR objectives of the private sector in Thailand as follows.

E-mail marketing. This is the first channel for marketing PR that takes advantage of the Internet. PR practitioners must be confident they can make the target read their message and forward it to others.

VDO marketing. This uses video clips uploaded on Internet through YouTube. The content create a social network trend to pass forward the clip to others.

Social network. This uses online social communities to pass along information on products and services. It is more suitable for product selling than branding, as product branding has its own website. PR practitioners use social networks for sales promotion and more vigorous persuasion.

Online Influencers. This uses influencers from different backgrounds such as athletes, actors, celebrities and respected professionals who will comment on products, services and product and service trials. They can be seen actually using the products or services through online social media. They communicate to build reliability and target demand. After target groups try products or services, they will also disseminate information to friends and intimates.

One key informant, the Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) explained the subject of viral PR through online social media, saying that

Viral marketing is a strategy of PR marketing used to disseminate news for branding. It is an efficient means to convey news that can be forwarded quickly and conveniently.

The Social Media Specialist, Aziam Burson-Marsteller (personal communication, August 29, 2014), saying that

Viral PR marketing is a technic in marketing PR. It uses new media as a helper. First information was sent by e-mail, but this was ineffective as it was full of in details and boring. Later, practitioners became more creative and used short text and clips to build a story, even stream applying an integrated production technic. The audience likes this kind of content and so want to share it.

The Digital Media Director, Pattima Media Co, Ltd. (personal communication, September 11, 2014) discussed this issue as well, explaining

Social network is an important tool that marketing PR practitioners use as a channel for sales promotion and product and service information for target groups to perceive, accept and feel attached to a brand. It can help to spread news. Marketing PR via online media has become an efficient channel for viral PR marketing.

The Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) explained viral PR through online social media in one section, saying that

An influencer is a person or group used as a data source for target groups to determine brand, product or service value, attitude and behavior. The online social media influencer is thought of as an information disseminator on products and services. The selection of qualified influencer must have a power of persuasion over target groups. A PR practitioner must consider an influencer's number followers to determine their influence. The online influencer must be considered an expert to influence a purchase decision; they must be seen as a product representative, providing sufficient information to persuade people to try what they are pitching.

From data collected through in-depth interviews of key informant, analysis showed the following results about viral marketing PR strategy of the private sectors in Thailand. First, viral marketing PR strategy is dependent on immediate feedback. PR planners must adjust their strategy to match purchase each target group's decision process, their perception, stimulation and interests. PR practitioners need to do something unexpected and uncommon from previous marketing PR. They need differentiate and create doubt until it becomes useful, or observable. They want to make products and services become a part of the communication process between sender and receiver. They want their receivers to share, download and disseminate information via online social network sites to others. They need to build a good story and publicize this continually so the target group will follow and share the message by word of mouth.

One key informant, the Chairman, National Best Practice Publications Committee and President of Thailand PR Association (personal communication, September 11, 2014), talked about viral marketing PR strategy, explaining

Important tactics for online virus marketing require understanding to influence decision-making in purchasing products or customer service. Consumers now choose to make purchases online because of costs and benefits. Marketers must therefore create an interest in products and services. They need to differentiate these from brand competitors and persuade their products and services become a part of their consumers' daily life.

4.6.3.5 Brand touch point strategy

Brand Touch Point, or brand communication channels, are those a brand can touch to its target groups. These offer an opportunity for a company to present information or news to their target groups about their brands, products and services. Brand touch points present brand content and depend on expectation management of target groups to drive brand relations and impression. The selection how to use brand touch points must consider the ability to communicate with target groups and the most effective content that is consistent with the brand.

From the data collected through in-depth interviews of key informants, analysis on brand touch points through online social media of the private sectors in Thailand revealed the following. A touch point must be determined in advance to communicate through online social media. For communication objectives, a brand touch point occurs between brand purchase and use. The target groups will touch, or connect, during the period of product or service use. A touch point cannot be forecasted, but a relation needs to be developed with the brand. Brand touch points start when a target group starts interacting with the brand.

During the in-depth interview of a key informant, the Electronic Media Management Manager, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014), she discussed brand touch points through online social media, saying

A Brand touch point helps target groups become familiar with a brand, and this will lead to like, trust, reliability, purchase and brand loyalty. Marketing PR gives precedence to brand touch points, which they try to plan in advance. The brand touch points will influence consumer purchases of products or services. An unexpected brand touch point may be good or bad. A brand touch point can be linked to the consumer's daily life and arise from consumers themselves.

Another key informant, the Social Media Specialist, Aziam Burson-Marsteller (personal communication, August 29, 2014), talked about brand touch points through online social media, saying that

Marketing PR should give priority to touch points that a consumer initiates because touch points occur when a consumer starts interaction with a brand, which need to listen to complaints and criticism of products or service. The development of online media makes it easier for the consumer to communicate with a company. The PR practitioner should give priority to their consumers by increasing communication through online social media and focus on brand touch points that make it easy for the consumer to reconnect, such as an e-mail address, Q.R. code or Line ID affixed to packaging.

After collecting data through in-depth interviews of key informants, analysis on brand touch points through PR tools and PR mechanisms, presented the following on PR news and content presentation. Brand presentation via PR news, PR photo news, executive interviews and special brands events must be interesting. It is important to have a spokesperson who is knowledgeable about brand and products. Timing and selection of PR tools to match the situation is also important, including selecting the right third party endorsement or online influencers to support and promote the brand.

One key informant, the Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014) discussed brand touch points as a PR tool and mechanism, saying that

A brand can gain confidence but also criticism from online magazines, web boards and conversation. This is difficult to control. If a company displays good corporate behavior, this will affect the reputation of its products and services. If a brand has been managed well, the brand will be more powerful. These are then the touch points PR must handle, to control information, news, and brand issues to create and build reliability and trust.

Another key informant, the Director of Corporate Communication, Bangkok University (personal communication, October 6, 2014), talked about brand touch point as a PR tool and mechanism, saying

Brand communication through PR can have various touch points present information and news that will enhance the brand, including news photo, executive interview and brand activities presented through mainstream media linked to online corporate social media.

A third key informant, the Vice President ,Head of Online Marketing Online Division and Department Head of the Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014), added his views on brand touch point as a PR tool and mechanism, saying,

Brand communication nowadays involves selecting key information and news for presentation in the online world that comprises millions of the consumers, not only our product users, but also those affected by our service. Good news will create positive results, hopefully market expansion. However, negative news inevitably affects our products and service just as much or more.

4.6.3.6 Relationship building strategy

PR is building relations between the company and target groups. Relationship building is accomplished through actions: (1) One-way communication to disseminate, (2) Communication to convince to change target groups' attitudes or behavior and (3) Two-way communication to build relations and create mutual understanding between the company and different publics. Relationship building is at the essence of PR. Good relations helps improve business and achieve mission and vision.

One key informant, the Senior Manager, Mass Communication Division, Thai Life Insurance PLC (personal communication, September 4, 2014) talked about relationship building strategy using online social media saying,

Before, PR was related to providing information through mass media, writing news and disseminating PR news releases as well as measuring the success of published news. Later target groups became more diverse as well as an active audience. The PR practitioner had to adapt and now focus on developing long-term relations between the business and target groups and a KPI to measure the success of the PR work.

One key informant, the Department Head for Corporate Communication CEO Group, Total Access Communication PLC (personal communication, September 1, 2014), explained relationship building strategy using online social media, saying that

Building relations between the company and target groups has become an important job of PR practitioners. They must consider how good and/or bad news will affect their target group and their behavior, i.e., they choose to abuse, complain, incite or satire the company through online media. Relations are built through interaction and exchange and so PR practitioners must be on top of things.

Another key informant, the Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014), gave her views on relationship building strategy using online social media, saying,

Now online PR practitioners do not only send company news to consumers, but also work to build and maintain good relations with both internal and external target groups, as they can support each other in times of need.

A third key informant, the Senior Electronics Media Planner, Corporate Communication, Siam Commercial PCL (personal communication, August 28, 2014), talked about relationship building strategy using online social media, explaining that

PR management provides important guidelines for PR operations. Creating, building and maintaining relations between the company and target groups will contribute to a company's success or failure. It can also be used as an indicator for success in PR operations. The main goal of PR operations has, thus, changed from management to development for mutual benefit of the company and target groups.

From data collected through in-depth interviews of key informants, analysis concerning relationship building strategy using online social media provided the following. The private sectors in Thailand believe relationship building is a vital to

PR operations. While PR includes corporate communication, crisis communication, issues management, corporate social responsibility, PR cannot succeed if PR practitioners lack understanding of relationship building. Relationships occur on multi-levels, employee relations (executives with employees, employees with employees), customer relations, mass media relations and community relations.

The private sectors in Thailand focuses on two types of relations: the first provides benefits to target groups without hope of return and second relationship provides benefits to target groups with hope of return. The corporate PR practitioner is involved in the first type of relationship building, for example, by organizing corporate social responsibility activities, marketing PR practitioners handle the second type of relationship building through sales promotion and other PR marketing activities. The outcomes of both can build trust, which is an indicator of success in relationship building.

The strategy involving promotion and maintaining relations building between the company and target groups comes through interaction building trust. The company will ensure target groups that their relationship is correct and that it is their duty to maintain this. With the help of online social media, a business can create networks that can benefit the community and make friends with various groups. The company gives their target groups opportunities to access them. They then feel they can participate in company decision making, in addition to searching for information through corporate websites, Through online social media, two-way communication, they can offer opinions and suggestions which will enhance relationship building.

One key informant, the Electronic Media Management Manager, Corporate Communication, Siam Commercial Bank PCL (personal communication, August 28, 2014), expressed her views on relationship building strategy using online social media, saying,

Building relations through PR activities begins with establishing a communal relationship between the company and target groups.....that will benefit the target group without hope of return, for example, organizing CSR activities. Through this kind of social exchange, a relationship can develop with a hope of return through the targets groups' purchase of goods or services.

Another key informant, the Chairman, National Best Practice Publications Committee and the President of Thailand PR Association (personal communication, September 11, 2014), discussed relationship building strategy using online social media, explaining that

When a business works to build relations with their target groups, it is important to then maintain good relations through interaction, without setting any conditions, but focusing on building satisfaction that will lead to confidence in the relationship. Creating a social network can benefit the company as well as target groups, including community leaders, NGOs, and opinion leaders, like environmentalists. Target groups can access the company through this two-way communication and offer opinions and suggestions in addition to searching for information on the company's website.

4.7 PR Evaluation Strategy Using Online Social Media

PR evaluation is the assessment of PR operations. The evaluation is important to determine the efficiency and effectiveness of PR operations. PR begins with the study of information acquired. If PR planners lack information derived from an evaluation, they will miss the opportunity to recognize problems. An evaluation helps to give reflective information on corporate, product and service image.

Evaluation is the last step of defining the strategy of a PR project. In practical terms, the evaluation is the starting point of a PR project since it attempts to implement new PR project guidelines. Evaluation actually plays a role in each step of developing a PR strategy. First will come an assessment of policy analysis and planning. Next is monitoring project performance to assess the PR plan as the work proceeds, and finally comes the evaluation of the project performance once the plan has been completed.

After collecting data through in-depth interviews of key informants, analysis of PR evaluation strategy through online social media of the private sectors in Thailand revealed the following. The main type of evaluation that the private sectors in Thailand employ is the macro model, which consists of input assessment, output assessment and end-results assessment, as explained below.

Input assessment. This step analyzes and reviews inputs such as content quality of PR news releases, suitability of PR content, suitability of media and PR tools, target groups' behavior using media and their demand of message, all determined through data collection and the analysis by experts. Observation and pre-testing come before collecting secondary data such as analytical reports and information from Internet websites.

Output assessment. This step evaluates the results of PR communication, looking at the number of people who understand the PR content and PR news release, the number of people who remember PR content and PR news release, the number of people who change their opinion or attitude and the number of people who take action. PR practitioners collect data by conducting surveys, focus group discussions, interviews, observation and content analysis.

End results assessment. This step evaluates PR operations once completed. As a consequence, PR practitioners need objectives for the PR communication such as

opinion change and good attitude toward the company, brand, product and/or service as well as behavior change in using products and services. Data collection is conducted by survey, observation, focus groups and interviews.

One key informant, the Digital Media Director, Pattima Media Co, Ltd. (personal communication, September 11, 2014) when talking about PR evaluation strategy through online social media, said,

PR evaluation begins at the start of a PR plan when a PR practitioner will assess PR content for target groups as channels. This research might now be conducted by the PR practitioner; instead they will use research findings of the company or credible institute... Later, they will assesses output, understanding, and recall of PR contents. After PR the plan has been finished, they will look at target groups' opinion attitude behavior changes.

Another key informant, the Senior PR Director, Kasikorn Bank Limited PCL (personal communication, August 4, 2014), added that

PR evaluation through online communication must collect quantitative and qualitative information. The quantitative evaluation is concerned with awareness, or recognition, and importance of the PR project as well as access to information and news, its content and target recall and understanding. They will also look at target attitude change, desirable behavior and participation. Qualitative evaluation is based on data collected on target opinion and understanding of the project and PR media as well as feedback, knowledge, understanding, interpretation, effectiveness and impact of the PR project.

The advancement of new media technology has increased the speed of news dissemination. Target groups can learn about events immediately at any time. Target groups search for news through online social media as well as share opinions. Social networks are a public space, and the opinions offered may cause news to become distorted or rumors to spread, which may have a direct impact on a company.

After data collection through in-depth interviews of key informants, an analysis concerning PR monitoring evaluation strategy using online social media revealed the following.

Internet and online social media monitoring comprises online communication analysis of competitors, including official websites and online video broadcasts to evaluate how competitors interact with target groups. It also includes monitoring websites to obtain information, knowledge and viewpoints that will afford greater understanding of markets and target groups. These information sources can provide greater consumer insight on websites and changes online. Third is online community make up and participation which will give a greater understanding of a target group's perspective. Evaluation also means gathering information on online networks as online communication with target groups can prove more profitable than personal contact as companies can respond quickly to both positive and negative criticism. PR practitioners must also monitor daily new websites relevant to a company's business as well as Wikipedia content related to a company's business as this website is a prime venue for people searching for information, and the company doesn't want them to access incorrect information. They must also collect data on competitors' negative comments on websites, assess target group website visits, their opinions and suggestions presented via e-mail and SMS to determine satisfaction using quantitative and qualitative research. Awareness and satisfaction assessments can also contribute to fostering brand loyalty.

In an in-depth interview, the Vice President, Head of Online Marketing Online Division, Total Access Communication PLC (personal communication, September 1, 2014) and the Chairman, National Best Practice Publications Committee and President, Thailand PR Association (personal communication, September 11, 2014), agreed when discussing the Internet and online social media monitoring by the private sectors in Thailand, saying that

For online communication, PR practitioners must do research everyday, monitoring Internet and online media activity. They must know their competitors and what they communicate online. This can provide useful marketing information. As members of a social network. People in social people share opinions in debates on business issues through online media. Here, they can gain good ideas from their group. Practitioners must search for new websites of their competitors and monitor the content of these sites as well as assess target group visits as well as recognition and satisfaction.

From data collection through in-depth interviews key informants, analysis on defining indicators for PR evaluation of the private sectors in Thailand presented the following.

Indicators are a tool that PR practitioners create to assist to define goals and objectives of strategic PR planning. The indicators help the executives, PR planners and practitioners come to a mutual understanding regarding outcomes after the project has been completed. The indicators that the private sectors in Thailand use for evaluation of PR operation comprise an input indicator, efficiency indicator, effective indicator and benefit indicator, which are now explained in more detail.

Input indicator. This consists of PR personnel (the number of PR practitioners, PR executives, budget (allocation for PR project and PR plan), equipment (PR tools, office supplies, information system, internet and online social media news and activity).

Efficiency indicator. This consists of a PR operations indicator (policy, vision, mission, strategy, goals, objectives, PR strategy and PR management), an operational indicator (dissemination of news, corporate communication, PR for image building, PR campaign, crisis PR, marketing PR and issues management), a performance indicator (the number of PR news releases, PR photos posted online, the number of target groups that access news, PR content analysis and the number of receivers).

Effectiveness indicator. This is a result examines the receiver (their perception, awareness, understanding, acceptance, recall, change of belief, faith, attitude and behavior).

Benefit indicator. This determines a PR project's success linked with corporate benefits. It includes a marketing indicator (perception, products, knowledge, service, relationship, product attachment, service and consumer satisfaction), a promotion indicator for PR operations (influence on target group attitude and behavior) and a popularity indicator (corporate image, brand image, service, reputation and acceptance).

One key informant, the Director of Corporate Communication, Bangkok University (personal communication, October 6, 2014), discussed defining indicators for PR evaluation of the private sector in Thailand, saying that

PR measurement and evaluation has increased in the private sectors, indicating their importance for corporate PR. Executives know that evaluation can enrich their business, and, at same time, want to know what their company will gain, or its return on PR investment. PR may use less budget but must provide a positive return. KPI has therefore become an important tool for PR evaluation so PR practitioners must define their goals and objectives for their PR plans and projects.

Another key informant, the Digital Media Director, Pattima Media Co., Ltd. (personal communication, September 11, 2014), said the following concerning defining indicators for PR evaluation of the private sector in Thailand.

In determining the criteria and KPI for PR plan and project evaluation, PR practitioners must choose the proper indicators according to the evaluation method to be applied. The indicators related include input indicators such as employees, PR tools, budget and Internet and online networks as well as corporate policy, vision, mission and strategy objectives. They must also look at PR planning, including image building, marketing plan, crisis plan and a PR campaign. The end results indicator will examine the number of news impressions on the event, the number of target group who showed interest, while the effectiveness indicator considers receiver perception, understanding, acceptance, recall and behavior change. The benefit indicator for a PR plan looks at the benefits the company receives for marketing communication based on consumer knowledge, attitude, practice and corporate popularity as well as its and its brand's image.

The research findings of the qualitative research in chapter 4 concerning: the objectives of use of online social media and its application of the private sectors in Thailand; Elements of PR communication through online social media of the private sectors in Thailand, PR roles through online social media of the private sectors in Thailand, PR jobs through online social media of the private sectors in Thailand and PR strategy through online social media of the private sectors in Thailand, were they applied to design a questionnaire for conducting quantitative research by surveying PR practitioners' operations through online social media of the private sectors in Thailand.

CHAPTER 5

THE STATUS OF STRATEGIC PUBLIC RELATIONS OPERATIONS THROUGH ONLINE SOCIAL MEDIA

The findings of quantitative research in chapter 5 is the second stage. The researcher conducted a survey research to answer the research question 2: to study the status of strategic PR operations through online social media of the private sectors in Thailand.

The researcher used the questionnaire designed by qualitative research findings as a tool to gather information with PR executives (primary level, intermediate level, high level), PR practitioners level, marketers and marketing communication practitioners of the private sector registered in the Stock Exchange of Thailand in 2014 of 893 corporates located in Bangkok. The 40 corporates samplings were taken a random by multi-stage sample, 10 persons for each corporate, the total of samples were 400.

The presentation of quantitative research outcome in this chapter, the researcher presented the data analysis of 7 important issues as the following.

- 5.1 Respondents' demographics
- 5.2 The main objectives of the use of online social media
- 5.3 The utilization of online social media in PR operation
- 5.4 PR jobs through online social media
- 5.5 PR daily operations through online social media
- 5.6 PR practitioners' roles through online social media
- 5.7 Research hypothesis testing

5.1 Respondents' Demographics

Table 5.1 Gender

Gender	Frequency	Percentage
Male	141	35.0
Female	259	64.8
Total	400	100.0

As shown in table 5.1, the respondents consist of 141 male (35.0%) and 259 female (64.8%).

Table 5.2 Age

Age	Frequency	Percentage
20 – 25	66	16.5
26 – 30	95	23.8
31 – 35	94	23.5
36 – 40	48	12.0
41 – 45	51	12.8
46 – 50	20	5.0
51 – 55	26	6.5
Total	400	100.0

As shown in table 5.2, there were 95 (23.8%) respondents aged 26-30 years followed by 94 (23.8%) respondents aged 31-35 years, 94 (23.5%) respondents aged 20-25 years, 66 (16.5%) aged 41-45 years, 48 (12.0%) respondents aged 36–40 years, 48 (12.0%) respondents aged 46-50 (5.0%), and 20 (6.5%) respondents aged 51-55 years.

Table 5.3 Level of education

Level of education	Frequency	Percentage
Vocational or higher	12	3.0
Bachelor degree	257	64.3
Master degree	128	32.0
Doctoral degree	3	.8
Total	400	100.0

As shown in table 5.3, there were 257 (64.3%) respondents' bachelor degree, followed by 128 (32.0) respondents' master degree, 12 (3.0%) respondents' vocational or higher, and only 3 (.8%) respondents' doctoral degree.

Table 5.4 Working experience

Experience	Frequency	Percentage
1 year or lower	29	7.3
2 – 5 years	133	33.3
More than 5 years	91	22.8
More than 10 years	147	36.8
Total	400	100.0

As shown in table 5.4, there were 147 (36.8%) respondents had working experience more than 10 years , followed by 133 (33.3%) respondents had working experience 2-5 years, 91 (22.8) respondents had working experience more than 5 years, and 29 (7.3) at least respondents had working experience only 1 year or lower.

Table 5.5 PR position

PR position	Frequency	Percentage
PR practitioner	265	66.3
Marketer/ marketing communication practitioner	44	11.0
Primary PR executive	43	10.0
Intermediate PR executive	34	8.5
High PR executive	14	3.5
Total	400	100.0

As shown in table 5.5, 265 respondents (66.3%) were PR practitioners, followed by 44 respondents (11.0%) were marketers/ marketing communication practitioners, 43 respondents (10.8%) were primary PR executives, 34 respondents (8.5%) were intermediate PR executives, and only 14 respondents (3.5%) were high PR executives.

Table 5.6 Income

Income	Frequency	Percentage
20,000 baht or lower	142	35.5
20,001 – 40,000 baht	160	40.0
40,001 – 60,000 baht	57	14.3
60,001 – 80,000 baht	20	5.0
80,001 – 100,000 baht	11	2.8
More than 100,000 baht	10	2.5
Total	400	100.0

As shown in table 5.6, 160 respondents (40.0%) had a monthly income 20,001-40,000 baht, followed by 142 respondents (35.5%) had a monthly income 20,000 baht or lower, 57 respondents (14.3%) had a monthly income 40,001-60,000 baht, 20

respondents (5.0%) had a monthly income 60,001-80,000 baht, 11 respondents (2.8%) had a monthly income 80,001-100,000 baht, and 10 respondents (2.5%) only had a monthly income more than 100,000 baht.

5.2 The Main Objectives of the Use of Online Social Media

Table 5.7 The objectives of the use of online social media

The objectives of use of online social media	Level of using of online social media					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
As the main media outlet	95 (23.8)	150 (37.5)	120 (30.0)	21 (5.3)	14 (3.5)	3.72	.99	High
To compliment the traditional media	107 (26.8)	159 (39.8)	107 (26.8)	21 (5.3)	6 (1.5)	3.85	.92	High
To facilictate the modernization of the organizations' internal and external communication	114 (28.5)	183 (45.8)	81 (20.3)	20 (5.0)	2 (.5)	3.96	.85	High
To advertise and promote the organization and it products and services	143 (35.8)	137 (34.3)	90 (22.5)	25 (6.3)	5 (1.3)	3.97	.97	High

Table 5.7 (Continued)

The objectives of use of online social media	Level of using of online social media					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
As IT channel for PR	150 (37.5)	156 (39.0)	74 (18.5)	20 (5.0)	- (-)	4.09	.86	High
To manage the information, details and issues concerning the organization	114 (28.5)	160 (40.0)	96 (24.0)	28 (7.0)	2 (.5)	3.89	.91	High
To create social network and interactions with the target groups and business partners	125 (31.3)	156 (39.0)	100 (25.0)	19 (4.8)	- (-)	3.96	.86	High
To create trends and interests in the market	134 (33.5)	137 (34.3)	101 (25.3)	22 (5.5)	6 (1.5)	3.92	.96	High
To encourage specific target groups' consumption behaviors	130 (32.5)	146 (36.5)	86 (21.5)	33 (8.3)	5 (1.3)	3.90	.98	High

Table 5.7 (Continued)

The objectives of use of online social media	Level of using of online social media					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
10. To create business advantages for the company	107 (26.8)	155 (38.8)	102 (25.5)	31 (7.8)	5 (1.3)	3.82	.95	High

As shown in table 5.7 all the main objectives of use of online social media of the private sectors in Thailand were rated at high level. They included as IT channel for PR (4.09), to advertise and promote the organization/ products/ services (3.97), to facilitate the modernization of the organization's internal and external communications (3.96), to create social networks and interactions with the target groups and business partners (3.96), to create trends and interests in the market (3.92), to encourage specific target groups' consumption behaviors (eg. schoolers/ university students/ working people) (3.90), to manage the information, details and issues concerning the organization (3.89), to complement the traditional media (3.85), to create business advantages for the company (3.82), and as the main media outlets (3.72).

5.3 The Utilization of Online Social Media in PR Operation

Table 5.8 The utilization of online social media for PR operation

The utilization of online social media	Level of using of online social media					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Corporate website	202 (50.5)	107 (26.8)	73 (18.3)	15 (3.8)	3 (.8)	4.22	.95	High
Corporate Blog	55 (13.8)	113 (28.3)	121 (30.3)	52 (13.0)	59 (14.8)	31.3	1.24	Medium
Public Web Blogs	50 (12.5)	137 (34.3)	131 (32.8)	34 (8.5)	48 (12.0)	3.26	1.15	Medium
Twitter	37 (9.3)	92 (23.0)	96 (24.0)	65 (16.3)	110 (27.5)	2.70	1.33	Less
Wikipedia	52 (13.0)	93 (23.3)	126 (31.5)	60 (15.0)	69 (17.3)	3.00	1.26	Medium

Table 5.8 (Continued)

The utilization of online social media	Level of using of online social media					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Facebook	232	97	45	13	13	4.30	1.01	High
	(58.0)	(24.3)	(11.3)	(3.3)	(3.3)			
YouTube	178	108	70	25	19	4.00	1.14	High
	(44.5)	(27.0)	(17.5)	(6.3)	(4.8)			
Instagram	126	86	88	41	59	3.44	1.40	Medium
	(31.5)	(21.5)	(22.0)	(10.3)	(14.8)			
Line	212	102	54	13	19	4.18	1.09	Medium
	(53.0)	(25.5)	(13.5)	(3.3)	(4.8)			
Google +	124	106	91	33	46	3.57	3.57	High
	(31.0)	(26.5)	(22.8)	(8.3)	(11.5)			

As shown in table 5.8 the social media used by the private sectors in Thailand for PR operation form high to low level respectively; high level group were Facebook (4.30), corporate website (4.22), Line (4.18), YouTube (4.00) and Google + (3.57). The moderate level

group included Instagram (3.44), Corporate Blog (3.13), Public Web Blogs (3.26), Wikipedia (3.00). And the low level group was twitter (2.70).

5.4 PR Jobs through Online Social Media

Table 5.9 PR jobs through online social media

PR jobs	Level of practices					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Announcements	161 (40.3)	143 (35.8)	77 (19.3)	14 (3.5)	5 (1.3)	4.10	.91	High
PR research	16 (4.0)	81 (20.3)	127 (31.8)	86 (21.5)	90 (22.5)	2.61	1.15	Moderate
Mass media relations	106 (19.3)	133 (33.3)	107 (26.8)	32 (8.0)	22 (5.5)	3.67	1.11	High
Employee relations	77 (19.3)	131 (32.8)	132 (33.0)	35 (8.8)	25 (6.3)	3.50	1.08	High
Public affair	59 (14.8)	119 (29.8)	148 (37.0)	53 (13.3)	21 (5.3)	3.35	1.05	Moderate
Community relation	55 (13.8)	133 (38.3)	128 (32.0)	46 (11.5)	38 (9.5)	3.30	1.13	Moderate

Table 5.9 (Continued)

PR jobs	Level of practices					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Government relations	38 (9.5)	99 (24.8)	137 (34.3)	78 (19.5)	48 (12.0)	3.00	1.14	Moderate
Investor relations	33 (8.3)	70 (17.5)	128 (32.0)	99 (24.8)	70 (17.5)	2.74	1.17	Moderate
Business relations	62 (15.5)	96 (24.0)	139 (34.8)	62 (15.5)	41 (10.3)	3.19	1.17	High
Issue management	132 (33.0)	155 (38.5)	91 (22.8)	20 (5.0)	2 (.5)	3.98	1.15	High
Risk and crisis management	58 (14.5)	113 (28.3)	128 (32.0)	65 (16.3)	36 (9.0)	3.23	1.15	Moderate
Writing for PR	44 (11.0)	123 (30.8)	122 (30.5)	70 (17.5)	41 (10.3)	3.80	1.15	High

Table 5.9 (Continued)

PR jobs	Level of practices					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
PR media production	141 (35.3)	139 (34.8)	73 (18.3)	31 (7.8)	16 (4.0)	3.89	1.09	High
PR campaign	111 (27.8)	139 (34.8)	110 (27.5)	25 (6.3)	15 (3.8)	3.76	1.04	High
Special PR events	135 (33.3)	147 (36.8)	84 (21.0)	25 (6.8)	15 (1.8)	3.76	.98	High
Marketing PR	132 (33.0)	129 (32.3)	90 (22.5)	31 (7.8)	18 (4.5)	3.81	1.11	High

As shown in table 5.9 the PR jobs through online social media by the private sectors in Thailand were rated between high to moderate levels respectively; high level were announcements (4.10), issue management (3.98), PR media production (3.89), marketing PR (3.81), writing for PR (3.80), special PR events (3.76), PR campaign (3.76), mass media relations (3.67), employee relations (3.50). The moderate level group included public affair (3.35), community relations (3.30), risk and crisis management (3.23), business relations (3.19), investor relations (2.74), and PR research (2.61).

5.5 PR Daily Operations through Online Social Media

Table 5.10 PR daily operations through online social media

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To study the situation in the country	81 (20.3)	197 (49.3)	106 (26.5)	12 (3.0)	4 (1.0)	3.84	.80	High
To study the situation in the foreign countries	50 (12.5)	146 (36.5)	169 (42.3)	26 (6.5)	9 (2.3)	3.50	.87	High
To study the information and business insights related to the company	105 (26.3)	164 (41.0)	109 (27.3)	20 (5.0)	2 (.5)	3.87	.87	High
To monitor the competitors' movement	95 (23.8)	148 (37.0)	124 (31.0)	27 (6.8)	6 (1.5)	3.74	.94	High

Table 5.10 (Continued)

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To disseminate of news and information related to the company's products and services	136 (34.0)	165 (41.3)	85 (21.3)	10 (2.5)	4 (1.0)	4.04	.86	High
To publicize the press releases and PR materials for the media	134 (33.5)	123 (30.8)	89 (22.3)	28 (7.0)	26 (6.5)	3.77	1.17	High
To update information/ the companys' news and announcements	156 (39.0)	140 (35.0)	89 (22.3)	9 (2.3)	6 (1.5)	4.07	.91	High
To follow up on news and issues related to the company	143 (35.8)	146 (36.5)	102 (25.5)	6 (1.5)	3 (.8)	4.05	.85	High
To monitor and collect news and information about the executive	110 (27.5)	148 (37.0)	119 (29.8)	19 (4.8)	4 (1.0)	3.85	.91	High

Table 5.10 (Continued)

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To follow up on news and issues related to the companys' products and services	132 (33.0)	155 (38.8)	91 (22.8)	20 (5.0)	2 (.5)	3.98	.89	High
To monitor news and information about the competitors	103 (25.8)	153 (38.3)	115 (28.8)	23 (5.8)	6 (1.5)	3.81	.93	High
To take control of the dissemination of the companys' news and information	109 (27.3)	157 (39.3)	92 (23.0)	28 (7.0)	14 (3.5)	3.79	1.02	High
To study the target market	95 (23.8)	179 (44.8)	106 (26.5)	12 (3.0)	8 (2.0)	3.85	.88	High

Table 5.10 (Continued)

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To create two-way communication channel with the target market	83 (20.8)	180 (45.0)	113 (28.3)	20 (5.0)	4 (1.0)	3.79	.86	High
To exchange/ share real time news and information with the customers	67 (16.8)	160 (40.0)	132 (33.0)	32 (8.0)	9 (2.3)	3.61	.93	High
To use as a social network among the customers online to be part of the company's operation	69 (17.3)	162 (40.5)	131 (32.8)	26 (6.5)	12 (3.0)	3.62	.94	High
To create PR online activities	84 (21.0)	143 (35.8)	120 (30.0)	33 (8.3)	20 (5.0)	3.59	1.06	High

Table 5.10 (Continued)

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To create viral PR marketing	61 (15.3)	161 (40.3)	120 (30.0)	45 (11.3)	13 (3.3)	3.53	.98	High
To be another PR contact point with the customers	82 (20.5)	154 (38.5)	124 (31.0)	36 (9.0)	4 (1.0)	3.68	.93	High
To build trust among the customers	109 (27.3)	148 (37.0)	104 (26.0)	31 (7.8)	8 (2.0)	3.79	.99	High
To build image of the company's products and services for the customers' awareness and acceptance	126 (31.5)	147 (36.8)	101 (25.3)	21 (5.3)	5 (1.3)	3.92	.94	High
To create interactions with the customers with specific and non-specific purposes	101 (25.3)	161 (40.3)	111 (27.8)	23 (5.8)	4 (1.0)	3.83	.90	High
To survey the customers' opinions, attitudes and behaviors	68 (17.0)	167 (41.8)	119 (29.8)	83 (8.3)	13 (3.3)	3.61	.96	High

Table 5.10 (Continued)

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To create interactions with the customers with specific and non-specific purposes	101 (25.3)	161 (40.3)	111 (27.8)	23 (5.8)	4 (1.0)	3.83	.90	High
To survey the customers' opinions, attitudes and behaviors	68 (17.0)	167 (41.8)	119 (29.8)	83 (8.3)	13 (3.3)	3.61	.96	High
To survey and study the general public's opinions, attitudes and behaviors	67 (16.8)	140 (35.0)	128 (32.0)	44 (11.0)	21 (5.3)	3.47	1.05	High

Table 5.10 (Continued)

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To safeguard misunderstanding and unfavorable attitude towards the company	101 (25.3)	168 (42.0)	99 (24.8)	25 (6.3)	7 (1.8)	3.82	.93	High
To correct the customers' misunderstanding	98 (24.5)	163 (40.8)	113 (28.3)	17 (4.3)	9 (2.3)	3.81	.93	High
To evaluate the progress and results of the execution of PR plans and projects	84 (21.0)	160 (40.0)	119 (29.8)	32 (8.0)	5 (1.3)	3.71	.92	High
To survey and analyze of news and information published online	101 (25.3)	181 (45.3)	86 (21.5)	26 (6.5)	6 (1.5)	3.86	.91	High

Table 5.10 (Continued)

PR daily operations	Level of operation					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
To evaluate the effectiveness of social media for PR	91 (22.8)	164 (41.0)	106 (26.5)	31 (7.8)	8 (2.0)	3.74	.95	High
To monitor the target groups participation in PR activiitie online	91 (22.8)	157 (39.3)	113 (28.3)	21 (5.3)	18 (4.5)	3.70	1.02	High

As shown in table 5.10 the PR daily operation through online social media of the private sectors in Thailand ranked as high respectively. To update information/ the companys' news and announcements (4.07), to follow up on news and issues related to the company (4.05), to disseminate of news and information related to the company's products and services (4.04), to follow up on news and issues related to the companys'products and services (3.98), to build image of the company's products and services for the customers' awareness and acceptance (3.92), to study the information and business insights related to the company (3.87), to survey and analyze of news and information published online (3.86), to monitor and collect news and information about the executive (3.85), to study the target market (3.85), to study the situation in the country (in terms of economic, social, political, cultural and technological matters) (3.84), to create interactions with the customers with specific and non-specific purposes (3.83), to safeguard misunderstanding and unfavorable

attitude towards the company (3.82), to monitor news and information about the competitors (3.82), to correct the customers' misunderstanding (3.81), to take control of the dissemination of the company's news and information (3.79), to build trust among the customers (3.79), to create two-way communication channel with the target market (3.79), to publicize the press releases and PR materials for the media (3.77), to monitor the competitors' movement (3.74), to evaluate the progress and results of the execution of PR plans and projects (3.71), to monitor the target groups participation in PR activities online (3.70), to be another PR contact point with the customers (3.68), as a social network among the customers online to be part of the company's operation (3.62), to exchange/ share real time news and information with the customers (3.61), to survey the customers' opinions, attitudes and behaviors (3.61), to create online activities (3.59), to create PR viral marketing (3.53), to study the situation in the foreign countries (in terms of economic, social, political, cultural and technological matters) (3.50), to survey and study the general public's opinions, attitudes and behaviors (3.47).

5.6 PR Practitioner's Role through Online Social Media

Table 5.11 PR practitioner's role as corporate communication practitioners

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Creating two-way communication channels with the target group	80 (20.0)	175 (43.8)	115 (28.8)	20 (5.0)	10 (2.5)	3.73	.91	High
Timeline communication with the target group	47 (11.8)	119 (29.8)	162 (40.5)	47 (11.8)	25 (6.3)	3.29	.1.02	Moerate
Responding to the target groups' request for information/ details about the company's products and services	69 (17.3)	168 (42.0)	129 (32.3)	26 (6.5)	8 (2.0)	3.66	.90	High

Table 5.11 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Educating and creating understanding among the target group about the company's business operations	81 (20.3)	162 (40.5)	130 (32.5)	21 (5.3)	6 (1.5)	3.72	.89	High
Creating the target group's acceptance and approval of the company's business operations and activities	68 (17.0)	171 (42.8)	129 (32.3)	20 (5.0)	12 (3.0)	3.65	.92	High
In safeguarding misunderstanding through explanations, discussion or clarification to create trust and faith towards the company	83 (20.8)	147 (36.8)	138 (34.5)	24 (6.0)	8 (2.0)	3.68	.93	High

Table 5.11 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Correcting misunderstanding through clarification on the rumors/ issues/ situations	79 (19.8)	153 (38.3)	129 (32.3)	31 (7.8)	8 (2.0)	3.66	.94	High
Presenting the strength of the company's product and services	76 (19.0)	171 (42.8)	128 (32.0)	19 (4.8)	6 (1.5)	3.73	.84	High
Creating good relationships with the target group, making them part of the company's movements and participate the activities	78 (19.5)	176 (44.0)	118 (29.5)	25 (6.3)	3 (.8)	3.75	.86	High

Table 5.11 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Providing support for marketing activities and communicate the related content for public awareness and acceptance to encourage the consumption and/or use of service	87 (21.8)	148 (37.0)	129 (32.3)	30 (7.5)	6 (1.5)	3.70	.94	High
Creating and strengthening the brand/ managing the information/ issues related to the brand to build credibility and word of mouth among the target group	72 (18.0)	147 (36.8)	151 (36.8)	23 (5.8)	7 (1.8)	3.63	.90	High

Table 5.11 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Creating faith towards the content devised to convey with the different target groups	90 (22.5)	155 (38.8)	122 (30.5)	22 (5.5)	11 (2.8)	3.72	.96	High
Creating PR content via computer/internet/ online social media	100 (25.0)	133 (33.3)	128 (32.0)	26 (6.5)	33 (3.3)	3.70	1.01	High
Creating PR content by using logo, color, and designing meaningful product and service to serve corporate business	83 (20.8)	128 (32.0)	145 (36.3)	27 (6.8)	17 (4.3)	3.58	1.02	High

As shown in table 5.11 PR practitioners took important roles as corporate communication practitioners. Their duties and responsibilities were ranked as high and moderate. The details of their duties and responsibilities were ranked as high: in creating good relationships with the target group, making them part of the company's movements and participate the activities (3.75), creating two-way

communication channels with target group (3.73), presenting the strength of the company's product and services (3.73), creating faith towards the content devised to convey with the different target groups (3.72), educating and creating understanding among the target group about the company's business operations (3.72), providing support for marketing activities and communicate the related content for public awareness and acceptance to encourage the consumption and/or use of service (3.70), creating PR content via computer/internet/ online social media (3.70), safeguarding misunderstanding through explanations, discussion or clarification to create trust and faith towards the company (3.68), responding to the target groups' request for information/ details about the company's products and services (3.66), correcting misunderstanding through clarification on the rumors/ issues/ situations (3.66), creating the target group's acceptance and approval of the company's business operations and activities (3.66), creating and strengthening the brand/ managing the information/ issues related to the brand to build credibility and word of mouth among the target group (3.63), creating PR content by using logo, color, and designing meaningful product and service to serve corporate business (3.58). In term of timeline communication with the target group was ranked as moderate (3.20).

Table 5.12 PR practitioner's role in change management

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Encouraging the executive and all personnel to handle the social economic, political, cultural, and technological changes affecting the company's business operations	40 (10.0)	120 (30.0)	167 (41.8)	48 (12.0)	25 (6.3)	3.25	1.00	Moderate
Analyzing and managing the social economic, political, cultural, and technological effects and devising solutions to reduce the negative effects on the business	32 (8.0)	121 (30.0)	164 (41.0)	57 (14.3)	26 (6.5)	3.19	.99	Moderate
Handling customer relations with all target groups and stakeholders	35 (8.8)	115 (28.8)	174 (43.5)	54 (13.5)	22 (5.5)	3.21	.97	Moderate

Table 5.12 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Training all personnel to be ready for social, economic, political, cultural, technological changes by offering training, workshops, seminars, fieldtrips both locally and internationally	29 (7.3)	99 (24.8)	175 (43.8)	61 (15.3)	36 (9.0)	3.06	1.02	Moderate

As shown in table 5.12 PR practitioners took important roles in change management. Their duties and responsibilities were ranked as moderate. The details of their duties and responsibilities were ranked as moderate: in encouraging the executive and all personnel to handle the social economic, political, cultural, and technological changes affecting the company's business operations (3.25), in handling customer relations with all target groups and stakeholders (3.21), in analyzing and managing the social economic, political, cultural, and technological effects and devising solutions to reduce the negative effects on the business (3.19), in training all personnel to be ready for social, economic, political, cultural, technological changes by offering training, workshops, seminars, fieldtrips both locally and internationally (3.06).

Table 5.13 PR practitioner's role in situation management

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Forecasting and interpreting social issues including the attitude public opinions' target groups affecting the business corporate	29 (7.3)	106 (26.5)	183 (45.8)	55 (13.8)	27 (6.8)	3.13	.97	Moderate
Analyzing positive and negative the situation of society, economy, politics, culture and technology affect the business corporate	37 (9.3)	105 (26.3)	175 (43.8)	59 (14.8)	24 (6.0)	3.18	.99	Moderate
Creating PR plans and projects	65 (16.3)	135 (33.8)	156 (39.0)	28 (7.0)	16 (4.0)	3.51	.97	High

Table 5.13 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Implementing systematic PR plans	83 (20.8)	137 (34.3)	147 (36.8)	22 (5.5)	11 (2.8)	3.64	.95	High
Analyzing and evaluating the follow-up before/ during/ after the execution PR plans and projects	68 (17.0)	127 (31.8)	163 (40.8)	27 (6.8)	15 (3.8)	3.51	.97	High

As shown in table 5.13 PR practitioners took important roles in situation management. Their duties and responsibilities were ranked as high and moderate. The details of their duties and responsibilities were ranked as high: in implementating systematic PR plans (3.64), in creating PR plans and projects (3.51), and analyzing and in evaluating the follow-up before/ during/after the execution PR plans and projects (3.51).

The details of their duties and responsibilities were ranked as moderate: in analyzing positive and negative the situation of society, economy, politics, culture and technology affect the business corporate (3.18), and in forecasting and interpreting social issues including the attitude public opinions' target groups affecting the business corporate (3.13).

Table 5.14 PR practitioner's role as manager

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Encouraging PR executive and personnel participate in the decision making on PR matters	43 (10.8)	128 (32.0)	156 (39.0)	50 (12.5)	23 (5.8)	3.29	1.01	Moderate
Encouraging PR executive and personnel participate in the decision making on PR strategies	46 (11.5)	125 (31.3)	158 (39.5)	48 (12.0)	23 (5.8)	3.80	1.01	High
Handling other jobs in PR department	51 (12.8)	103 (25.8)	154 (38.5)	60 (15.0)	32 (8.0)	3.20	1.09	Moderate
Executing and coordinating with digital media executive	58 (14.5)	125 (31.3)	146 (36.5)	47 (11.8)	24 (6.0)	3.36	1.01	Moderate

Table 5.14 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Executing and coordinating PR tasks with personnel in digital media, marketing and other supporting units	61 (15.3)	144 (36.0)	135 (33.8)	42 (10.5)	18 (4.5)	3.47	1.01	Moderate

As shown in table 5.14 PR practitioners took important roles as manager. Their duties and responsibilities were ranked as high and moderate. The details of their duties and responsibilities were ranked as high: in encouraging the PR executive and personnel participate in decision making on PR matters (3.80). The details of their duties and responsibilities were ranked as moderate: in executing and coordinating PR tasks with personnel in digital media, marketing and other supporting units (3.47), in working and coordinating with digital media executive (3.36), in encouraging PR executive and personnel participate in making decision on PR strategies, and in handling other PR jobs in PR department (planning, recruiting and training) (3.20).

Table 5.15 PR practitioner's role as counselor

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Working as PR manager	40 (10.0)	99 (24.8)	159 (39.8)	55 (13.8)	47 (11.8)	3.07	1.11	Moderate
Providing counsels PR practices for executive	42 (10.5)	92 (23.0)	152 (38.0)	62 (15.5)	52 (13.0)	3.02	1.15	Moderate
Providing consels and suggest PR strategy to build corporate image, product image, service image and executive image	51 (12.8)	99 (24.8)	164 (41.0)	41 (10.3)	45 (11.3)	3.17	1.13	Moderate

Table 5.15 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Providing counsels and PR strategy to tackle the change of society, economy, politics, culture, technology and PR crisis	37 (9.3)	117 (29.3)	146 (36.5)	55 (13.8)	45 (11.3)	3.11	1.11	Moderate
Providing counsels and strategy of using online social media as corporate PR innovation	48 (12.0)	121 (30.3)	155 (38.8)	38 (9.5)	38 (9.5)	3.25	1.09	Moderate
Providing counsels of PR strategy to all executive levels	40 (10.0)	113 (28.3)	152 (38.0)	50 (12.5)	45 (11.3)	3.13	1.11	Moderate

As shown in table 5.15 PR practitioners took important roles as counselor. Their duties and responsibilities were ranked as moderate. The details of theirs duties and responsibilities were ranked as moderate: in providing counsels and strategy of use of online social media as corporate PR innovation (3.25), in providing consels and suggest PR strategy to build corporate image, product image, service image

and executive image (3.17), in providing counsels PR strategy to all executive levels (3.13), in providing counsels and PR strategy to tackle the change of society, economy, politics, culture, technology and PR crisis (3.11), in working as PR manager (3.07), and in providing counsels PR practices for all executives (3.02).

Table 5.16 PR practitioner's role in creating interactions and relationships

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Creating good relationships with the target groups	71 (17.8)	132 (33.0)	153 (38.3)	30 (7.5)	14 (3.5)	3.54	.98	High
Creating good relationships with the press and media in disseminating informative content	82 (20.5)	114 (28.5)	155 (38.8)	27 (6.8)	22 (5.5)	3.51	1.06	High
Creating good relationship through PR activities with surrounding communities and/or nearby vicinity affected by corporate business operations	67 (16.8)	108 (27.0)	161 (40.3)	35 (8.8)	29 (7.3)	3.37	1.08	High

Table 5.16 (Continued)

PR practitioner's role	Level of role					\bar{X}	s.d.	Meaning
	Most	Much	Neutral	Less	Least			
Creating good relationship with investors	47 (11.8)	112 (28.0)	153 (38.3)	41 (9.5)	47 (11.8)	3.17	1.13	High
Creating good relationship with general public, specific target group, general target group, customers via PR online activities	67 (16.8)	139 (34.8)	145 (36.3)	32 (8.0)	17 (4.3)	3.51	1.00	High

As shown in table 5.16 PR practitioners took important roles in creating interactions and relationships through online social media. Their duties and responsibilities were ranked as high and moderate. The details of their duties and responsibilities were ranked as high: in creating good relationships with the target groups (3.54), in creating good relationships with the press and media in disseminating informative content (3.51), in creating good relationship with general public, specific target group, general target group, customers via PR online activities (3.51).

The details of their duties and responsibilities were ranked as moderate: in creating good relationship through PR activities with surrounding communities and/or nearby vicinity affected by corporate business operations (3.37), and in creating good relationship with investors (3.17).

5.7 Research Hypothesis Testing

T-test and One Way ANOVA, the inferential statistics, were used to the test hypotheses. The researcher determined the level of significance at .05 . The research hypothesis testing was found as the following.

The hypothesis testing of research hypothesis 1: PR practitioners of different gender, age, level of education, working experience and position use online social media for PR operation differently.

1) PR practitioners of different gender use online social media for PR operation differently.

Table 5.17 The difference of gender with the use of online social media for PR operations

Gender	Mean	s.d.	t-test	<i>p</i>
Male	3.51	.70	1.386	.167
Female	3.61	.69		

As shown in table 5.17 male and female PR practitioners used online social media for PR operations not differently.

Table 5.18 The analysis of variance of age with the use of online social media for PR operations

Age	Mean	s.d.	t-test	<i>p</i>
20-25	3.79	.56	4.041*	.001
26-30	3.65	.70		
31-35	3.66	.65		
36-40	3.38	.73		
41-45	3.25	.63		
46-50	3.53	.63		
51-55	3.54	.78803		

*Statistical significant at level .05

As shown in table 5.18 PR practitioners of different ages used online social media for PR operations differently with statistical significant at level .05.

Table 5.19 The comparative analysis difference of age with the use of online social media for PR operations

Age	\bar{x}	Age 20-25	Age 26-30	Age 31-35	Age 36-40	Age 41-45	Age 46-50	Age 51-55
20-25	3.79	-	.13815	.13224	.40436*	.57308*	.25894	.24779
26-30	3.65	.13815	-	.00591	.26621*	.39893*	.12079	.10964
31-35	3.66	.13224	.00591	-	.27212*	.40484*	.12670	.11555
36-40	3.38	.40436*	.26621*	.27212*	-	.13272	.14542	.15657
41-45	3.25	.53708*	.39893*	.40484*	.13272	-	.27814	.28929
46-50	3.53	.25894	.12079	.12670	.14542	.27814	-	.01115
51-55	3.54	.24779	.10964	.11555	.15657	.28929	.01115	-

*Statistical significant at level .05

As shown in table in 5.19 PR practitioners aged between 36-40 and 41-45 used online social media for PR operations more than PR practitioners aged between 20-25, 26-30 and 31-35. In the part of PR practitioners aged between 20-25, 26-30 and 31-35 used online social media for PR operations more than PR practitioners aged between 41-45 with statistical at level.05.

2) PR practitioners of level of education use online social media for PR operations differently.

Table 5.20 The analysis of variance of educational level with the use of online social media for PR operations

Education	Mean	S.D.	F-test	P
Vocational or higher vocational	3.14	.75	3.110*	.026
Bachelor's degree	3.64	.64		
Master's degree	3.49	.75		
Doctoral's degree	3.40	1.49		

*Statistical significant at level .05

As shown in table 5.20 PR practitioners of different educational level used online social media for PR operations differently with statistical significance level .05

Table 5.21 The comparative analysis of the difference of educational level with using online social media for PR operations

Education	Mean	Educational level			
		Vocational or higher vocational	Bachelor's degree	Master's degree	Doctoral's degree
Vocational or higher vocational	3.14	-	.50775*	.35677	-.25833
Bachelor's degree	3.64	.50775*	-	.15098*	.24942
Master's degree	3.49	.35677	.15098*	-	.09844
Doctoral's degree	3.40	.25833	.24942	.09844	-

*Statistical significant at level .05

As shown in table 5.21 PR practitioners of educational qualification of Bachelor's Degree used online social media for PR operations more than PR practitioners with educational qualification of Vocational or higher and Master's Degree with with statistical significance level .05

3) PR practitioners of different working experience use online social media for PR operations differently.

Table 5.22 The analysis of variance of working experience with the use of online social media for PR operations

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.71	.50	3.881*	.009
2-5 years	3.69	.67		
More than 5 years	3.61	.69		
More than 10 years	3.43	.73		

*Statistical significant at level .05

As shown in table 5.22 PR practitioners of different working experience used online social media for operations differently with statistical significance level .05

Table 5.23 The comparative analysis of the difference of working experience with the use of online social media for PR operations

Experience	Mean	Working experience			
		1 year or lower	2-5 years	More than 5 years	More than 10 years
1 year or lower	3.71	-	.01110	.09496	.27497
2-5 years	3.69	.01110	-	.08386	.26387*
More than 5 years	3.61	.09496	.08386	-	.18001
More than 10 years	3.43	.27497	.26387*	.18001	-

*Statistical significant at level .05

As shown in table 5.23 PR practitioners of 10 years of working experiences used online social media for PR operations more than PR practitioners with 2-5 years of working experiences.

4) PR practitioners of different positions use online social media for PR operations differently.

Table 5.24 The analysis of variance of positions with using of online social media for PR operations

Positions	Mean	S.D.	F-test	P
PR practitioner	3.56	.65	1.507	.199
Marketer / Marketing communication practitioner	3.81	.74		
Primary executive level	3.48	.75		
Intermediate executive level	3.56	.81		
High executive level	3.61	.79		

As shown in table 5.24 PR practitioners of different positions used online social media for PR operations not differently.

The hypothesis testing of research hypothesis 2: PR practitioners of different gender, age, level of education, working experience and position have PR jobs through online social media differently

5) PR practitioners of different gender have PR jobs through online social media differently.

Table 5.25 The difference of gender with PR jobs through online social media

Gender	Mean	S.D.	F-test	<i>P</i>
Male	3.46	.73	.413	.679
Female	3.43	.68		

As shown in table 5.25 male and female PR practitioners had PR jobs through online social media not differently.

6) PR practitioners of different age have PR jobs through online social media differently.

Table 5.26 The analysis of variance of age with PR jobs through online social media

Age	Mean	S.D.	F-test	<i>p</i>
20-25	3.64	.55	1.695	.121
26-30	3.42	.73		
31-35	3.35	.70		
36-40	3.27	.63		
41-45	3.50	.80		
46-50	3.47	.68		
51-55	3.46	.75		

As shown in table 5.26 PR practitioners of different age had PR jobs through online social media not differently.

7) PR practitioners of different level of education have PR jobs through online social media differently.

Table 5.27 The analysis of variance of level of education with PR jobs through online social media

Education	Mean	S.D.	F-test	P
Vocational or higher vocational	3.55	.39	.504	.680
Bachelor's degree	3.44	.68		
Master's degree	3.41	.74		
Doctoral's degree	3.85	1.01		

As shown in table 5.27 PR practitioners of different level of education had PR jobs through online social media not differently.

8) PR practitioners of different working experience have PR jobs through online social media differently.

Table 5.28 The analysis of variance of working experience with PR jobs through online social media

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.46	.60	.382	.766
2-5 years	3.48	.64		
More than 5 years	3.44	.71		
More than 10 years	3.39	.75		

As shown in table 5.28 PR practitioners of different working experience had PR jobs through online social media not differently.

9) PR practitioners of different positions have PR jobs through online social media differently.

Table 5.29 The analysis of variance of positions with PR jobs through online social media

Position	Mean	S.D.	F-test	P
PR practitioner	3.40	.67	1.387	.238
Marketer / Marketing communication practitioner	3.42	.74		
Primary executive level	3.50	.81		
Intermediate executive level	3.59	.71		
High executive level	3.75	.71		

As shown in table 5.29 PR practitioner of different positions had PR jobs through online social media not differently.

The hypothesis testing of research hypothesis 3: PR practitioner of different gender, age, level of education, working experience and position have daily PR operations through online social media differently

10) PR practitioners of different gender have daily PR operations through online social media differently.

Table 5.30 The analysis of variance of gender with daily PR operations through online social media

Gender	Mean	S.D.	F-test	<i>P</i>
Male	3.75	.63	.438	.661
Female	3.78	.60		

As shown in table 5.30 PR practitioner of different gender had daily PR operations through online social media not differently.

11) PR practitioners of different age have daily PR operations through online social media differently.

Table 5.31 The analysis of variance of age with daily PR operations through online social media

Age	Mean	S.D.	F-test	<i>P</i>
20-25	3.77	.53	.411	.871
26-30	3.72	.53		
31-35	3.76	.59		
36-40	3.79	.72		
41-45	3.87	.74		
46-50	3.86	.58		
51-55	3.75	.71		

As shown in table 5.31 PR practitioners of different age had daily PR operations through online social media not differently.

12) PR practitioners of different of educational level have daily PR operations through online social media differently.

Table 5.32 The analysis of variance of educational level with daily PR operations through online social media

Level of education	Mean	S.D.	F-test	P
Vocational or higher vocational	3.67	.68	2.148	.094
Bachelor's degree	3.72	.58		
Master's degree	3.88	.66		
Doctoral's degree	4.04	.70		

As shown in table 5.32 PR practitioners of different educational level had daily PR operations through online social media not differently.

13) PR practitioners of different of working experience have daily PR operations through online social media differently.

Table 5.33 The analysis of variance of working experience with daily PR operations through online social media

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.80	.47	2.253	0.82
2-5 years	3.67	.51		
More than 5 years	3.76	.68		
More than 10 years	3.86	.66		

As shown in table 5.33 PR practitioners of different working experience had daily PR operations through online social media not differently.

14) PR practitioners of different of positions have daily PR operations through online social media differently.

Table 5.34 The analysis of variance of positions with daily PR operations through online social media

Position	Mean	S.D.	F-test	<i>P</i>
PR practitioner	3.69	.59	5.728*	.000
Marketer / Marketing communication practitioner	3.89	.52		
Primary executive level	3.89	.65		
Intermediate executive level	3.93	.70		
High executive level	4.33	.53		

*Statistical significant at level .05

As shown in table 5.34 PR practitioner of different positions had daily PR operations through online social media differently with statistical significance level .05.

Table 5.35 The comparative analysis difference of positions with daily PR operations through online social media

Position	Mean	Position				
		PR practitioner	Marketer / Marketing communication practitioner	Primary executive level	Intermediate executive level	High executive level
PR practitioner	3.69	-	.20439*	.20195*	.24030*	.63988*
Marketer / Marketing communication practitioner	3.89	.20439*	-	.00243	.03592	.43550*
Primary executive level	3.89	.20195*	.00243	-	.03835	.43793*
Intermediate executive level	3.93	.24030*	.03592	.03835	-	.39958*
High executive level	4.33	.63988*	.43550*	.43793*	.39958*	-

*Statistical significant at level .05

As shown in table 5.35 high PR executive level had daily PR operations through online social media more than PR practitioners, marketers/ marketing communication practitioners, intermediate PR executive level, and primary PR executive level. In the part of marketers / marketing communication practitioners, intermediate PR executive level, and primary PR executive level had daily PR operations through online social media more than PR practitioner with statistical significance level .05.

The hypothesis testing of research hypothesis 4: PR practitioners of different gender, working experience and position take PR roles as corporate communication practitioner differently.

15) PR practitioners of different gender take PR role as corporate communication practitioner differently.

Table 5.36 The analysis of variance of gender with PR role as corporate communication practitioner

Gender	Mean	S.D.	F-test	P
Male	3.68	.74	.473	.636
Female	3.64	.72		

As shown in table 5.36 male and female practitioners took their responsibility as corporate communication practitioner not differently.

16) PR practitioners with different working experience take PR role as corporate communication practitioner differently.

Table 5.37 The analysis of variance of working experience with PR role as corporate communication practitioner

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.83	.51	1.589	.192
2-5 years	3.56	.60		
More than 5 years	3.64	.75		
More than 10 years	3.71	.84		

As shown in table 5.37 PR practitioners of different working experience took their responsibility as corporate communication practitioner not differently.

17) PR practitioners of different position take PR role as corporate communication practitioner differently.

Table 5.38 The analysis of variance of position with PR role as corporate communication practitioner

Working experience	Mean	S.D.	F-test	<i>P</i>
PR practitioner	3.56	.69	7.673*	.000
Marketer / Marketing communication practitioner	3.80	.61		
Primary executive level	3.62	.87		
Intermediate executive level	3.92	.73		
High executive level	4.49	.56		

*Statistical significant at level .05

As shown in table 5.38 PR practitioners of different position took their responsibility as corporate communication practitioner differently with statistical significance level .05

Table 5.39 The comparative analysis difference of positions with PR role as corporate communication practitioner

Position	Mean	Position				
		PR practitioner	Marketer / Marketing communication practitioner	Primary executive level	Intermediate executive level	High executive level
PR practitioner	3.56	-	.23590*	.06349	.35995*	.93048*
Marketer / Marketing communication practitioner	3.80	.23590*	-	.17242	.12405	.69457*
Primary executive level	3.62	.06349	.17242	-	.29646	.86699*
Intermediate executive level	3.92	.35995*	.12405	.29646	-	.57053*
High executive level	4.49	.93048*	.69457*	.86699*	.57053*	-

*Statistical significant at level .05

As shown in table 5.39 high PR executive level took their responsibility as corporate communication practitioner more than PR practitioners, marketers/marketing communication practitioners, intermediate PR executive level, and primary PR executive level with statistical significance level .05.

The hypothesis testing of research hypothesis 5: PR practitioners of different gender, working experience and position take PR roles in change management differently.

18) PR practitioners of different gender take PR role in change management differently.

Table 5.40 The analysis of variance of gender with PR role in change management

Gender	Mean	S.D.	F-test	P
Male	3.27	.85	1.569	.117
Female	3.13	.87		

As shown in table 5.40 male and female practitioners took their responsibility in change management not differently.

19) PR practitioners of different working experience take PR role in change management differently.

Table 5.41 The analysis of variance of working experience with PR role in change management

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.28	.65	.233	.874
2-5 years	3.20	.75		
More than 5 years	3.15	.89		
More than 10 years	3.15	.99		

As shown in table 5.41 PR practitioners of different working experience took their responsibility in change management not differently.

20) PR practitioners of different position take PR role in change management differently.

Table 5.42 The analysis of variance of position with PR role in change management

Position	Mean	S.D.	F-test	<i>p</i>
PR practitioner	3.13	.83	2.787*	.026
Marketer / Marketing communication practitioner	3.11	.72		
Primary executive level	3.18	.95		
Intermediate executive level	3.38	1.12		
High executive level	3.83	.78		

*Statistical significant at level .05

As shown in table 5.42 PR practitioners of different position took their responsibility in change management differently.

Table 5.43 The comparative analysis difference of positions with PR role in change management

Position	Mean	Position				
		PR practitioner	Marketer / Marketing communication practitioner	Primary executive level	Intermediate executive level	High executive level
PR practitioner	3.13	-	.01750	.04910	.25122	.70815*
Marketer / Marketing communication practitioner	3.11	.01750	-	.06660	.26872	.72565*
Primary executive level	3.18	.04910	.06660	-	.20212	.65905*
Intermediate executive level	3.38	.25122	.26872	.20212	-	.45693
High executive level	3.83	.70815*	.72565*	.65905*	.45639	-

*Statistical significant at level .05

As shown in table 5.43 higher PR executive level took their responsibility in change management more than PR practitioners, marketers/ marketing communication practitioners, primary PR executive level with statistical significance level .05

21) PR practitioners with different gender take PR role in situation management differently.

Table 5.44 The analysis of variance of gender with PR role in situation management

Gender	Mean	S.D.	F-test	<i>P</i>
Male	3.38	.79	-.234	.815
Female	3.40	.80		

As shown in table 5.44 PR practitioners of different gender took their responsibility in situation management not differently.

22) PR practitioners of different working experience take PR role in situation management differently.

Table 5.45 The analysis of variance of working experience with PR role in situation management

Experience	Mean	S.D.	F-test	<i>P</i>
1 year or lower	3.35	.74	2.598*	.052
2-5 years	3.36	.69		
More than 5 years	3.24	.84		
More than 10 years	3.53	.85		

*Statistical significant at level .05

As shown in table 5.45 PR practitioners of different working experience took their responsibility in situation management differently.

Table 5.46 The comparative analysis difference of working experience with PR role in situation management

Experience	Mean	Working experience			
		1 year or lower	2-5 years	More than 5 years	More than 10 years
1 year or lower	3.35	-	.00830	.11466	.17199
2-5 years	3.36	.00830	-	.12296	.16369
More than 5 years	3.24	.11466	.12296	-	.28666*
More than 10 years	3.53	.17199	.16369	.28666*	-

*Statistical significant at level .05

As shown in table 5.46 PR practitioners with more than 10 years working experience took their role in situation management more than PR practitioners with more than 5 years working experience with statistical significance level .05

23) PR practitioners of different position take PR role in situation management differently.

Table 5.47 The analysis of variance of position with PR role in situation management

Position	Mean	S.D.	F-test	P
PR practitioner	3.29	.77	6.647*	.000
Marketer / Marketing communication practitioner	3.40	.70		
Primary executive level	3.44	.86		
Intermediate executive level	3.90	.80		
High executive level	3.97	.63		

*Statistical significant at level .05

As shown in table 5.47 PR practitioners of different positions took their responsibility in situation management differently.

Table 5.48 The comparative analysis difference of working experience with PR role in situation management

Position	Mean	Position				
		PR practitioner	Marketer / Marketing communication practitioner	Primary executive level	Intermediate executive level	High executive level
PR practitioner	3.29	-	.11400	.14677	.06491*	.67633*
Marketer / Marketing communication practitioner	3.40	.11400	-	.03277	.49091*	.56234*
Primary executive level	3.44	.14677	.03277	-	.45814*	.52957*
Intermediate executive level	3.90	.60491*	.49091*	.45814*	-	.07143
High executive level	3.97	.67633*	.56234*	.52957*	.07143	-

*Statistical significant at level .05

As shown in table 5.48 higher and intermediate PR executive level took their responsibility in situation management more than PR practitioner, marketers/ marketing communication practitioners, and primary PR executive level with statistical significance level .05

24) PR practitioners of different gender take PR role as manager differently.

Table 5.49 The analysis of variance of gender with PR role as manager

Gender	Mean	S.D.	F-test	P
Male	3.36	.91	-.532	.595
Female	3.31	.88		

As shown in table 5.49 male and female practitioners took their responsibility as manager not differently.

25) PR practitioner of different working experience takes PR role as manager differently.

Table 5.50 The analysis of variance of working experience with PR role as manager

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.28	.84	.809	.490
2-5 years	3.26	.73		
More than 5 years	3.28	.95		
More than 10 years	3.41	.99		

As shown in table 5.50 male and female practitioners with different working experience took their responsibility as manager not differently.

26) PR practitioners of different position take PR role as manager differently.

Table 5.51 The analysis of variance of position with PR role as manager

Position	Mean	S.D.	F-test	P
PR practitioner	3.18	.84	9.803*	.000
Marketer / Marketing communication practitioner	3.36	.78		
Primary executive level	3.42	.96		
Intermediate executive level	3.81	.95		
High executive level	4.37	.65		

*Statistical significant at level .05

As shown in table 5.51 male and female practitioners with different position took their responsibility as manager differently.

Table 5.52 The comparative analysis difference of position with PR role as manager

Position	Mean	Position				
		PR practitioner	Marketer / Marketing communication practitioner	Primary executive level	Intermediate executive level	High executive level
PR practitioner	3.18	-	.17950	.23458	.62309*	1.18275*
Marketer / Marketing communication practitioner	3.36	.17950	-	.05507	.44358*	1.00325*
Primary executive level	3.42	.23458	.05507	-	.38851*	.94817*
Intermediate executive level	3.81	.62309*	.44358*	.38851*	-	.55966*
High executive level	4.37	1.18275*	1.00325*	.94817*	.55966*	-

*Statistical significant at level .05

As shown in table 5.52 high PR executive level took their role as manager more than PR practitioners, marketers/ marketing communication practitioners, intermediate PR executives level, and primary PR executive level with statistical significant at level .05

27) PR practitioners of different gender take PR role in counseling differently.

Table 5.53 The analysis of variance of gender with PR role in counseling

Gender	Mean	S.D.	F-test	P
Male	3.22	.95	1.347	.179
Female	3.07	1.03		

As shown in table 5.53 male and female practitioners took their responsibility in counseling not differently.

28) PR practitioners of different working experience take PR role in counseling differently.

Table 5.54 The analysis of variance of working experience with PR role in counseling

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.10	.87	1.023	.382
2-5 years	3.06	.89		
More than 5 years	3.05	1.01		
More than 10 years	3.24	1.12		

As shown in table 5.54 male and female practitioners with different working experience took their responsibility as counseling not differently.

29) PR practitioners of different position take PR role in counseling differently.

Table 5.55 The analysis of variance of position with PR role in counseling

Position	Mean	S.D.	F-test	P
PR practitioner	2.97	.05	9.723*	.000
Marketer / Marketing communication practitioner	3.07	1.02		
Primary executive level	3.24	1.01		
Intermediate executive level	3.81	.95		
High executive level	4.13	1.03		

*Statistical significant at level .05

As shown in table 5.55 male and female practitioners with different position took their responsibility in counseling differently.

Table 5.56 The comparative analysis difference of position with PR role in counseling

Position	Mean	Position				
		PR practitioner	Marketer / Marketing communication practitioner	Primary executive level	Intermediate executive level	High executive level
PR practitioner	2.97	-	.09558	.26431	.83385*	1.15108*
Marketer / Marketing communication practitioner	3.07	.09588	-	.16843	.73797*	1.05519*
Primary executive level	3.24	.26431	.16843	-	.56954*	.88677*
Intermediate executive level	3.81	.83385*	.73797*	.56954*	-	.31723*
High executive level	4.13	1.15108*	1.05519*	.88677*	.31723*	-

*Statistical significant at level .05

As shown in table 5.56 high PR executive level took their responsibility in counseling more than PR practitioners, marketers, marketing communication practitioners, and primary PR executive level with statistical significant at level .05

30) PR practitioners of different gender take PR role in interaction and relationship building differently.

Table 5.57 The analysis of variance of gender with PR role in interaction and relationship building

Gender	Mean	S.D.	F-test	P
Male	3.42	.85	.063	.950
Female	3.42	.88		

As shown in table 5.57 male and female practitioners took their responsibility in interaction and relationship building not differently.

31) PR practitioners of different working experience take PR role in interaction and relationship building differently.

Table 5.58 The analysis of variance of working experience with PR role in interaction and relationship building

Working experience	Mean	S.D.	F-test	P
1 year or lower	3.45	.69	.288	.834
2-5 years	3.47	.74		
More than 5 years	3.36	.92		
More than 10 years	3.40	.97		

As shown in table 5.58 PR practitioners of different working experience took their responsibility in interaction and relationship building not differently.

32) PR practitioners of different position take PR role in interaction and relationship building differently.

Table 5.59 The analysis of variance of position with PR role in interaction and relationship building

Position	Mean	S.D.	F-test	<i>P</i>
PR practitioner	3.34	.86	3.115*	.015
Marketer / Marketing communication practitioner	3.61	.78		
Primary executive level	3.35	.99		
Intermediate executive level	3.61	.78		
High executive level	4.00	.70		

*Statistical significant at level .05

As shown in table 5.59 PR practitioners of different position took their responsibility in interaction and relationship building differently.

Table 5.60 The comparative analysis difference of position with PR role in interaction and relationship building

Position	Mean	Position				
		PR practitioner	Marketer / Marketing communication practitioner	Primary executive level	Intermediate executive level	High executive level
PR practitioner	3.34	-	.26950	.00946	.26897	.65123*
Marketer / Marketing communication practitioner	3.61	.26950	-	.26004	.00053	.38182
Primary executive level	3.35	.00946	.26004	-	.25951	.64186*
Intermediate executive level	3.61	.26897	.00053	.25951	-	.38235
High executive level	4.00	.65132*	.38182	.64186*	.38235	-

*Statistical significant at level .05

As shown in table 5.60 high PR executive level took their responsibility in interaction and relationship building more than PR practitioners and primary PR executive level with statistical significant at level .05

33) The summary of dependent and independent variable and the statistical significant level of research hypothesis.

Table 5.61 Dependent and independent variable and the statistical significant level of research hypothesis

Dependent variable	Independent variable	Significant level
Gender	The use of online social media	×
Age		✓
Eeducation		✓
Experience		✓
Position		✓
Gender	PR jobs	×
Age		×
Education		×
Experience		×
Position		×
Gender	Daily PR operations	×
Age		×
Education		×
Experience		×
Position		✓

✓ = Statistical significant at level .05

×

Table 5.61 (Continued)

Dependent	Independent variable	Significant
Gender	Corporate communication practitioner role	×
Experience		×
Position		✓
Gender	Change management role	×
Experience		×
Position		✓
Gender	Situation management role	×
Experience		✓
Position		✓
Gender	Manager role	×
Experience		×
Position		✓
Gender	Counseling role	×
Experience		×
Position		✓
Gender	Interaction and relationship building role	×
Experience		×
Position		✓

✓ = Statistical significant at level .05

×

× = Non statistical significant at level .05

As shown in table 5.61 the researcher concluded the difference of the dependent and independent variables and the statistical significant level of research hypothesis as follows.

PR practitioners of different age, educational level, working experience, and position used online social media for PR operations differently with statistical significant at level .05.

PR practitioners of different gender, age, educational level, working experience, and position had PR jobs through online social media not differently.

PR practitioners of different position had daily PR operations through online social media differently with statistical significant at level .05.

PR practitioners of different position took their roles as corporate communication practitioner differently with statistical significant at level .05.

PR practitioners of different position took their role in change management differently with statistical significant at level .05.

PR practitioners of different working experience and different position took their role in situation management differently with statistical significant at level .05

PR practitioners of different position took their role as manager differently with statistical significant at level .05.

PR practitioners of different position took their roles in counseling differently.

PR practitioners of different position took their role in interaction and building relationship differently with statistical significant at level .05.

CHAPTER 6

THE CONTENT ANALYSIS

The content in chapter 6 was the research finding stage 2. It was conducted by qualitative research method by means of content analysis to answer research questions 3: to study the platform of the use of online social media, the objectives of the use of online social media, the platform of PR and the PR content on both website and on online social media sites of the private sectors in Thailand.

The researcher gathered data on corporate website and online social media site of the 893 private sectors registered in The Stock Exchange of Thailand in 2014, Bangkok. The research used multi stage sampling technic to select samples. The research drew lots 40 business corporates for overview study and drew lots 12 business compaines according to classification business corporates for case study. The samples were totally 52.

The researcher used findings of the qualittitative research as a criteria of variable measurement as follows.

The platform of the use of online social media were classified as Web blogs (an individual media on internet to disseminate information, news, knowledge, opinion, share for the people to read, give their opinion). Social network (online social network connected between individual, the individual groups to make for a social groups for example Facebook, Line, Instagram, Twitter). Micro blogging and micro sharing (website service to the general public. The users write a short message to show their status). Online video (website service online video without charge, users choose to watch on demand and there is a link to web vidio related such as You Tube). Wikis (website as a source of information or knowledge, users are scholar, professional, specialist).

The objective of use of online social media. They were used as the main media outlets, to complement the traditional media, to facilitate the modernization's internal

and external communications, to advertise and promote the organization and its products and services, as information technology for PR, to manage the information, details and issues concerning the organization, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people) and to create business advantages for the company.

PR forms. They were used as corporate PR and marketing PR.

PR contents. They were corporate movement and information, business market positioning, executive vision, product and service value, communication for engagement, data research service and consultant, corporate marketing agenda, innovation and business connection, expert/ award/ ranking, and social content.

The researcher introduced the overview study of the 40 private sectors (table 6.1 to 6.22) and the case study of 12 private sectors according to classification business corporates (table 6.23 to 6.34).

6.1 The Overview Study of 40 Corporate Businesses

Table 6.1 The platform of the use of online social media

The platform of use of online social media	Frequency*	Percentage
Corporate Website	40	100.0
Facebook	40	100.0
YouTube	27	67.5
Instagram	12	30.0
Line	14	35.0
Wikipedia	26	65.0
Twitter	22	55.0

*The private sectors used the platform of online social media more than one platform.

Percentage compared the number of samples of 40 corporates.

As shown in table 6.1 the private sectors used Corporate Website and Facebook were rated as highest level (100.0). YouTube (67.5) and Wikipedia (65.0) were followed respectively.

Table 6.2 The objectives of the use of Corporate Website

The objectives	Frequency*	Percentage
1.To use as the main media outlets	17	42.5
2.To complement the traditional media	23	57.5
3.To facilitate the modernization	15	37.5
4.To advertise and promote the organization and its products and services	40	100.0
5.To use as information technology for PR	39	97.5
6.To manage the information	38	95.0
7.To create social networks and interactions	38	95.0
8.To create trends and interest in the market	20	50.0
9.To encourage specific target groups'	1	2.5
10. To create business advantages for the company	39	97.5

*The private sectors aimed to use Corporate Website more than one objective. Percentage compared the number of samples of 40 corporates.

As shown in table 6.2 the private sectors aimed to use Corporate Website to advertise and promote the organization and its products and services ranked as highest level (100.0). To use as information technology for PR and create business advantages for the company (97.5), to manage the information and create social networks and interactions (95.0) were followed respectively.

Table 6.3 The objectives of the use of Facebook

The objectives	Frequency*	Percentage
1.To use as the main media outlets	9	22.5
2.To complement the traditional media	29	72.5
3.To facilitate the modernization	1	2.5
4.To advertise and promote the organization and its products and services	37	92.5
5.To use as information technology for PR	5	12.5
6.To manage the information	3	7.5
7.To create social networks and interactions	39	97.5
8.To create trends and interest in the market	37	92.5
9.To encourage specific target groups'	35	87.5
10. To create business advantages for the company	6	15.0

*The private sectors aimed to use Facebook more than one objective. Percentage compared the number of samples of 40 corporates.

As shown in table 6.3 the private sectors aimed to use Facebook to create social networks and interactions was ranked as highest level (97.5). To advertise and promote the organization and its products and services (92.5), and to encourage specific target groups' (87.5) were followed respectively.

Table 6.4 The objectives of the use of Twitter

The objectives	Frequency*	Percentage
1.To use as the main media outlets	3	7.5
2.To complement the traditional media	20	50.0
3.To facilitate the modernization	-	-
4.To advertise and promote the organization and its products and services	20	50.0
5.To use as information technology for PR	1	2.5
6.To manage the information	1	2.5
7.To create social networks and interactions	23	57.5
8.To create trends and interest in the market	23	57.5
9.To encourage specific target groups'	21	52.5
10. To create business advantages for the company	3	7.5

*The private sectors aimed to use Twitter more than one objective. Percentage compared the number of samples of 40 corporates.

As shown in table 6.4 the private sectors aimed to use Twitter to create social networks and interactions and to create trends and interest in the market were ranked as highest level (57.5). To complement the traditional media (50.0) and to advertise and promote the organization and its products and services (50.0) were followed respectively.

Table 6.5 The objectives of the use of Instagram

The objectives	Frequency*	Percentage
1.To use as the main media outlets	-	-
2.To complement the traditional media	9	22.5
3.To facilitate the modernization	-	-
4.To advertise and promote the organization and its products and services	12	30.0
5.To use as information technology for PR	1	2.5
6.To manage the information	1	2.5
7.To create social networks and interactions	12	30.0
8.To create trends and interest in the market	12	30.0
9.To encourage specific target groups	11	27.5
10. To create business advantages for the company	1	2.5

*The private sectors aimed to use Instagram more than one objective. Percentage compared the number of samples of 40 corporates.

As shown in table 6.5 the private sectors aimed to use Instagram to advertise and promote the organization and its products and services, to create social networks and interactions, and to create trends and interest in the market (30.0). To encourage specific target groups (30.0), and to complement the traditional media (30.0) were ranked as highest repectively.

Table 6.6 The objectives of the use of Wikipedia

The objectives	Frequency*	Percentage
1.To use as the main media outlets	-	-
2.To complement the traditional media	-	-
3.To facilitate the modernization	-	-
4.To advertise and promote the organization and its products and services	-	-
5.To use as information technology for PR	27	67.5
6.To manage the information	-	-
7.To create social networks and interactions	-	-
8.To create trends and interest in the market	-	-
9.To encourage specific target groups	-	-
10. To create business advantages for the company	-	-

*The private sectors aimed to use Wikipedia more than one objective. Percentage compared the number of samples of 40 corporates.

As shown in table 6.6 the private sectors aimed to use Wikipedia as information technology for PR was ranked as highest (67.5).

Table 6.7 The objectives of the use of Line

The objectives	Frequency*	Percentage
1.To use as the main media outlets	1	2.5
2.To complement the traditional media	12	30.0
3.To facilitate the modernization	-	-
4.To advertise and promote the organization and its products and services	10	25.0
5.To use as information technology for PR	1	2.5
6.To manage the information	-	-
7.To create social networks and interactions	13	32.5
8.To create trends and interest in the market	13	32.5
9.To encourage specific target groups	11	27.5
10. To create business advantages for the company	2	5.0

*The private sectors aimed to use Line more than one objective. Percentage compared the number of samples of 40 corporates.

As shown in table 6.7 the private sectors aimed to use Line to create social networks and interactions, and to create trends and interest in the market were ranked as highest level (32.5). To complement the traditional media (30.0), and to encourage specific target groups (27.5) were followed respectively.

Table 6.8 The objectives of the use of YouTube

The objectives	Frequency*	Percentage
1.To use as the main media outlets	6	15
2.To complement the traditional media	21	52.5
3.To facilitate the modernization	-	-
4.To advertise and promote the organization and its products and services	23	57.5
5.To use as information technology for PR	6	15.0
6.To manage the information	-	-
7.To create social networks and interactions	27	67.5
8.To create trends and interest in the market	27	67.5
9.To encourage specific target groups	25	62.5
10. To create business advantages for the company	-	-

*The private sectors aimed to use YouTube more than one objective. Percentage compared the number of samples of 40 corporates.

As shown in table 6.8 the private sectors aimed to use create social networks and interactions, and to create trends and interest in the market were ranked as highest level (67.5). To encourage specific target groups (62.5) and to advertise and promote the organization and its products and services (57.5) were followed respectively.

Table 6.9 The platform of PR through Corporate Website

The platform of PR	Frequency*	Percentage
1. Corporate public relations	31	77.5
2. Marketing public relations	32	80.0

*The platform of PR through Corporate Website of the private sectors was used more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.9 the private sectors used marketing PR through corporate website ranked as highest level (80.0) and used corporate PR through Corporate Website was 77.5.

Table 6.10 The platform of PR through Facebook

The platform of PR	Frequency*	Percentage
1. Corporate public relations	9	22.5
2. Marketing public relations	38	95.0

*The platform of PR through Facebook of the private sectors was used more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.10 the private sectors used marketing PR through Facebook ranked as highest level (95.0) and used corporate PR through Facebook was only 22.5.

Table 6.11 The platform of PR through Twitter

The platform of PR	Frequency*	Percentage
1.Corporate public relations	6	15.0
2.Marketing public relations	21	52.5

*The platform of PR through Twitter was used more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.11 the private sectors used marketing PR through Twitter ranked as highest level (52.5) and used corporate PR through Twitter was only 22.5.

Table 6.12 The platform of PR through Instagram

The platform of PR	Frequency*	Percentage
1.Corporate public relations	1	2.5
2.Marketing public relations	12	30.0

*The platform of PR through Instagram was used more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.12 the private sectors used marketing PR through Instagram ranked as highest level (30.0) and used corporate PR through Twitter was only 2.5.

Table 6.13 The platform of PR through Wikipedia

The platform of PR	Frequency*	Percentage
1.Corporate public relations	27	67.5
2.Marketing public relations	-	-

*The platform of PR through Wikipedia was used more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.13 the private sectors used corporate PR through Wikipedia ranked as highest level (67.5).

Table 6.14 The platform of PR through Line

The platform of PR	Frequency*	Percentage
1. Corporate public relations	1	2.5
2. Marketing public relations	13	32.5

*The platform of PR through Line was used more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.14 the private sectors used marketing PR through Line ranked as highest level (32.5) and used corporate PR through Line was only 2.5.

Table 6.15 The platform of PR through YouTube

The platform of PR	Frequency*	Percentage
1. Corporate public relations	4	10.0
2. Marketing public relations	26	65.0

*The platform of PR through YouTube was used more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.15 the private sectors used marketing PR through Youtube ranked as highest level (65.0) and used corporate PR through YouTube was only 10.0

Table 6.16 PR contents were presented through Corporate Website

PR contents	Frequency*	Percentage
1. Corporate movement and information	40	100.0
2. Business market positioning	39	97.5
3. Executive vision	29	72.5
4. Product and service value	39	97.5
5. Communication for engagement	36	90.0
6. Data research service and consultant	9	22.5
7. Corporate marketing agenda	22	55.5
8. Innovation and business connection	23	57.5
9. Expert, Award, Ranking	13	32.5
10. Social content	28	70.0

*PR contents were presented through Corporate Website more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.16 corporate movement and information was PR content through Corporate Website ranked as highest level (100.0). Business market positioning (97.5), product and service value (97.5), and communication for engagement (90.0) were followed respectively.

Table 6.17 PR contents were presented through Facebook

PR contents	Frequency*	Percentage
1.Corporate movement and information	14	35.0
2.Business market positioning	2	5.0
3.Executive vision	-	-
4.Product and service value	35	87.5
5.Communication for engagement	-	-
6.Data research service and consultant	1	2.5
7.Corporate marketing agenda	-	-
8.Innovation and business connection	-	-
9.Expert, Award, Ranking	-	-
10.Social content	4	10.0

*PR contents were presented through Facebook more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.17 product and service value was PR content through Facebook ranked as highest level (87.0) Corporate movement and information (35.0), social content (10.0), and data research service and consultant (2.5) were followed respectively.

Table 6.18 PR contents were presented through Twitter

PR contents	Frequency*	Percentage
1. Corporate movement and information	-	-
2. Business market positioning	-	-
3. Executive vision	-	-
4. Product and service value	23	57.5
5. Communication for engagement	1	2.5
6. Data research service and consultant	-	-
7. Corporate marketing agenda	-	-
8. Innovation and business connection	-	-
9. Expert, Award, Ranking	-	-
10. Social content	2	5.0

*PR contents were presented through Twitter more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.18 product and service value was PR content through Twitter ranked as highest level (57.5) Communication for engagement (2.5), and social content (5.0) were followed respectively.

Table 6.19 PR contents were presented through Instagram

PR contents	Frequency*	Percentage
1. Corporate movement and information	-	-
2. Business market positioning	-	-
3. Executive vision	-	-
4. Product and service value	11	27.5
5. Communication for engagement	-	-
6. Data research service and consultant	-	-
7. Corporate marketing agenda	-	-
8. Innovation and business connection	-	-
9. Expert, Award, Ranking	1	2.5
10. Social content	-	-

*PR contents were presented through Instagram more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.19 product and service value was PR content through Instagram ranked as highest level (27.5) Expert, Award, Ranking was only 2.5.

Table 6.20 PR contents were presented through Wikipedia

PR contents	Frequency*	Percentage
1.Corporate movement and information	21	52.5
2.Business market positioning	-	-
3.Executive vision	-	-
4.Product and service value	8	20.0
5.Communication for engagement	-	-
6.Data research service and consultant	-	-
7.Corporate marketing agenda	-	-
8.Innovation and business connection	-	-
9.Expert, Award, Ranking	1	2.5
10.Social Content	-	-

*PR contents were presented through Wikipedia more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.20 corporate movement and information was PR content through Wikipedia ranked as highest level (52.5) Product and service value (20.0), and Expert, Award, Ranking (2.5) were followed respectively.

Table 6.21 PR contents were presented through Line

PR contents	Frequency*	Percentage
1. Corporate movement and information	3	7.5
2. Business market positioning	1	2.5
3. Executive vision	-	-
4. Product and service value	13	32.5
5. Communication for engagement	-	-
6. Data research service and consultant	-	-
7. Corporate marketing agenda	-	-
8. Innovation and business connection	-	-
9. Expert, Award, Ranking	-	-
10. Social content	-	-

*PR contents were presented through Line more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.21 product and service value was PR content through Line ranked as highest level (32.5), Corporate movement and information (7.5) and business market positioning (2.5) were followed respectively.

Table 6.22 PR contents were presented through YouTube

PR contents	Frequency*	Percentage
1.Corporate movement and information	6	15.0
2.Business market positioning	1	2.5
3.Executive vision	26	65.0
4.Product and service value	1	2.5
5.Communication for engagement	1	2.5
6.Data research service and consultant	1	2.5
7.Corporate marketing agenda	1	2.5
8.Innovation and business connection	1	2.5
9.Expert, Award, Ranking	1	2.5
10.Social content	11	27.5

*PR contents were presented through Youtube more than one. Percentage compared the number of samples of 40 corporates.

As shown in table 6.22 executive vision was PR content through YouTube ranked as highest level (65.0) Social content (27.5), and corporate movement and information (27.5) were followed respectively.

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Table 6.23 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate (Bank)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	About us (history, committee, executive
	To advertise and promote	Marketing PR	Business market positioning	organization structure, mission, vision
	To use as information technology for PR		Executive vision	network services, award, prestige,
	To manage the information, details and issues		Product & service value	good governance, financial analysis)
	To create trends and interest in the market		Data research service and consultant	Investor relation.
	To create business advantages		Corporate marketing agenda	Corporate social responsibility
			Communication for engagement	
			Innovation & business connection	
			Expert, award, ranking	
			Social content	
Facebook	To use as complement the traditional media	Marketing PR	Product & service value	Get free Central gift card 200 bath,
	To advertise and promote			just apply service K mobile banking
	To create social networks and interactions			plus within 31 August, 2015
	To create trends and interest in the market			(Limited only to the first 500 persons)
	To create business advantages			

Table 6.23 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Twitter	To use as complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To create business advantages	Marekting PR	Product & service value	1K Expert Workshop K Bank full investment course in real estate share Interest. Book now bit.ly/1LS8EXQ
Youtube	To use complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marekting PR	Product & service value Innovation & business service	K Bank – Cyber for SME Bank service via K bank internet, maximum security with technology QR-OTP
Wikipedia	To use as information technology for PR	Corporate PR	Corporate movement & information	Background and development of K Bank from 1945 to 2014
Line	To use as complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marekting PR	Product & service value	KB stimulated the total press cash E – express – Cash under the concept “apply group raised, distribute exactly” Line friends

As shown in table 6.23 the platform of online social media used for PR operations were Corporate Website, Facebook, Twitter, YouTube, Wikipedia, and Line.

The objectives of the use of CorporateWebsite page aimed to use as complement the traditional media, , to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company.

The objectives of the use of Facebook, YouTube, Twitter, and Line aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objective of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website.

The company used marketing PR through Facebook, YouTube, Twitter, and Line. The service corporate businesse used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, data research and service consultant, communication for engagement, corporate marketing agenda, innovation and business connection, expert/ reward/ ranking, and social content.

PR contents on Facebook, Twitter and Line was product and service value. PR contents on YouTube were product and service value and innovation and business connection. PR contents on Wikipedia was corporate movement and corporation.

Table 6.24 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate (Transportation)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	Corporate context (business unit, information center, supervisor. enterprise communication, investor realtions, PR news). Conditional regulation (journey, contract terms, customer service, flight delayed, reserve plan, transporation contract, additional service, luggage policy). Trip plan (special offer and promotion, flight route, travel information) Travel booking Airline service (reception room, service on the plane, cabin level). Contact us.
	To advertise and promote	Marketing PR	Business marketing position	
	To use as information technology for PR		Product & service value	
	To manage the information, details and issues		Communication for engagement	
	To create social networks and interactions		Corporate marketing agenda	
	To create business advantages		Innovation & business connection Social content	
Facebook	To use as complement the traditional media	Marketing PR	Corporate movement & information	Thai Airways ask to be a mediaor to love Mom via Facebook today – 5 August, 2015
	To advertise and promote		Product & service value	
	To create social networks and interactions			
	To encourage specific target groups			

Table 6.24 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Twitter	To use as complement the traditional media	Marketing PR	Corporate movement & information	English is not your first language. Don't worry, we have your personal TV in multi languages to serve you.
	To advertise and promote		Product & service value	
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			
YouTube	To use as complement the traditional media	Corporate PR	Corporate movement & information	A 55 – year of Millions Memories
	To advertise and promote	Marketing PR	Product & service value	
	To use as information technology for PR			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			
Line	To use as complement the traditional media	Corporate PR	Corporate movement & information	Everytime service the passenger, I'll think in my mind that we were the passengers
	To advertise and promote	Marketing PR	Product & service value	
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.24 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Instagram	To use as complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marketing PR	Corporate movement & information Product & service value	I have flown with Thai since I could remember. I'm very touched by the people and the service of THAI.
Wikipedia	To use as information technology for PR	Corporate PR	Corporate movement & information Product & service value Expert/ Award/ Ranking	Backgrounds since 1960..... Destination, corporate image, air squadron, service in the cabin, join venture, Thai Airway kitchen awards received.

As shown in table 6.24 the platform of online social media used for PR operations were Corporate Website, Facebook, Twitter, YouTube, Line, Instagram and Wikipedia.

The objectives of the use of CorporateWebsite page aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create social networks and interactions with the target group and business partners, , and to create business advantages for the company.

The objectives of the use of Facebook, Twitter, Line and Instagram aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objectives of the use of YouTube aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objective of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website, YouTube, and Line

The company used marketing PR through Facebookm Twitter, and Instagram.

The company used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, product and service value, communication for engagement, corporate marketing agenda, innovation and business connection, and social content.

PR contents on Facebook, Twitter, YouTube, Instagram and Line were corporate movement and corporation, and product and service value.

PR contents on Wikipedia were corporate movement and corporation, product and service value, and expert/ award/ ranking.

Table 6.25 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate (Telecommunication)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	Introduction (priviledge, discount, online
	To advertise and promote	Marketing PR	Business marketing position	shopping, mobile phone & accessories
	To use as information technology for PR		Product & service value	(check phone bill, signal service, move
	To manage the information, details and issues		Communication for engagement	the camphone network, call center, the
	To create social networks and interactions		Corporate marketing agenda	cost limit of service fee). Promotion
	To create trends and interest in the market		Innovation & business connection	package (monthly, refill, overseacall).
	To encourage specific target groups		Social content	Contact us (customer center, work with us, PR news, investor relations).
Facebook	To use as complement the traditional media	Marketing PR	Product & service value	Today to provide Thais live life more than with a full range of digital mobile phone network, fiber broadband.
	To advertise and promote			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			
Twitter	To use as complement the traditional media	Marketing PR	Product & service value	Where will tour, booking online first, life will be more easier and more fun # AIS # LIKEMORE
	To advertise and promote			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.25 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Line	To use as complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marketing PR	Product & service value	The announcement of the lucky award received. Have a Beautiful Day of the event “Share juicy trip in rainy season shown spread 30 persons”
Wikipedia	To use as information technology for PR	Corporate PR	Product & service value	Background from 1986 to 2010. The subsidiary company. Service mobilephone network. Award received. Board of directors. Major shareholders.

As shown in table 6.25 the platform of online social media used for PR operations were Corporate Website, Facebook, Twitter, Line and Wikipedia.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific groups’ consumption behaviours (eg. schoolers/ university students/ working people).

The objectives of the use of Facebook, Twitter, and Line aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objective of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website.

The company used marketing PR through Facebook, Twitter, and Line.

The company used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, product and service value, communication for engagement, corporate marketing agenda, innovation and business connection, and social content.

PR contents on Facebook, Twitter, Line, and Twitter were product and service value.

Table 6.26 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate (Hospital)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	About us (Corporate history).
	To facilitate the modernization	Marketing PR	Business marketing position	Service (Check up packpage).
	To advertise and promote		Executive vision	Specialized center & clinic. Patient room.
	To use as information technology for PR		Product & service value	Query of health probelms. News & PR
	To manage the information, details and issues		Communicatio form engagement	events. Health information. Investor
	To create trends and interest in the market		Corporate maketing agenda	relations.
	To create business advantages		Innovation & business connection	
Facebook	To use as complement the traditional media	Corporate PR	Product & service value	How to catch the culprit in the heart when the heartbeat is irregular for sometimes.
	To advertise and promote	Marketing PR		
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			
YouTube	To use as complement the traditional media	Markeking PR	Product & service value	VDO clip Ramkhamhaeng Hospital JCI Standard. U.S.A
	To advertise and promote			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.26 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Wikipedia	To use as information technology for PR	Corporate PR	Corporate movement & information	Background. The nature of business. Affiliate hospital group.

As shown in table 6.26 the platform of online social media used for PR operations were Corporate Website, Facebook, YouTube and Wikipedia.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to facilitate the modernization's internal and external communications, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company.

The objectives of the use of Facebook and YouTube aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objective of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website and Facebook.

The company used marketing PR through YouTube.

The company business used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, communication for engagement, corporate marketing agenda, innovation and business connection.

PR contents on Facebook and YouTube was product and service value.

PR contents on Wikipedia was corporate movement and corporation.

Table 6.27 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate (Department Store)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	Company history (Background,
	To use as information technology for PR	Marketing PR	Business marketing position	Nature of business. Vision. Logo.
	To create business advantages		Executive vision	Mission. Management Board.
			Corporate marketing agenda	Company Group Structure.
			Innovation & business connection	Our Business. Investor relations.
			Expert/ Award/ Ranking	Sustainable development. News
			Social contents	Center. Contact us.
Facebook	To use as complement the traditional media	Corporate PR	Corporate movement & information	Celebrate the Chinese New Year at Central Department Store
	To advertise and promote	Marketing PR	Product & service value	
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			
	To create business advantages			
Twitter	To use as complement the traditional media	Marketing PR	Product & service value	Good event for sweet lovers kha. Sweet stories at Central Plaza, Chaengwatana
	To advertise and promote			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			

As shown in table 6.27 the platform of online social media used for PR operations were Corporate Website, Facebook, and Twitter.

The objectives of use of CorporateWebsite aimed to use as complement the traditional media, to use as information technology for PR, and to create business advantages for the company.

The objectives of the use of Facebook aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people), and to create business advantages for the company.

The objectives of the use of Twitter aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The company used corporate PR and marketing PR through Corporate Website and Facebook.

The company used marketing PR through Twitter.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, corporate marketing agenda, innovation and business connection, expert/ award/ ranking, and social content.

PR contents on Facebook were corporate movement and corporation, and product and service value.

PR contents on Twitter was product and service value.

Table 6.28 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate (Store)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	About us (History, mission, goal).
	To advertise and promote	Marketing PR	Business marketing position	Investor relations. PR news.
	To use as information technology for PR		Executive vision	Home knowledge. Service branch.
	To manage the information, details and issues		Product and service value	Service. Customer service.
	To create social networks and interactions		Communication for engagement	
	To create business advantages		Innovation & business connection	
Facebook	To use as complement the traditional media	Marketing PR	Product and service value	Homepro, paraded the leading paint in cheap color day, Paint Day 2015
	To advertise and promote			7-9 August 2015 at Homepro, every branch.
	To create social networks and interactions			
	To encourage specific target groups			
	To create business advantages			
YouTube	To use as complement the traditional media	Marketing PR	Product and service value	House come everyday at Homepro.
	To advertise and promote			
	To use as information technology for PR			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.28 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Wikipedia	To use as information technology for PR	Corporate PR	Corporate movement & information	Background. Major shareholders. Bangkok branch & province.
Line	To complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marketing PR	Product and service value	Would you like to wave? Very cheap. Electronic microwave, model EMM 2001S capacity 20 litre, reduced to 1,990 bath, Reduced added 3% when paying by credit card.

As shown in table 6.28 the platform of online social media used for PR operations were Corporate Website, Facebook, YouTube, Wikipedia, and Line.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create social networks and interactions with the target group and business partners, and to create business advantages for the company.

The objectives of the use of Facebook aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people), and to create business advantages for the company.

The objectives of the use of YouTube aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objectives of the use of Wikipedia aimed to use as information technology for PR.

The objectives of the use of Line aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The company used corporate PR and marketing PR through Corporate Website.

The company used marketing PR through Facebook, YouTube, and Line. The service corporate business used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, communication for engagement, and innovation and business connection. PR contents on Facebook, YouTube, and Line was product and service value. PR content on Wikipedia was corporate movement and corporation.

Table 6.29 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate (Fuel)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	About us (Background, vision
	To advertise and promote	Marketing PR	Business marketing position	nature of business, corporate
	To use as information technology for PR		Executive vision	governance, sharholding structure
	To create trends and interest in the market		Product & service	management structure). Products &
	To create business advantages		Communication for engagement	services (promotion, PR events,
			Corporate marketing agenda	oil price, fuel station, Bangchak
			Innovation & business connection	products) CSR. Investor relations.
			Expert/ Award/ Ranking	PR news. PR media. Online service
			Social content	system.
Facebook	To use as complement the traditional media	Marketing PR	Corporate movement & information	30 July 2015 at 5.00 Bangchak
	To advertise and promote		Product & service	reduced 40 satang per litre. (other
	To create social networks and interactions		Social content	remained as ever).
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.29 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Twitter	To use as complement the traditional media	Marketing PR	Corporate movement & information	Bangchak adjusted all benzene price
	To advertise and promote		Product & service	price reduction -50 satang except
	To create social networks and interactions		Communication for engagement	E 85 -30 satang.
	To create trends and interest in the market		Social content	
	To encourage specific target groups			
Youtube	To use as complement the traditional media	Corporate PR	Corporate movement & information	Clip VDO
	To create social networks and interactions	Marketing PR	Product and service value	This song with Father conveyed the
	To create trends and interest in the market		Communication for engagement	good story, 30 th anniversary
	To encourage specific target groups		Innovation & business connection	Bangchak
				Expert/ Award/ Ranking
Wikipedia	To use as information technology for PR	Corporate PR	Corporate movement & information	Shareholderes. Products & services
			Product & service value	Previuos work & service.

As shown in table 6.29 the platform of online social media used for PR operations were Corporate Website, Facebook, Twitter, YouTube, and Wikipedia.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to create social networks and interactions with the target group and business partners, and to create business advantages for the company.

The objectives of the use of Facebook and Twitter aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objectives of the use of Youtube aimed to use as complement the traditional media, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objectives of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website and YouTube.

The company used marketing PR through Facebook and Twitter.

The company used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, communication for engagement, corporate marketing agenda, innovation and business connection, expert/ award/ ranking, and social content.

PR contents on Facebook were corporate movement and corporation, product and service value, and social content.

PR contents on Twitter were corporate movement and corporation, product and service value, communication for engagement and social content.

PR contents on Youtube were corporate movement and corporation, product and service value, communication for engagement, innovation and business connection, expert/ award/ ranking.

PR contents on Wikipedia were corporate movement and corporation and product and service value.

Table 6.30 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate produced/ distributed goods and products related to the corporate reputation (Real estate)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	Main page. Sansiri project (Condo, Townhouse) Sansiri Family. Corporate information (Sansiri brand, PR news & PR media, subsidiary company) Investor relations. CSR.
	To advertise and promote	Marketing PR	Business marketing position	
	To use as information technology for PR		Product & service value	
	To manage the information, details and issues		Communicatio for engagement	
	To create trends and interest in the market		Innovation & business connection	
	To create business advantages		Social content	
Facebook	To use as complement the traditional media	Corporate PR	Corporate movement & information	The Line Sukhumvit 71, 8-9 Aug 2015. Don't let the opportunity slip. Meet at the Line sales Centre BTS Morchit.
	To advertise and promote	Marketing PR	Product & service value	
	To use as information technology for PR		Social content	
	To manage the information, details and issues			
	To create social networks and interactions			
	To create trends and interest in the market			

Table 6.30 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Twitter	To use as complement the traditional media To advertise and promote To use as information technology for PR To create social networks and interactions To create trends and interest in the market	Corporate PR Marketing PR	Product & service value	The foreign raised Sansiri as the first real estate to create the highest sales statistical record 2 days only sold out all at Hongkong, Taiwan, Singapore.
YouTube	To use as complement the traditional media To advertise and promote To use as information technology for PR To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marketing PR	Product & service value	Clip VDO The Line Sukhumvit 71. Coming soon
Wikipedia	To use as information technology for PR	Corporate PR	Product & service value	Background. Run a business. Major shareholder. President. A list of project of detached house/ condo/ townhouse.

As shown in table in 6.30 the platform of online social media used for PR operations were Corporate Website, Facebook, Twitter, YouTube, and Wikipedia.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company.

The objectives of the use of Facebook aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create social networks and interactions with the target group and business partners, to create trends and interest in the market.

The objectives of the use of Twitter and YouTube aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to create social networks and interactions with the target group and business partners, to create trends and interest in the market.

The objective of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website, Facebook and Twitter.

The company used marketing PR through YouTube.

The company used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, product and service value, communication for engagement, innovation and business connection, and social content.

PR contents on Facebook were corporate movement and corporation, product and service value, and social content.
PR contents on Twitter, YouTube and Wikipedia were product and service value.

Table 6.31 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate produced/ distributed goods and products related to technology (Electric appliance)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	History of corporate (Vision, mission, management team, corporate structure, quality assurance of products, award received). Product & service. Training. Seminar. PR news. Online magazine. Investor relations.
	To facilitate the modernization	Marketing PR	Business marketing position	
	To advertise and promote		Executive vision	
	To use as information technology for PR		Product & service value	
	To manage the information, details and issues		Communication for engagement	
	To create trends and interest in the market		Corporate marketing agenda	
	To create business advantages		Innovation & business connection	
Facebook	To use as complement the traditional media	Marketing PR	Corporate movement & information	Link open Cabling in Cambodia at Continental Hotel, Phnompan, Cambodia 4, August 2015.
	To advertise and promote		Business marketing position	
	To create social networks and interactions		Product & service value	
	To create trends and interest in the market			
	To encourage specific target groups			
YouTube	To use as complement the traditional media	Marketing PR	Corporate movement & information	Wifi 3G and 4 G Problem at call.
	To advertise and promote		Business marketing position	
	To create social networks and interactions		Product & service value	
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.31 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Line	To use as complement the traditional media	Marketing PR	Corporate movement & information	Interlink magazine has been come.
	To advertise and promote		Business marketing position	Read E-Book online at
	To create social networks and interactions		Product & service value	http://www.interlink.co.th/ebook/
	To create trends and interest in the market			news..08/News_08.html
	To encourage specific target groups			

As shown in table in 6.31 the platform of online social media used for PR operations were Corporate Website, Facebook, YouTube, and Line.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to facilitate the modernization's internal and external communications, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company.

The objectives of the use of Facebook, YouTube and Line aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The company used corporate PR and marketing PR through Corporate Website.

The company used marketing PR through Facebook, YouTube, and Line.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, communication for engagement, corporate marketing agenda, and innovation and business connection.

PR contents on Facebook, Youtube, and Line were corporate movement and corporation, business marketing position, and product and service value.

Table 6.32 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate produced/ distributed goods and products related to technology (Automobile)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	History of corporate (business operation
	To use as information technology for PR	Marketing PR	Product & service value	corporate structure, committee, vision,
	To create trends and interest in the market		Business marketing position	corporate governance, subsidiary
	To encourage specific target groups		Executive vision	company, overall operations), PR news.
	To create business advantages		Corporate marketing agenda	Investor relations. CSR.
			Innovation & business connection	

As shown in table in 6.32 the platform of online social media used for PR operations was Corporate Website.

The objectives of the use of Corporate Website aimed to use as complement the traditional media, to use as information technology for PR, to create trends and interest in the market, to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people), and to create business advantages for the company.

The company used corporate PR and marketing PR through Corporate Website.

PR contents on Corporate Website were corporate movement and corporation, product and service value, executive vision, , business marketing position, corporate marketing agenda, and innovation and business connection.

Table 6.33 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate produced/ distributed goods and products related to low involvement (Food)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	About MK (MK legend, award of success, training center, work with MK). Inverstor relations. MK events. Promotion. A healthy menu. MK branch.
	To facilitate the modernization	Marketing PR	Business marketing position	
	To advertise and promote		Executive vision	
	To use as information technology for PR		Product & service value	
	To manage the information, details and issues		Communication for engagement	
	To create social networks and interactions		Expert/ Award/ Ranking	
	To create business advantages		Social content	
Facebook	To use as complement the traditional media	Corporate PR	Corporate movement & information	The month of Mother Day, share love mom infinitely.
	To advertise and promote	Marketing PR	Product & service value	
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			
YouTube	To use as complement the traditional media	Marketing PR	Product & service value	Clip VDO MK DUO soup. MK sook family. The supporter of family happiness.
	To advertise and promote			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.33 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Instagram	To use as complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marketing PR	Product & service value	New, serving delicious lift set. MK initiator sukiyaki broth.
Line	To use as complement the traditional media To advertise and promote To create social networks and interactions To create trends and interest in the market To encourage specific target groups	Marketing PR	Product & service value	This August celebrate month of Mother Day with MK. Healthy set for mom. Home delivery in Bangkok are. Phone 1642.
Wikipedia	To use as information technology for PR	Corporate PR	Corporate movement & information	Background since 1996

As shown in table in 6.33 the platform of online social media used for PR operations were Corporate Website, Facebook, YouTube, Instagram, Line, and Wikipedia.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to facilitate the modernization's internal and external communications, to advertise and promote the organization and its products and services, to use as information

technology for PR, to manage the information, details and issues concerning the organization, to create social networks and interactions with the target group and business partners, and to create business advantages for the company.

The objectives of the use of Facebook, YouTube Instagram and Line aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objectives of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website, and Facebook.

The company used marketing PR through YouTube, Instagram, and Line.

The company used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, communication for engagement, expert/ award/ ranking, and social content.

PR contents on Facebook were corporate movement and corporation, and product and service value.

PR contents on Youtube, Instagram and Line was product and service value.

PR contents on Wikipedia was corporate movement and corporation.

Table 6.34 The platform of online social media, the objectives of the use of online social media, the platform of PR, and PR contents of service business corporate produced/ distributed goods and products related to low involvement (Consumer goods)

The platform	The objectives	The platform of PR	PR contents	Example
Corporate Website	To use as complement the traditional media	Corporate PR	Corporate movement & information	History of corporate (Vision, mission, management team, manufacturing innovation, production factory, work with us, team work, contact us). Goods, products (cool cool, green tea, black tea, juice). Investor relations. PR media.
	To facilitate the modernization	Marketing PR	Business marketing position	
	To advertise and promote			
	To use as information technology for PR		Executive vision	
	To create social networks and interactions		Product & service	
	To create business advantages		Communication for engagement	
Facebook	To use as complement the traditional media	Marketing PR	Product & service	Kuma followers with cool cool 1 bottle jubliang and gekhuay. Get immediately 3 bath 1 stamp at 7-11.
	To advertise and promote			
	To create social networks and interactions			
	To encourage specific target groups			
YouTube	To use as complement the traditional media	Marketing PR	Product & service	A song cool cool, cool all the year round Fucking Hero # Chinese New Year, cold heart, cool cool.
	To advertise and promote			
	To create social networks and interactions			
	To create trends and interest in the market			
	To encourage specific target groups			

Table 6.34 (Continued)

The platform	The objectives	The platform of PR	PR contents	Example
Wikipedia	To use as information technology for PR	Corporate PR	Product & service value	Background. Products. Major shareholder.

As shown in table in 6.34 the platform of online social media used for PR operations were Corporate Website, Facebook, YouTube, and Wikipedia.

The objectives of the use of CorporateWebsite aimed to use as complement the traditional media, to facilitate the modernization's internal and external communications, to advertise and promote the organization and its products and services, to use as information technology for PR, to create social networks and interactions with the target group and business partners, and to create business advantages for the company.

The objectives of the use of Facebook and YouTube aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The objectives of the use of Wikipedia aimed to use as information technology for PR.

The company used corporate PR and marketing PR through Corporate Website.

The company used marketing PR through Facebook and YouTube.

The company used corporate PR through Wikipedia.

PR contents on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, and communication for engagement, corporate marketing agenda.

PR contents on Facebook, YouTube and Wikipedia was product and service value.

6.3 The Conclusion of the Content Analysis of the Overview Study of 40 Private Sectors in Thailand

The researcher summarized the content analysis of the platform of the use of online social media, the objectives of the use of online social media, the platform of PR, and PR contents on both website and online social media site in the overview of 40 private sectors in Thailand as follows.

The platform of the use of online social media ranked as highest were Corporate Website (100) and Facebook (100).

The private sectors in Thailand aimed to use Corporate Website to advertise and promote the organization and its products and services ranked as highest level (100).

The private sectors in Thailand aimed to use Facebook to create social networks and interactions with the target group and business partners ranked as highest level (97.5).

The private sectors in Thailand aimed to use Twitter to create social networks and interactions with the target group and business partners and to create trends and interest in the market ranked as highest level (57.5).

The private sectors in Thailand aimed to use Instagram to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, and to create trends and interest in the market ranked as highest level (30.0).

The private sectors in Thailand aimed to use Wikipedia to use as information technology for PR ranked as highest level (67.5)

The private sectors in Thailand aimed to use Line to to create social networks and interactions with the target group and business partners, and to create trends and interest in the market ranked as highest level (32.5).

The private sectors in Thailand used marketing PR through Facebook (95.0).

The private sectors in Thailand used marketing PR through Corporate Website (80.0).

The private sectors in Thailand used corporate PR through Wikipedia (67.5).

The private sectors in Thailand used marketing PR through Youtube (65.0).

The private sectors in Thailand used marketing PR through Twitter (52.5).

The private sectors in Thailand used marketing PR through Line (32.5).

The private sectors in Thailand used marketing PR through Instagram (30.0).

PR content presented through Corporate Website of the private sectors in Thailand was corporate information and movement (100).

PR content presented through Facebook of the private sectors in Thailand was product and service value (87.5).

PR content presented through YouTube of the private sectors in Thailand was executive vision (65.0).

PR content presented through Twitter of the private sectors in Thailand was product and service value (57.5).

PR content presented through Wikipedia of the private sectors in Thailand was product and service value (52.5).

PR content presented through Line of the private sectors in Thailand was product and service value (32.5).

PR content presented through Instagram of the private sectors in Thailand was product and service value (27.5).

6.4 The conclusion of the content analysis of the case study of 12 private sectors in Thailand

The researcher concluded the content analysis of the platform of use of online social media, the objectives of the use of online social media, the platform of PR, and PR content on both website and online social media site of the case study of 12 private sectors in Thailand divided into the business classification as follows.

1) Service business corporate (bank, communication, telecommunication, hospital, department store, store)

The online social media used for PR operations were Corporate Website, Facebook, Twitter, YouTube, Wikipedia, Instagram and Line.

The objectives of the use of Corporate Website aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details

and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company. The objectives of the use of Facebook, YouTube, Twitter, Line and Instagram aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions with the target group and business partners, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people). The objectives of the use of Wikipedia aimed to use as information technology for PR.

The service businesses used corporate PR through Corporate Website and Wikipedia, and used marketing PR through Facebook, YouTube, Twitter, Line and Instagram.

PR content on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, data research and service consultant, communication for engagement, corporate marketing agenda, innovation and business connection, expert reward ranking, and social content. PR contents of service businesses on Facebook, Twitter, and Instagram were corporate movement and corporation, product and service value. PR contents of service businesses on Wikipedia were corporate movement and corporation, product and service value, and expert reward ranking. PR contents of service businesses on YouTube were product and service value, innovation and business connection.

2) Service business corporate produces and distributes goods/ products related to corporate reputation (fuel and real estate)

The online social media used for PR operations were Corporate Website, Facebook, Twitter, YouTube, Wikipedia.

The objectives of the use of Corporate Website aimed to use as complement the traditional media, , to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company. The objectives of the use of Facebook and YouTube aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to create social networks and interactions, and to encourage specific target groups' consumption behaviours (eg.

schoolers/ university students/ working people). The objectives of the use of Twitter aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people). The objective of use of Wikipedia aimed to use as information technology for PR.

The service businesses used corporate PR and marketing PR through Corporate Website, Facebook, YouTube, Twitter, and Wikipedia.

PR content on Corporate Website were corporate movement and corporation, business marketing position, product and service value, communication for engagement, corporate marketing agenda, innovation and business connection, expert reward ranking and social content. PR contents on Facebook were corporate movement and corporation product and service value, and social content. PR contents on Twitter were corporate movement and corporation, product and service value, communication for engagement, and social content. PR contents on Youtube were corporate movement and corporation, product and service value, communication for engagement, corporate marketing agenda, innovation and business connection, and expert reward ranking. PR contents on Wikipedia corporate movement and corporation, and product and service value.

3) Service business corporate produces and distributes goods/ products related to technology (electrical appliances, automobile)

The online social media used for PR operations were Corporate Website, Facebook, YouTube, and Line.

The objectives of the use of Corporate Website aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company. The objectives of the use of Facebook, YouTube and Line aimed to use as complement the traditional media, to use as information technology for PR, to create social networks and interactions, and to

encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people).

The service businesses used corporate PR and marketing PR through Corporate Website, Facebook, YouTube, and Line.

PR content on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, communication for engagement, corporate marketing agenda, innovation and business connection. PR contents on Facebook, YouTube, and Line were corporate movement and corporation, business marketing position, product and service value.

4) Service business corporate produces and distributes goods/ products with low involvement (consumer products)

The online social media used for PR operations were Corporate Website, Facebook, YouTube, Wikipedia, Line, and Instagram.

The objectives of the use of Corporate Website aimed to use as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create trends and interest in the market, and to create business advantages for the company. The objectives of the use of Facebook and YouTube aimed to as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to manage the information, details and issues concerning the organization, to create social networks and interactions, to create trends and interest in the market, and to create business advantages for the company. The objectives of the use of Instagram and Line aimed to as complement the traditional media, to advertise and promote the organization and its products and services, to use as information technology for PR, to create social networks and interactions, to create trends and interest in the market, and to encourage specific target groups' consumption behaviours (eg. schoolers/ university students/ working people). The objectives of the use of Wikipedia aimed to use as information technology for PR.

The service businesses used Corporate PR through Corporate Website, Facebook and Wikipedia and used marketing PR through YouTube, Instagram and Line.

PR content on Corporate Website were corporate movement and corporation, business marketing position, executive vision, product and service value, communication for engagement, corporate marketing agenda, expert reward ranking and social content. PR contents on Facebook, YouTube, Wikipedia, Instagram and Line were corporate movement and corporation, product and service value.

CHAPTER 7

GUIDELINES FOR CREATING A PATTERN FOR AN INNOVATIVE PUBLIC RELATIONS STRATEGY THROUGH ONLINE SOCIAL MEDIA

The content in chapter 7 includes the research findings of stage 3. The data were collected through a qualitative approach that employed focus group discussion to answer research questions 4 and 5: How can a pattern be created for an innovative PR strategy through online social media of the private sectors in Thailand and How can acceptance of the pattern be created for the innovative PR strategy through online social media of the private sectors in Thailand based on the viewpoints of PR scholars and PR professionals.

PR innovation since 1990 has been experiencing a rapidly changing transition period, including regulations that govern the media. A change introduced a new phenomenon, or evolutionary PR step. With the expansion of PR consulting companies has come growth at the regional level, including consolidation, or the establishment of alliances between corporates advertising agencies and PR consulting firms. This has been accelerated through advancements in communication technology, particularly the Internet and first websites, PR 1.0 (Public Relations 1.0), followed by online social networks and online social media, or PR 2.0 (Public Relations 2).

The research findings have been divided into 2 parts: the qualitative research findings and quantitative research findings as follows.

7.1 Qualitative Research Findings by In-depth Interview

The qualitative research findings on the status of use of online social media as an innovative strategic PR of the private sectors in Thailand consisted of 7 main points, as follows.

1) Change management in the context of online social media begins with the study of the impact of change, determination of the objectives of change management, defining of the factors of change management, the process of change management and, finally, defining the strategy of change management.

2) Setting a policy for the use of online social media as PR innovation begins with a push policy for a project plan for online social media by setting a policy of use of online social media, stipulating the outline of policy of using online social media, stipulating tasks and assigning PR personnel, PR executives and practitioners and recruiting digital media expert and/or hiring digital media consulting firm.

3) Setting the objectives of the use of online social media and its application. The private sectors in Thailand aim to use online social media to complement their traditional media, facilitate the modernization of internal and external communications to advertise and promote the organization and its products and services. They will also use it as an information technology for PR to manage information and issues concerning the organization as well as create social networks and interactions with target groups and business partners, create market trends and interests, encourage specific target groups' consumption behaviors (e.g., schoolers/ university students/ working people) and to create business advantages for the company.

4) PR communication elements through online social media. The private sectors in Thailand follow the basic communication model that includes the four elements: sender, message, channel and receiver, and adapt these to fit the context of the new media landscape.

5) PR practitioners' roles through online social media. PR practitioners act as corporate communication practitioners in general management, change management, situation management, counseling and in interaction and relationship building.

6) PR jobs through online social media. PR practitioners tasks include: dissemination of PR news, PR research for PR planning, media relations, employee

relations, community relations, public policy, government relations, investor relations, business relations, issue management, crisis management, writing for PR, PR media production, PR campaigns, special PR events and marketing PR.

7) The status of strategic PR daily operations through online social media of the private sectors in Thailand follow a 4-step PR process: PR planning, programming, communication and evaluation.

7.2 Quantitative Research Findings by Survey Research

The quantitative research findings on the status of strategic PR operations through online social media of the private sectors in Thailand consisted of 7 main points, as follows.

1) PR practitioners aim to use online social media to complement traditional media, facilitate the modernization of internal and external communications, to advertise and promote the organization and its products and services as well as an information technology for PR to manage information and issues concerning the organization, to create social networks and interactions with target groups and business partners, create market trends and interests, encourage specific target groups' consumption behaviors (e.g., schoolers/ university students/ working people) and create business advantages for the company.

2) Online social media used for PR operations ranked according to use included Facebook, Corporate Website, Line, YouTube and Google+.

3) PR jobs through online social media ranked as important included dissemination of PR news, issue management, special PR events and PR media production.

4) PR daily operations through online social media ranked for importance included information updates/ company news and announcements, follow-ups on news and issues related to the company and dissemination of news and information related to the company's product and services.

5) PR practitioners' roles ranked for importance included corporate communication, situation management, and interactions and relations.

7.3 Quantitative Research Findings by Content Analysis

The quantitative research findings by discriminative content analysis of online social media platforms, objectives of the use of online social media, PR platform and PR content of the private sectors in Thailand comprised four main points, as follows.

1) Online social media platforms that ranked highest were Corporate Website and Facebook.

2) The objectives of the use of corporate websites and online social media were to use these as channels to complement traditional media, to facilitate the modernization of internal and external communications, to advertise and promote the organization and its products and services, for use as a PR information technology to manage information and issues concerning the organization, create social networks and interactions with target groups and business partners, create business advantages for the company, create market trends and interests and to encourage specific target groups' consumption behaviors.

3) The private sectors in Thailand used Facebook and Corporate Websites for their marketing PR activities.

4) PR content ranked highest for Corporate Websites and Wikipedia to provide corporate information. PR content ranked highest for Facebook, Twitter, Instagram and Line to promote products and services. PR content ranked highest for YouTube to communicate corporate vision.

The quantitative research findings based on discriminative content analysis of online social media platforms, the objectives the of use of online social media, PR platforms and contents on websites and on online social media site of the private sectors by business classification are as follows.

(1) Service sector (banking, communication, telecommunication, hospitals, department stores and outlets)

Online social media used for PR operations were Corporate Website, Facebook, Twitter, YouTube, Wikipedia, Instagram and Line.

The objectives of the use of Corporate Websites aimed to complement traditional media, advertise and promote the organization and its products and services, use the information technology for PR to manage information and issues concerning

the organization, create market trends and interests and create business advantages for the company. The objectives of the use of Facebook, YouTube, Twitter, Line and Instagram aimed to complement traditional media to advertise and promote the organization and its products and services, create social networks and interactions with target groups and business partners, create market trends and interests, and to encourage specific target groups' consumption behaviors (e.g., schoolers/ university students/ working people). The objectives of the use of Wikipedia aimed to use social media as PR information technology.

The service businesses used Websites and Wikipedia for corporate PR through Corporate and Facebook, YouTube, Twitter, Line and Instagram for marketing PR.

PR content on Corporate Website covered corporate news and information, marketing position, corporate vision, product and service value, data research and service advice, communication for engagement, corporate marketing agenda, innovation and business connections, expertise awards and rankings, and social content. PR contents on Facebook, Twitter and Instagram included corporate news and information as well as product and service value. PR contents on Wikipedia included corporate news and information, product and service value and expertise awards and rankings. PR contents on YouTube included product and service value, innovation and business connections.

(2) Production and distribution sector of products related to corporate reputation (fuel and real estate)

Online social media used for PR operations included Corporate Websites, Facebook, Twitter, YouTube, Wikipedia.

The objectives of the use of Corporate Websites aimed to use them to complement traditional media, advertise and promote the organization and its products and services as well as an information technology for PR to manage information and issues concerning the organization, create market trends and interests, and create business advantages for the company. The objectives of the use of Facebook and YouTube were to complement traditional media, to advertise and promote the organization and its products and services, create social networks and interactions and encourage specific target groups' consumption behaviors (e.g., schoolers/ university

students/ working people). The objectives of the use of Twitter aimed to use it to complement traditional media to advertise and promote the organization and its products and services as well as use it as an information technology for PR to manage information and issues concerning the organization, create market trends and interests and to encourage specific target groups' consumption behaviors (e.g., schoolers/ university students/ working people). The objective of the use of Wikipedia was to serve as an information technology for PR.

The service businesses used Corporate Website, Facebook, YouTube, Twitter, and Wikipedia for their corporate and marketing PR.

PR content on Corporate Website covered corporate news and information, business marketing position, product and service value, communication for engagement, corporate marketing agenda, innovation and business connections, expertise awards and rankings and social content. PR contents on Facebook covered corporate news and information, product and service value and social content. PR contents on Twitter covered corporate news and information, product and service value, communication for engagement and social content. PR contents on YouTube covered corporate news and information, product and service value, communication for engagement, corporate marketing agenda, innovation and business connections and expertise awards and rankings. PR contents on Wikipedia covered corporate news and information and product and service value.

(3) Production and distribution sector of products related to technology (electrical appliances, automobiles)

Online social media used for PR operations included Corporate Websites, Facebook, YouTube, and Line.

The objectives of the use of Corporate Websites was to complement traditional media to advertise and promote the organization and its products and services as well as use them as information technology for PR to manage information and issues concerning the organization, create market trends and interests and create business advantages for the company. The objectives of the use of Facebook, YouTube and Line were to complement traditional media as well as use them as information technology for PR to create social networks and interactions as well as encourage

specific target groups' consumption behaviors (e.g., schoolers/ university students/ working people).

The service businesses used Corporate Websites, Facebook, YouTube, and Line to communicate corporate and marketing PR.

PR content on Corporate Websites covered corporate news and information, business marketing position, corporate vision, product and service value, communication for engagement, corporate marketing agenda, innovation and business connections. PR content on Facebook, YouTube and Line covered corporate news and information a, business marketing position and product and service value.

(4) Production and distribution sector of products with low involvement (consumer products)

Online social media used for PR operations included Corporate Websites, Facebook, YouTube, Wikipedia, Line and Instagram.

The objectives of the use of Corporate Websites were to complement traditional media to advertise and promote the organization and its products and services as well as use them as information technology for PR to manage information and issues concerning the organization, create market trends and interests and create business advantages for the company. The objectives of the use of Facebook and YouTube were complement traditional media to advertise and promote the organization and its products and services as well as use them as information technology for PR to manage information and issues concerning the organization, create social networks and interactions, create market trends and interests and create business advantages for the company. The objectives of the use of Instagram and Line were to complement traditional media to advertise and promote the organization and its products and services as well as use them as information technology for PR to create social networks and interactions, create market trends and interests and encourage specific target groups' consumption behaviors (e.g., schoolers/ university students/ working people). The objective of use of Wikipedia was to serve as an information technology for PR.

The service businesses communicated Corporate PR through Corporates Websites, Facebook and Wikipedia and marketing PR through YouTube, Instagram and Line.

PR content on Corporate Websites included corporate news and information, business marketing position, corporate vision, product and service value, communication for engagement, corporate marketing agenda, expertise awards and rankings and social content. PR contents on Facebook, YouTube, Wikipedia, Instagram and Line included corporate news and information and product and service value.

7.4 Relationship of Research Findings

The relationship between qualitative and quantitative research findings was analyzed, and it was found that the research outcomes were consistent in dimension of management and dimension of PR, as follows.

1) Change management. PR operations through online social media of the private sectors in the context of change management included the participation of company executives, PR executives and digital media executives. They studied the impact of change, determined the objectives of change management, defined the factors of change management, initiated the process of change management and defined the strategy of change management.

2) The strategy of change management. This includes the method and mechanism that the company executives, PR executives and digital media executives used to create and support the introduction of changes to the PR division.

3) Process and PR procedure. Although online social media affects PR communication elements, PR operations, PR practitioners' roles and PR tasks, PR practitioners of the private sectors still employed the 4-step PR process: situation analysis, PR planning strategy, PR communication strategy and PR evaluation strategy. This PR procedure plays a vital role in driving PR operations in the context of online social media.

Both qualitative and quantitative research findings were used to create a relationship diagram, as shown in figure 7.1.

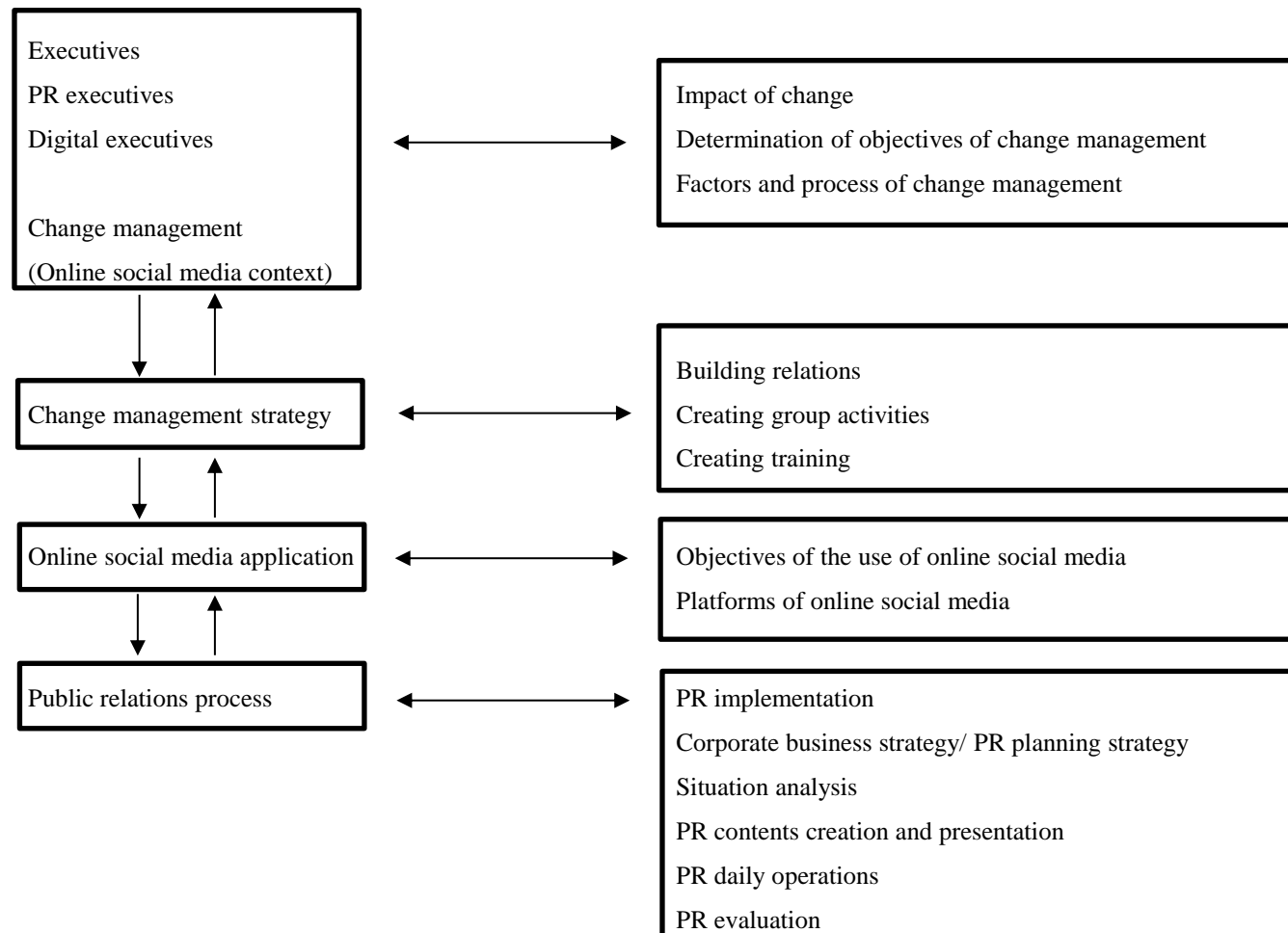


Figure 7.1: Relationship between qualitative and quantitative research findings

7.5 Research Variables

After analyzing the relationship between qualitative and quantitative research findings, the research focused on the research variables to create the pattern of an innovative PR strategy through online social media of the private sectors in Thailand based on the following factors.

1) Context. This is change management in the context of PR communication through online social media and corporate business strategy.

2) Situation analysis. This includes the internal and external factors that affect a business and is conducted by qualitative and quantitative methods to examine the Internet and online social media.

3) Corporate business plan. This consists of a company's mission, policies, business objectives and business goals together with PR planning strategy, PR Policy, PR objectives and PR goals.

4) Communication strategy. There are 2 PR communication platforms, as follows:

(4.1) Corporate PR. The strategy for corporate PR focuses on image building and reputation management, risk and conflict management, corporate social responsibility and relationship establishment.

(4.2) Marketing PR. The strategy for marketing PR comprises building brand image, persuasion and attitude and behavior change, PR media, special PR events and customer relations management.

5) PR daily operations through online social includes PR information updates, issues monitoring and product and service distribution.

6) Online social media strategy. This is composed of online social media platforms and the objectives of the use of online social media.

7) PR content strategy. There are 2 types of PR content: corporate PR content and marketing PR content. Both are relevant to corporate news and information, business market positioning, corporate vision, product and service value, communication for engagement, data research and consulting services, corporate marketing agenda, innovation and business connections, expertise awards and ranking and social contents.

8) PR content format strategy. PR content presentation through computer mediated communication (CMC) comprises text, digital imagery, video, logos, color, conversational language and ease of understanding.

9) Engagement strategy. There are 2 forms: viral PR strategy and brand touch point strategy. Both strategies are used to create connection, interact, increase target group numbers, create online social media networks and encourage participation between the company and target groups.

10) Measurement Strategy. The macro model of evaluation strategy is used to assess PR input, output and end results by defining PR indicators for assessment. PR practitioners also make evaluations by monitoring the Internet and online social media.

The 10 main research variables are under the concept of PR process as shown in figure 7.2.

PR process	PR operations on the process
Defining PR	Research and monitoring
Planning and programming	Corporate business plan PR plan strategy
Taking action and communicating	Communication strategy PR daily operations Online social media use strategy PR content strategy PR content format strategy Engagement strategy
Evaluating PR program	Measurement strategy

Figure 7.2: The main research variables under the concept of PR process

The 10 main research variables derived from both qualitative and quantitative research findings were used to create the pattern of an innovative PR strategy through online social media in the context of the private sectors in Thailand as shown in figure 7.3.

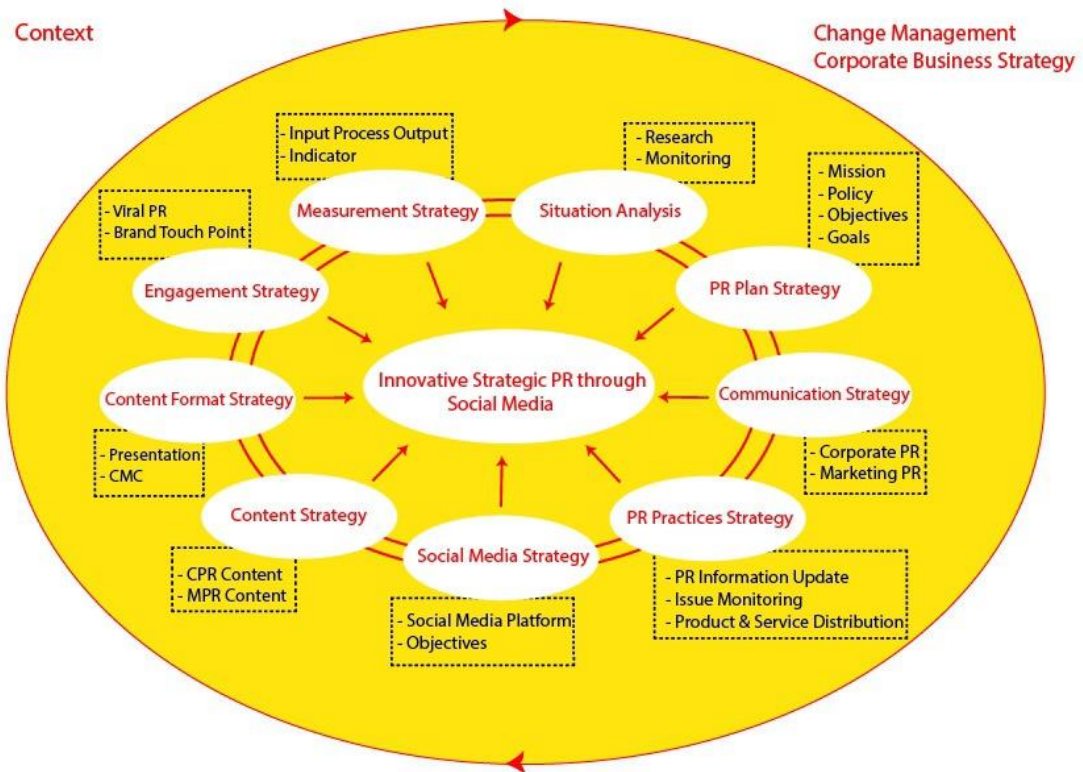


Figure 7.3: Pattern of innovative PR strategy through online social media of the private sectors in Thailand

To obtain the acceptance of the pattern of an innovative PR strategy through online social media created based on the relationship between qualitative and quantitative research findings, 5 PR scholars and 5 PR professionals were consulted by conducting a focus group interview. The 10 are considered purposive samplings selected to give commentary on the pattern of an innovative PR strategy through online social media of the private sectors in Thailand. Their commentary were classified under two main points as follows: commentary of the research findings and commentary of the pattern of an innovative PR strategy through online social media, as follows.

Commentary of the research findings. All PR scholars and PR professionals viewed the qualitative and quantitative research and stated that research findings were valuable, accurate and complete. The research findings could answer all the research

questions and objectives of the research: the status of use of online social media as a PR innovation and strategic PR operations in the context of change management and online social media. However, the significant point of the research findings was PR innovation. It was recommended that the data on research variables be used to form groups and create themes to use as key factors in creating the pattern of PR innovation of the private sectors.

All PR scholars and PR professionals agreed with the concept of change management in the context of online social media as important as it affects concept in corporate policy, objectives, goals and corporate business strategy as well as PR policy, PR objectives, PR goals and strategic PR planning. Both change management and corporate business strategy can affect PR strategy through online social media of the private sectors in Thailand.

The opinions on the pattern 10 samplings of an innovative PR strategy through online social media were that PR of the private sectors is now policy level work and the duty of the executive division. PR practitioners participate in developing direction, project implementation, promotion, support and push activities to manage corporate change in the context of online social media. PR practitioners also participate in controlling the change related to the company occurring at the corporate and business levels as a function of PR functional. The pattern of an innovative PR strategy through online social media created by the relationship between qualitative and quantitative research findings can reflect a three-point mission, as follows.

Business Mission. Roles and main business functions: policies, objectives, goals and corporate business strategy and PR policy, objectives, goals and strategic plan.

Technology mission. The development strategic PR daily operations through online social media must determine the strategy and platforms of use of online social media for PR, modern business operations, increasing efficiency by using communication technology to compete in the market. The private sector companies must self-regulate to ensure ethical, or moral use of online social media. This must be incorporated into the corporate strategy (policies, objectives, goals) and the strategic PR plan (PR operations, objectives, goals, content creation strategy and content presentation).

Social Mission. This is so corporate publics will know, accept and support the company and its operations. Corporate PR is then employed to create image, manage corporate reputation, and manage a crisis while marketing PR is used to create brand, product and service image as well as build relations with target groups.

All PR scholars and PR professionals confirmed the 4-step PR process: defining PR problems, PR planning and programming, PR communication strategy and evaluating the PR Program, can be used to create the pattern of PR innovation through online social in the research.

The 4-step PR process is based on a classic PR model. Traditionally, the PR process began with situation analysis and ended with evaluation according to PR procedures 1, 2, 3, 4. This was based on a functional approach, or one-way communication. Currently and in the years to come, the context of change is certain to evolve, probably at an exponentially increasing rate. PR practitioners do not always follow PR procedures step by step. Now, PR daily operations should be changed from the functional approach to the interactive, participative and engagement approaches, to create a holistic PR operation in the pattern of PR innovation in the context of the private sectors in Thailand.

The pattern of PR innovation through online social media created by the relationship between qualitative and quantitative research findings provides a broad image of the context for PR strategy (under the PR process theory). The pattern of PR innovation created by this research is considered suitable. First there is the impact of time, and second one are the main factors of the research for strategic PR operations through online social media of the private sectors in Thailand, which PR practitioners can employed when developing PR strategies, objectives and target groups.

Last but not least, all PR scholars and PR professionals confirmed that online PR operations of the private sectors are not different from this proposed pattern. The PR innovation created by the qualitative and quantitative research findings can certainly be applied to online PR daily operations. It may differ in certain cases as some private sectors in Thailand aim to use online social media to complement traditional media, while others aim to use it as their main media channel. Some private sector companies in Thailand react to online social media slowly while others are much faster, possibly because of budgets allocated by the private sector companies in Thailand.

CHAPTER 8

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

The research on “The Development of Innovative Strategic Public Relations via Online Social Media of the private sectors in Thailand” aimed to study the status of the use of online social media as an innovative PR strategy of the private sectors in Thailand, to study the status of strategic PR operations through online social media of the private sectors in Thailand, to study the platform of the use of online social media, the objectives of the use of online social media, the platforms of PR and contents on both websites and online social media site of the private sectors in Thailand, to create a pattern for innovative PR strategy for online social media of the private sectors in Thailand and to create acceptance of this pattern of an innovative PR strategy using online social media of the private sectors in Thailand in the viewpoints of PR scholars and professionals.

The research combined qualitative and quantitative approaches into 3 steps, as follows: (1) Qualitative research: Data was collected by interviewing 10 purposive samplings, including directors of Corporate Communication, PR managers and PR heads of corporate organizations in Thailand. (2) Quantitative research: A questionnaire was distributed to collect data from a multi-stage sampling of PR executives (primary, middle and top level), PR practitioners, marketing executives and/or marketing communicators of private sector corporations registered on The Stock Exchange of Thailand in 2014 and headquartered in the area. This included a total of 40 companies, with 10 participants selected from each for a total of 400 samplings. Data was also collected from corporate websites and online social media sites, or accounts, of the private sectors in Thailand through content analysis of the 40 companies’ online social media platforms, which examined objectives of use of online social media, PR platforms and PR content. (3) Qualitative research: Data was

collected by conducting a focus group interviews of a purposive sampling technic of 5 PR scholars and 5 PR professionals.

Chapter 8 summarizes the 4 main research findings as follows:

8.1 Status of the Use of Online Social Media as an Innovative PR Strategy of the Private Sectors in Thailand

The research findings have been divided into 7 main points, as follows:

1) Change management of the private sectors in Thailand in the context of online social media begins with the study of impact of change to determine of the objectives of change management, to define the factors of change management, to develop a process of change management and to define the strategy of change management.

2) Setting a policy for use of online social media as a PR innovation of the private sectors in Thailand begins with establishing a pushing policy, followed by project planning for use of online social media, setting a policy for use of online social media, stipulating the outline of policy of use of online social media, stipulating the tasks and assigning PR executives and PR practitioners all levels to these tasks and recruiting digital media experts and/or hiring a digital media consulting firm.

3) The private sectors in Thailand aimed to use online social media as media channels to complement traditional media, facilitate modernization of internal and external communications, advertise and promote the organization and its products and services as well as an information technology for PR to manage information and issues concerning the organization, create social networks and interactions with target groups and business partners, create market trends and interests, encourage specific target groups consumption behaviors (e.g., schoolers/ university students/ working people) and to create business advantages for the company.

4) The private sectors in Thailand focus on the following 4 Communication elements: sender, message, channel and receiver for new media communication.

5) PR practitioners of the private sectors in Thailand have 6 PR roles through online social media. They are responsible for corporate communication, change

management, situation management, general management, counseling and interaction and relationship building.

6) PR practitioners of the private sectors in Thailand are responsible for PR jobs through online social media that include: dissemination of PR news, PR research for PR planning, media relations, employee relations, community relations, public policy, government relations, investor relations, business relations, issue management, crisis management, writing for PR, PR media production, PR campaign and, special PR event management and marketing PR.

7) The status of strategic PR operations through online social media of the private sectors in Thailand are still based on the 4-step PR process, as follows:

(7.1) Situation analysis. The private sectors in Thailand use reactive PR and proactive PR, internal and external situation analysis and situation analysis by qualitative and quantitative research.

(7.2) PR strategic planning. PR strategy through online social media of the private sectors is based on PR strategy through traditional media. It is composed of analysis, assessment, related conditions and preparation of a PR plan that includes defining the PR objectives and goals according to the objectives and goals of the corporate strategic plan, determining target groups, strategic communication implementation and PR evaluation.

(7.3) PR communication strategy. The private sectors in Thailand use corporate and marketing communication. The strategy used in corporate communication is based on strategic image and reputation management, conflict management, risk management, corporate social responsibility and relationship building. The strategy used in marketing communication is based on brand management, persuasion, attitude and behavior change, media use, marketing PR and relationship building.

(7.4) PR content strategy. There are 2 types of PR contents, namely, corporate PR and marketing PR. Both are relevant to corporate news and information, market positioning, corporate vision, product and service value, communication for engagement, data research service and consultancy, corporate marketing agenda, business connections, expertise awards and rankings and social content.

(7.5) PR content presentation strategy. The private sectors create and produce content using computers and the Internet. They link contents on traditional media to online social media. PR content is created using text, still and moving imagery, logos, color and design. They use conversational language, create easy to understand content and provide up-to-date information and PR news by posting messages, picture and comments and through integrated online social media.

Furthermore, the private sectors in Thailand use viral PR strategy, brand touch point strategy and relationship building strategy through online social media.

(7.6) PR Evaluation strategy. The private sectors use macro evaluation strategy to assess input, process and end results by monitoring the Internet and online social media. They determine indicators for PR evaluation, namely, PR input, efficiency of PR operations, PR effectiveness and corporate benefit.

8.2 Status of Strategic PR Daily Operations through Online Social Media of the Private Sectors in Thailand

The research findings comprise 6 main points as follows:

1) Most respondents were PR practitioners (66.3%), female (64.8), aged 26-30 (23.8), held a Bachelor Degree (64.3), had more than 10 years working experience (36.8) and had a monthly income of 20,001 – 40,000 Baht (40.0).

2) The objectives of the use of online social media ranked according to importance were use an IT channel for PR (4.09), to advertise and promote the organization/ products/ services (3.97), to facilitate modernization of the organization's internal and external communications (3.96), to create social networks and interaction with target groups and business partners (3.96), to create market trends and interests (3.92), to encourage specific target groups' consumption behaviors (e.g., schoolers/ university students/ working people) (3.90), to manage information and issues concerning the organization (3.89), to complement traditional media (3.85), to create business advantages for the company (3.82) and as the main media channels (3.72).

3) The social media used by private sectors in Thailand for PR operations grouped by importance are: high level group: Facebook (4.30), corporate websites (4.22), Line (4.18), YouTube (4.00) and Google + (3.57); moderate level group:

Instagram (3.44), Corporate Blogs (3.13), other Public Web Blogs (3.26) and Wikipedia (3.00); low level group: Twitter (2.70).

4) PR jobs through online social media by the private sectors in Thailand ranked by importance are at the high level: announcements (4.10), issue management (3.98), PR media production (3.89), marketing PR (3.81), writing for PR (3.80), special PR events (3.76), PR campaigns (3.76), mass media relations (3.67) and employee relations (3.50) and at the moderate level: public affairs (3.35), community relations (3.30), risk and crisis management (3.23), business relations (3.19), investor relations (2.74) and PR research (2.61).

5) PR daily operations through online social media of the private sectors in Thailand ranked by importance are: to update company news, information and announcements (4.07), to follow up on news and issues related to the company (4.05), to disseminate news and information related to the company's products and services (4.04), to follow up on news and issues related to the company products and services (3.98), to build product and service image to increase customer awareness and acceptance (3.92), to study information and business insights related to the company (3.87), to survey and analyze news and information published online (3.86), to monitor and collect news and information about company executives (3.85), to study target markets (3.85), to study current conceptions (in terms of economic, social, political, cultural and technological matters) (3.84), to create interactions with customers with specific and non-specific purposes (3.83), to prevent misunderstanding and unfavorable attitudes towards the company (3.82), to monitor news and information about competitors (3.82), to correct customers' misunderstandings (3.81), to control the dissemination of company news and information (3.79), to build trust among customers (3.79), to create two-way communication channels with target markets (3.79), to provide press releases and PR materials to the media (3.77), to monitor competitors' movement (3.74), to evaluate the progress and results of the execution of PR plans and projects (3.71), to monitor target group participation in PR activities online (3.70), to be another PR contact point for customers (3.68), to participate in a social network with customers online (3.62), to exchange and/or share real time news and information with customers (3.61), to survey customers' opinions, attitudes and behaviors (3.61), to create online activities (3.59), to create viral marketing (3.53), to study foreign

conditions (in terms of economic, social, political, cultural and technological matters) (3.50) and to survey and study public opinions, attitudes and behaviors (3.47).

6) PR practitioners took important roles as corporate communication practitioners. Their duties and responsibilities were ranked in importance. The duties and responsibilities ranked high included: creating good relations with target groups, including target groups in company activities (3.75), creating two-way communication channels with target groups (3.73), presenting strengths of company products and services (3.73), creating trust in content aimed at different target groups (3.72), educating and creating understanding among target groups about the company's business operations (3.72), providing support for marketing activities and communicate related content for public awareness and acceptance to encourage consumption and/or use of services (3.70), creating PR content for the Internet and online social media (3.70), preventing misunderstanding through explanations, discussion or clarification to create trust in the company (3.68), responding to target group requests for information about company products and services (3.66), correcting misunderstanding through clarification about rumors/ issues/ situations (3.66), creating target group acceptance and approval of company business operations and activities (3.66), creating and strengthening brands by managing information and issues related to the brands to build credibility and buzz among target groups (3.63) and creating PR content by using logo, color and design to serve corporate business (3.58). Establishing a timeline for communication with target groups was ranked moderate (3.20) in terms of importance.

PR practitioners took important roles in change management. Their duties and responsibilities were ranked as high and moderate according to importance. Their duties and responsibilities ranked as high include: implementing systematic PR plans (3.64), creating PR plans and projects (3.51) and analyzing and evaluating pre/ during/ post execution of PR plans and projects (3.51) Their duties and responsibilities ranked moderate include: analyzing positive and negative social, economic, political, cultural and technological conditions that could affect the company (3.18) and interpreting and forecasting social issues, including public opinions of target groups affecting the company (3.13)

PR practitioners also played important roles in situation management. Their duties and responsibilities ranked at a high level of importance were encouraging PR

executives and personnel to participate in decision making on PR matters (3.80). Their duties and responsibilities ranked at moderate level included: executing and coordinating PR tasks with personnel in digital media, marketing and other support units (3.47), work coordinating with digital media executives (3.36), encouraging PR executives and personnel to participate in decision making on PR strategies and handling other PR tasks in (planning, recruiting and training) (3.20).

PR practitioners took important roles in counseling. Their duties and responsibilities ranked as moderate included: providing counseling on use of online social media as a corporate PR innovation (3.25), providing counseling on PR strategy to build corporate, product, service and executive image (3.17), providing counseling PR strategy at all executive levels (3.13), providing counseling on PR strategy to tackle social, economic, political, cultural and technological changes and PR crisis (3.11), working as a PR manager (3.07), and providing counseling on PR operations for all executives (3.02).

PR practitioners played important roles in creating interactions and relationships through online social media. Their duties and responsibilities ranked as high included: creating good relations with target groups (3.54), creating good relations with the media in disseminating informative content (3.51), creating good relations with the general public, specific target groups, general target groups and customers via PR online activities (3.51). Their duties and responsibilities ranked as moderate were: creating good relation through PR activities with surrounding communities affected by corporate business operations (3.37), and creating good relations with investors (3.17).

8.3 Research Hypothesis Testing

Research hypothesis testing is summarized below:

- 1) PR practitioners of different age, level of education, working experience and position used online social media for PR operations differently at a statistical significance of .05.
- 2) PR practitioners of different age, level of education, working experience and position had similar PR jobs.

3) PR practitioners with different positions had different PR daily operations at a statistical significance of .05.

4) PR practitioners with different positions had different roles in corporate communication at a statistical significance of .05.

5) PR practitioners with different positions had different management roles at a statistical significance of .05.

6) PR practitioners with different working experience and positions had different roles in situation management at a statistical significance of .05.

7) PR practitioners with different positions had different managerial roles at a statistical significance of .05.

8) PR practitioners with different positions had different counseling roles at a statistical significance of .05.

9) PR practitioners with different positions played different roles in creating interactions and relations at a statistical significance of .05.

8.4 The Content Analysis

The research findings could be divided into two key points.

Content analysis in the overview of 40 private sector companies in Thailand

1) Corporate Website and Facebook were ranked at highest level of importance.

2) Objectives of use of Corporate Websites for advertisement and promotion of the organization, products and services were ranked at highest level of importance. The objectives of the use of Facebook in creating social networks and interactions with target groups and business partners was ranked at highest level of importance. The objectives of the use of Twitter in creating social networks and interactions with target groups and business partners and market creating trends and were ranked at the highest level of importance. The objectives of the use of Instagram for advertisement and promotion of the organization, products, services, creating social networks and interactions with target groups and business partners and creating market trends and interests were ranked at the highest level of importance. The objectives of the use of Wikipedia as an IT channel for PR was ranked at the highest level of importance. The objectives of the use of Line for creating social networks and interactions with target

groups and business partners and creating market trends and interests were ranked at the highest level of importance.

3) The use of marketing PR through Facebook and Corporate Websites by private sectors in Thailand was ranked at the highest level of importance.

4) PR content ranked at the highest level of importance for Corporate Websites and Wikipedia providing corporate news and information. PR content also ranked at the highest level for Facebook, Twitter, Instagram and Line providing product and service information. PR content ranked at the highest level for YouTube disseminating corporate vision.

Content analysis according to service businesses (bank, communication, telecommunication, hospitals, department stores, outlets)

1) Online social media used for PR operations included Corporate Websites, Facebook, Twitter, YouTube, Wikipedia, Instagram and Line.

2) The objectives of the use of Corporate Websites aimed to use to complement traditional media to advertise and promote the organization and its products and services and to use them as information technology for PR to manage information and issues concerning the organization, to create market trends and interests and to create business advantages for the company. The objectives of the use of Facebook, YouTube, Twitter, Line and Instagram aimed to use these to complement traditional media to advertise and promote the organization and its products and services, to create social networks and interactions with target groups and business partners, to create market trends and interests and to encourage specific target group consumption behaviors (e.g., schoolers/ university students/ working people). The objectives of the use of Wikipedia aimed to use it as information technology for PR.

3) The service businesses employed corporate PR through Corporate Websites and Wikipedia and marketing PR through Facebook, YouTube, Twitter, Line and Instagram.

4) PR content on Corporate Websites covered corporate news, business marketing position, corporate vision, product and service value, data research and service consultancy, communication for engagement, corporate marketing agenda, innovation and business connections, expertise awards and rankings and social content. PR content of service businesses on Facebook, Twitter and Instagram covered corporate

news and product and service value. PR content of service businesses on Wikipedia included corporate information, product and service value and expertise awards and rankings. PR content of service businesses on YouTube covered product and service value, innovation and business connections.

Service businesses producing and distributing products related to corporate reputation (fuel and real estate)

1) Online social media used for PR operations included Corporate Websites, Facebook, Twitter, YouTube and Wikipedia.

2) The objectives of the use of Corporate Websites were to complement traditional media to advertise and promote the organization, its products and services and as an information technology for PR to manage information and issues concerning the organization, to create market trends and interests and to create business advantages for the company. The objectives of the use of Facebook and YouTube were to complement traditional media to advertise and promote the organization, its products and services, to create social networks and interactions and to encourage specific target group consumption behaviors (e.g., schoolers/ university students/ working people). The objectives of the use of Twitter were to complement traditional media to advertise and promote the organization, its products and services and to use it as information technology for PR to manage information and issues concerning the organization, create market trends and interest and to encourage specific target group consumption behaviors (e.g., schoolers/ university students/ working people). The objectives of the use of Twitter were to use it as information technology for PR.

3) The service businesses used corporate PR and marketing PR through Corporate Websites, Facebook, YouTube, Twitter and Wikipedia.

4) PR content on Corporate Websites covered corporate news, business marketing position, product and service value, communication for engagement, corporate marketing agenda, innovation and business connections, expertise awards and rankings and social content. PR content on Facebook covered corporate news, product and service value and social content. PR content on Twitter covered corporate news, product and service value, communication for engagement and social content. PR content on YouTube covered corporate news, product and service value, communication for engagement, corporate marketing agenda, innovation and business

connections and expertise awards and rankings. PR content on Wikipedia covered corporate information and product and service value.

Service businesses producing and distributing products related to technology (electrical appliances, automobiles)

1) Online social media used for PR operations included Corporate Websites, Facebook, YouTube and Line.

2) The objectives of the use of Corporate Websites were to complement traditional media to advertise and promote the organization and its products and services and to use them as information technology for PR to manage information and issues concerning the organization, to create market trends and interests and to create business advantages for the company. The objectives of the use of Facebook, YouTube and Line were to complement traditional media and these as information technology for PR to create social networks and interactions and encourage specific target group consumption behaviors (e.g., schoolers/ university students/ working people).

3) The service businesses employed corporate PR and marketing PR through Corporate Websites, Facebook, YouTube and Line.

4) PR content on Corporate Websites covered corporate news, business marketing position, corporate vision, product and service value, communication for engagement, corporate marketing agenda, innovation and business connections. PR content on Facebook, YouTube and Line covered corporate news, business marketing position and product and service value.

Service businesses producing and distributing products with low involvement (consumer products)

1) Online social media used for PR operations were Corporate Websites, Facebook, YouTube, Wikipedia, Line and Instagram.

2) The objectives of the use of Corporate Website pages were to complement traditional media to advertise and promote the organization, its products and services and to use them as information technology for PR to manage information, and issues concerning the organization, create market trends and interests and to create business advantages for the company. The objectives of the use of Facebook and YouTube were to complement traditional media to advertise and promote the organization, its products and services and to use them as information technology for PR to manage information

and issues concerning the organization, create social networks and interactions, create market trends and interests and to create business advantages for the company. The objectives of the use of Instagram and Line were to complement traditional media to advertise and promote the organization, its products and services and to use them as information technology for PR to create social networks and interactions, create market trends and interests and to encourage specific target group consumption behaviors (e.g., schoolers/ university students/ working people). The objective of the use of Wikipedia was to use it as information technology for PR.

3) The service businesses employed Corporate PR through Websites, Facebook and Wikipedia and marketing PR through YouTube, Instagram and Line.

4) PR content on Corporate Website covered corporate news, business marketing position, corporate vision, product and service value, communication for engagement, corporate marketing agenda, expertise awards and rankings and social content. PR content on Facebook, YouTube, Wikipedia, Instagram and Line covered corporate news and product and service value.

8.5 Research Discussion

This section will discuss the findings in relation to accept public relations concepts and theories.

1) Change management of the private sectors in Thailand in the context of online social media

It was found that the private sectors used change management in the context of online social media in agreement with the concept of Managing Change and Transition (Harvard Business Essential, 2003) in which a company usually controlled change to meet external factors, namely, PR structural and operational changes.

The change management strategy, the private sectors employed to manage change in the context of online social media conformed with the concept developed by Cornall (1989) in which a company should manage change based on internal conditions in the context of online social media, namely, relationship building, creating group activities and providing training.

It can be said that the impact of change management in an online social media landscape is not the result of PR news but the result of online social media features as explained by McLuhan (1964) who said that new media affects management and human behavior in 3 dimensions: unlimited communication time, covering all areas and organizing experience through a new model transmission. Therefore, online social media is an important mechanism to influence PR communication of the private sectors in Thailand in the modern social context, which conforms with the concept of Silverstone (1999) that new media impacts a business, its products and services at every step in communication such as data transmission to the consumer, product design, providing news and information as well as online service.

However, the change management of private sectors in the context of online social media must be adjusted to meet problem conditions for each specific company. Change management must adjust procedures to fit current and future conditions. Executives play key role in change management, which Hiatt and Creasey (2012) explained by saying that executives must create awareness in the necessity for change, the requirement to participate and support the change, the knowledge about change and, the ability to perform new skills and the reinforcement to implement the change.

2) Setting policy of use of online social media as a PR innovation

It was found that the private sectors introduce policies, then plan and implement projects that use online social media. In setting policy, the private sectors can apply the deductive theory of Voradej Chantrasorn (2011), who synthesized the concept of Meter and Horn (1995) to develop a management model that the private sectors can apply to develop executive policy, determine objectives, define tasks and assign duties in the PR division to provide knowledge and training in new media to PR executives and practitioners at all levels. They may also need to employ digital media personnel or a consulting firm to enhance technical operations of use of online social media for PR as well as allocate budget, establish an online social media PR system (place, material, equipment) and monitor the policy out into practice online to determine suitability for specific businesses.

Therefore, the executives, PR executives and digital executives who use online social media as a PR innovation of the private sectors should consider which benefits are effective. In accordance with the findings of Yin (1977) on adopting an innovation

policy to benefit daily PR operation (bureaucratic self-interest), the private sectors must change communication channels through online social media depending on a company's increase in power and capacity. With change, the private sector companies can employ digital media professionals to work with them to create stability in the context of external competitive environments and establish communication power to enhance image and reputation as well as gain support and target groups' acceptance.

The company's executives, PR executives and digital executives should also consider achieving PR efficiency. A company needs to find alternative to address different problems, actually following the scientific process, i.e., analyze the problems, search for alternative or innovative solutions and specify required resources to apply the innovation, or alternative, and assess the results.

Therefore, online social media as a PR innovation of the private sectors must benefit daily PR operations. Online social media can improve PR implementation, including speed of transmission with concurrent use of traditional media such as disseminating PR news releases through Line together with PR photo captions through magazines. Online social media allows PR practitioners to reach specific target groups more easily, such as students, scholars and working people.

3) Objectives of use of online social media and its application

It was found that the online social media used for daily PR operations of the private sectors are corporate websites, corporate blogs, public blogs, Twitter, Wikipedia, You Tube, Facebook, Instagram, Line and Google+, which are accordance with the concept of Breakenridge (2008) and Williamson (2013), as follows.

The private sectors use online social network to disseminate information, PR news releases, corporate status and operations and interact with target groups through Facebook and Google+.

The private sectors use Micro Blogs to disseminate information, instant messaging and hashtags to interact with target groups with similar interests through Twitter.

The private sectors use online sharing media services to disseminate information, pictures and video clips through YouTube, Instagram and Line.

The private sectors use Corporate Blogs to share unofficial stories related to corporate products and services that can be edited or revised.

The private sectors use Wikipedia as an online public space to gather information and corporate documents.

It was also found that the objectives of the use of online social media by private sectors in Thailand ranked by importance had use as an IT channel for PR ranked at the third level because information and PR news are important capital of the communication process. Hence, the private sectors in Thailand use online social media as an information technology for both daily PR operations and economic growth. This research finding is in agreement with the concept of Flew (2008), who explained the characteristics of new media as a digital information technology that can store, transmit and exchange. As information and news management is computerized, PR practitioners and target groups can be interactive and manipulate information.

As far as objectives of use of online social social media to advertise products and services (3.97), with online social media affecting target groups more and more, the private sectors in Thailand use online social media to advertise products and services for brand benefit and to expand business opportunities. This research finding agrees with the research of Gillin (2008), Mangold and Faulds (2009), which showed that leading corporations overseas used online social media to launch products and services to gain communication feedback of their target groups. It may be said that using online social media to advertise a company, its products and services as well as create business opportunities is very cost effective. This finding is in accord with the the findings of Smith (2012) which showed that companies want to use online social media because to it can reduce costs as it is cheaper than advertising through traditional media.

As far as objectives for online social as communication mechanism for internal and external modernization (3.96), online social media can help drive the private sectors in Thailand toward change owing to the advancements in communication technology. This research finding correlate with the concept of Breakenridge (2008), Morris and Goldwarthy (2012) that PR practitioners have adjusted corporate communication to become an integrated strategic communication approach that focuses on content, communication strategy, communication channels and communication quality over news quantity, which affects target groups' recognition, attitude and behavior.

It was found that online social media used by the private sectors in Thailand for daily PR operations were rated at a high level of importance were Facebook (4.30), corporate websites (4.30) and Line (4.18). This finding agrees with a survey of Thailand Internet User profile 2015 which showed that Facebook ranked 1st (92.1%), followed by Line (85.1%) (National Science and Technology Development Agency, 2015). Facebook is a popular online social media in Thailand, while ranked 1st in the world. There were 18 million subscribers (Socialbakers, 2013). This is similar to the survey of the Electrical Transaction Development Department, Ministry of Information and Communication (2015), which showed that the most popular online social media in Thailand was Facebook (92.1%). As a result, Facebook, particularly Fan Pages, is very popular as a communication channel with target groups of the private sectors to provide information and news on products and services or to promote marketing activities.

Corporate Websites were used as an online communication channel for PR operations, advertising and marketing communication. The Establishment Survey on the Use of Information and Communication Technology indicated that a majority of companies established their own websites (77.9%). The objective for using these sites was to search for information on products and services (81.2), transmit e-mail and search for information by government agencies (30.0) (National Statistical Office). Consequently, the private sectors in Thailand use Corporate Websites to achieve PR objectives. This is similar to the findings of Wilcox and Cameron (2015) who said that Corporate Websites can help enhance competitive potential, disseminate news and provide news on products and services without a storefront or office as well as 24-hour service for target groups.

Line is an application that can be used with mobile phones using the IOS or Android operating systems or personal computers. A survey by the National Science and Technology Development Agency (2015) indicated that Line was the second most popular media of Thai people (85.1). They used Line through mobile equipment to communicate (82.7), search for data (56.6), monitor news and read electronic books (52.2) and e-mail (35.7). Those who used line through a computer searched for information (62.2), e-mail (53.7), communicate through online social media (45.3) and read and monitor news. (40.7).

Line is used continually because Line is considered an online media, which is what Davies (2013) reported, saying that communication via Line is a two-way communication between PR practitioners and target groups. Line can create specific communication groups such as special interest and specific target group. The private sectors in Thailand apply Line for marketing PR as practitioners can disseminate information related to products and services to specific target groups. Therefore, PR practitioner should know how to use Line for online PR media and apply it for daily PR operations.

Today's communication technology is changing quickly, which is why Golloway (2005) and Taylor and Kent (2010) recommended that communication technology changes to the Internet and online social media be applied in PR to provide information and news, especially about products services through Corporate Websites, chat rooms, Fan Pages and Twitter, Instagram and YouTube.

PR media production is part of corporate information management. It is used to create perception, change attitude and generate behavior of target groups.

4) PR communication elements in the context of online social media

This research found that the PR communication process through online social media comprises the four communication elements: sender, message, communication channel and receiver. The Toronto School of communication theory believed that new media technology affects communication channels at both the individual and corporate level. The basic element of PR communication is still dependent on sender (PR practitioners), message (PR content), communication channel (online social media) and receiver (PR target groups), all in the context of the new media landscape. This is in accord with the concept of Logan (2012) and Hauseman (2014) who explained the potential and nature of new media as follows: interactive, two-way communication that is transparent and can includes user generated content about the sender, brand and receiver.

5) PR strategy through online social media

It was found that PR strategy through online social media of the private sectors is based on 4-step PR process for mainstream media as follows: situation analysis, strategic PR planning, PR communication and PR evaluation. However, these 4 steps have changed due to the new media landscape.

The private sectors in Thailand give priority to both corporate PR and marketing PR content. Products and services are promoted using logos and colors. PR content can encourage commitment and interaction with target groups. PR content through online social media of the private sectors is based on the five approaches of the theory of Computer-mediated Communication (CMC) (Knapp and Daly, 2005), as follows.

Cues Filtered Approach. PR through online social media is both synchronous and achronous. For the former, PR practitioners and target groups can send and receive messages at the same time. They can converse through chat programs, messaging, voice, pictures and word-of-mouth. For the latter, PR practitioners and target groups will not be in front of a computer screen or device at the same time, but they will post messages.

Cues to Choose by Approach. PR practitioners use online social media according to specific target groups' behavior, such as schoolers, university students and working people.

Cues Filtered in Approach. This covers the selection of online social media, PR contents format, the period for sending messages and the period for feedback and interaction with the target groups.

Cues about us - Not you or me Approach. This uses group identity instead of personal identity to determine consumer behavior, such as male, female, executives and teenagers.

Cues Bent and Twisted Approach. The target groups can participate in the communication process to help develop relationships among target groups. They can create content design and presentation. They can act as opinion leaders of products and services through online media or as a third party endorsement to support products and services to build up the brand.

6) PR jobs through online social media

It was found that PR jobs through online social media of the private sectors in Thailand rated by high in importance were: announcements (4.10), issue management (3.98) and PR media production (3.89), respectively.

The dissemination of PR information is still a main task of PR practitioners. Corporate PR news must be provided regularly. A survey of PR Data Systems (Dennis and Wilcox, 2005) reported that 70 percent of general news was news about the private

sectors. Thus, the dissemination of PR news releases is important for target groups. This is in agreement with a study by Newsom and Carrel (2001) who found that PR news releases were used to make a company better known to the public, which is regarded as an important task of PR practitioners. PR practitioners must know their company in terms of its business operations, business goals, business policy and corporate image perceived by target groups, and they need to know how to manage news issues appropriately to gain a positive impact or prevent a negative impact.

As far as issue management is concerned, PR practitioners must consider the requirements of various target groups, consumers, competitors, labor unions and nearby communities. Management must be able to address and cope with problems as well predict changes that could affect their company. Issue management is then a priority PR task. Issues must be analyzed and understood in order to plan how to handle a situation that the company may become involved in. This concept is in agreement with Regester and Lakin (2006) who said that issue management is something a PR practitioner must understand and be able to apply as part of corporate strategy. Issue management is like a *laissez passer* whenever a crisis occurs.

PR media production is relevant to daily PR operations concerning both traditional and online social media to create knowledge, attitude and action of target groups. It also includes corporate PR and marketing PR content. As Wilcox and Ault and Agee (1992); Cutlip et al. (2000); Newsom, Turk and Kruckeberg (2004) and Wilcox and Cameron (2012) said, PR media production is one of the main daily PR tasks.

7) PR practitioners' roles through online social media

The present study found that PR practitioners of the the private sectors took important roles in corporate communication, change management, situation management, counseling, general management and interaction and relationship building.

The findings on roles of PR practitioners in Thailand through traditional media (Kulthida Thamvipatch, 1999) showed that PR practitioners played six important roles: manager, media relations and communication coordinator, communication technician, PR communicator, PR researcher and spokesperson.

When comparing the research findings of Kulthida Thamvipatch (1999) and this research, it was found that PR practitioners play similar roles as manager, counselor, media relation and communication coordinator, PR communicator and spokesperson (as corporate communication practitioners) and as a PR researcher (in change management and situation management).

It was found that PR practitioners play an important role as corporate communication practitioners with their duties and responsibilities ranked highest in creating good relationships with target groups (3.75) as they have influence on the success and failure of the company. This finding is in agreement with those of of Cultip and Brown (2000), Grunig (2013), Ledingham (2006) and Parker (2013) who all found that PR is responsible for relations between their company and target groups in daily PR operations. While daily PR operations concern various issues, all daily PR operations require that PR practitioners know how to manage relations with their target groups. The new approach for PR practitioners in this digital era is not only to transmit information and PR news through online social media to target groups, but also always focus on building and maintaining good relations with target groups.

This research also found that PR practitioners had important roles in situation management, implementation of systematic PR plans ranking highest (3.64). The private sectors in Thailand face fiercer competition owing to the changing environment, and strategic PR planning is vital. PR strategy planning through online social media is thus a mechanism that can lead a business toward a desirable future. Determining PR strategy in PR operations depends on both internal and external environmental factors. PR practitioners then play a role in managing a situation according to the 4-step PR process: situation analysis, PR strategy planning, determination of PR communication strategy and PR evaluation strategy. This finding is in accord with those of Newsom and et al. (2010), Brown (2012) and Latimour (2013) who said that all types of businesses confront competition under a dynamically changing environment and thus requite all four steps of the PR. This is also in agreement with the thinking of Wilcox and Cameron (2015) who said all four stages of the PR process are interrelated.

It was found that PR practitioners played important roles in creating interactions and relationships through online social media. Their duties and responsibilities were ranked as high in creating good relationships with target groups (3.54). Relationship

building between the private sectors in Thailand and target groups is a mission of PR operations. Through new media technology, democratic communication has emerged with the creation of online communication channels and new communication opportunities for target groups. As a result, target groups can more easily participate in PR activities. This finding is related to the basic principle of PR relationship reinforcement between companies and target groups, which Hon and Gruning (1999), Broom, Casey and Ritchey (2000), Bruning (2001) and Wright (2008) explained as relationship building as a tool to assess the accomplishment of PR operations.

8) PR daily operations through online social media

It was found that daily PR operations through online social media by private sectors in Thailand ranked as highly important updating information/ company news and announcements (4.07), follow up on news and issues related to the company (4.05) and dissemination of news and information related to the company's products and services (4.04), respectively.

Updating information/ company news and announcements (4.07) has changed because of the evolution new media, which has thus the growth of the Internet and new media. PR practitioners now distribute PR news by e-mail and online social media. Therefore, information presentation and PR news released through online social media must be new, fresh and up-to-date, as Breakenridge (2008), Cross and Tomas (2009) explained in their PR implementation guidelines for PR 2.0 (Public Relations 2.0) as follows: PR information updates, messages, pictures and posted comments should be integrated via online social media platforms such as Twitter to disseminate news widely using Really Simple Syndication (RSS) to manipulate information which companies can provide in PR news releases to target groups anywhere and anytime whenever updates are available.

Next, for following up on news and issues related to the company (4.05), currently, there are many relevant social, economic, political, cultural and technological issues which may impact the private sectors. Regester and Lakin (2002) and Pavlik (2007) analyzed the potential of new media having a negative effect on daily PR operations and found online social media has become a channel for individuals or groups to spread bad news and attack a company's image and reputation. PR practitioners must then monitor issues and news released on online social media

websites. They have to be ready to support their company should they become involved in issues to avoid any negative impact or misunderstanding by providing accurate responses instantly.

Third in level of importance was the dissemination of news and information related to company products and services (4.04). News and information on products and services are at the core of a business. When it comes to promoting a company's products and services, PR plays an important role in helping to introduce them to certain target groups and then building consumer recall and top of mind positioning. This is in agreement with Wilcox, Cameron and Reber (2015) who explained that daily PR operations are involved in generating publicity for a company's products and services through online social media to reach target groups. The private sectors use PR news and information to create and promote products and services that can meet customer requirements.

9) The relationship of PR jobs, PR roles and PR operations through online social media

By analyzing the research findings on PR jobs (announcements, issue management and PR media production), PR roles (corporate communication, situation management and creating interactions and relationships) and daily PR operations through online social media (update information/ company news and announcements, follow up on news and issues related to the company and disseminate news and information related to the company's products and services), it was found that all of these are related to the four steps of the PR process, as follows.

Conducting research. Daily PR operations through online social media include searching for facts, monitoring news relevant to the company, analyzing both positive and negative current situations, including social, political, cultural and technological changes that could affect business operations to determine if the company is facing any problems.

PR Planning. The private sectors gather quantitative and qualitative data through situation analysis. The results help determine PR jobs, PR practitioners' roles and daily PR operations.

Communication. The private sectors use strategic communication through online social media based on PR concepts, strategy and content to determine how to

present corporate PR and marketing PR to interact in real time through two-way communication using Computer-Mediated Communication.

Evaluation. The private sectors monitor input gained after situation analysis of social, political, cultural and technological changes for PR planning. The private sectors assess their PR plan and then the end-result, including target group knowledge, attitude and behaviors. The private sectors also monitor corporate websites and online social media accounts to analyze data by quantitative and qualitative approaches to determine how all the company has performed.

8.6 PR Academic Feedback

1) Further research should study strategic PR operations through online social media of state agencies, enterprises and academic institutions to compare with these research findings.

2) Further research should analyze the impact factors on PR operations through online social media of the private sectors in Thailand.

3) Further research should study corporate image strategy through online social media, PR crisis management strategy through online social media, marketing PR strategy through online social media, PR campaign strategy through online social media, special PR events strategy through online social media and PR evaluation through online social media.

8.7 PR Professional Feedback

1) Government agencies, enterprises and academic institutions should initiate the use of online social media for PR operations. They should apply the pattern of strategic PR innovation through online social media to strategic daily PR operations.

2) The private sectors should apply the pattern of strategic PR innovation through online social media to strategic daily PR operations.

3) The private sectors should extend research on developing and improving strategic PR operations through online social media.

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APPENDIX

The Development of Innovative of Strategic Public Relations Via Online Social Media of the Private Sectors in Thailand

This survey is a part of dissertation of Communication Arts and Innovation Faculty, National Institute of Development Administration. The result will be benefit for communication arts study

Part 1 General Informations

The questions are related to your general information. Please choose the answer that best describes your general informations

- | | | |
|---------------|--|--|
| 1. Gender | <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| 2. Age | <input type="checkbox"/> 1. less than 20 | <input type="checkbox"/> 2. 20-25 |
| | <input type="checkbox"/> 3. 26-30 | <input type="checkbox"/> 4. 31-35 |
| | <input type="checkbox"/> 5. 36-40 | <input type="checkbox"/> 6. 41-45 |
| | <input type="checkbox"/> 7. 46-50 | <input type="checkbox"/> 8. 51-55 |
| | <input type="checkbox"/> 8. 55-60 | <input type="checkbox"/> 9. More than 60 |
| 3. Education | <input type="checkbox"/> 1. Vocational or higher | <input type="checkbox"/> 2. Bachelor's Degree |
| | <input type="checkbox"/> 3. Master's Degree | <input type="checkbox"/> 4. Doctoral's Degree |
| 4. Experience | <input type="checkbox"/> 1. 1 year or lower | <input type="checkbox"/> 2. 2-5 years |
| | <input type="checkbox"/> 3. More than 5 years | <input type="checkbox"/> 4. More than 10 years |
| 5. Position | <input type="checkbox"/> 1. PR practitioner | |
| | <input type="checkbox"/> 2. Marketer/ Marketing practitioner | |
| | <input type="checkbox"/> 3. Primary PR executive level | |
| | <input type="checkbox"/> 4. Intermediate PR executive level | |
| | <input type="checkbox"/> 5. Top PR executive level | |
| 6. Income | <input type="checkbox"/> 1. 20,000 baht or lower | <input type="checkbox"/> 2. 20,001-40,000 baht |
| | <input type="checkbox"/> 3. 40,001-60,000 baht | <input type="checkbox"/> 4. 60,001-80,000 baht |
| | <input type="checkbox"/> 5. 80,001-100,000 baht | <input type="checkbox"/> 6. More than 100,000 baht |

Part 2 The objective of the use of online social media in your corporate

Question 1 to 10, there are 5 levels of the use of online social media

- 5 means Very high
 4 means High
 3 means Moderate
 2 means Low
 1 means Very low

No	The objectives of use of online social media	Level of the use				
		5	4	3	2	1
1	To use as the main media outlets					
2	To complement the traditional media					
3	To facilitate the modernization of the organization's internal and external communications					
4	To advertise and promote the organization/ products/ services					
5	To use as IT channel for PR					
6	To manage the information, details and issues concerning the organization					
7	To create social networks and interactions with the target groups and business partners					
8	To create trends and interests in the market					
9	To encourage specific target groups' consumption behaviors (eg. schoolers/ university students/ working people)					
10	To create business advantages for the company					

Part 3 The utilization of online social media in PR operations

The following questions are online social media for PR operations. Please choose the answer that best describes your utilization of online social media for PR operations.

Question 1 to 11, there are 5 levels of the utilization of online social media for PR operations

- | | | |
|---|-------|-----------|
| 5 | means | Regular |
| 4 | means | Often |
| 3 | means | Sometimes |
| 2 | means | Least |
| 1 | means | At least |

No	The utilization of use of online social media	Level of the utilization				
		5	4	3	2	1
1	Corporate website					
2	Corporate blog					
3	Public web blogs					
4	Twitter					
5	Wikipedia					
6	Facebook					
7	YouTube					
8	Instagram					
9	Line					
10	Google +					
11	The other..... (Please specify)					

Part 3 Public relations jobs through online social media

The following questions are PR jobs through online social media for which are you are responsible. Please choose the answer that best describes your PR jobs through online social media.

Question 1 to 16, there are 5 levels of the use of online social media

- 5 means Very high
- 4 means High
- 3 means Moderate
- 2 means Low
- 1 means Very low

No	PR jobs	Level of responsibility				
		5	4	3	2	1
1	Announcements					
2	PR research					
3	Mass media relations					
4	Employee relations					
5	Public affair					
6	Community relations					
7	Government relations					
8	Investor relations					
9	Business relations					
10	Issue management					
11	Risk and crisis management					
12	Writing for public relations					
13	PR media production					
14	PR campaign					
15	Special PR events					
16	Marketing PR					

Part 4 PR daily operations through online social media

The following questions are PR daily operations through online social media. Please choose the answer that best describes your PR daily operations through online social media. Question 1 to 37, there are 5 levels of the utilization of online social media for PR operations.

- 5 means Regular
 4 means Often
 3 means Sometimes
 2 means Least
 1 means At least

No	PR daily operations through online social media	Level of operations				
		5	4	3	2	1
1	To study the situation in the country					
2	To study the situation in the foreign country					
3	To study the information and business insights related to the company					
4	To monitor the competitors' movement					
5	To disseminate of news and information related to the company's products and services					
6	To publicize the press releases and PR materials for the media					
7	To update information/ the companys' news and announcements					
8	To follow up on news and issues related to the company					
9	To monitor and collect news and information about the executive					

Part 4 (Continued)

No	PR daily operations through online social media	Level of operations				
		5	4	3	2	1
10	To disseminate of news and information related to the company's products and services					
11	To publicize the press releases and PR materials for the media					
12	To update information/ the company's news and announcements					
13	To follow up on news and issues related to the company					
14	To monitor and collect news and information about the executive					
15	To follow up on news and issues related to the company's products and services					
16	To monitor news and information about the competitors					
17	To take control of the dissemination of the company's news and information					
18	To study the target market					
19	To create two-way communication channel with the target market					

Part 4 (Continued)

No	PR daily operations through online social media	Level of operations				
		5	4	3	2	1
20	To exchange/ share real time news and information with the customers					
21	To use as a social network among the customers online to be part of the company's operation					
22	To create online activities					
23	To create word of mouth marketing					
24	To be another PR contact point with the customers					
25	To build trust among the customers					
26	To build image of the company's products and services for the customers' awareness and acceptance					
27	To create interactions with the customers with specific and non-specific purposes					
28	To survey the customers' opinions, attitudes and behaviors					
29	To create interactions with the customers with specific and non-specific purposes					
30	To survey the customers' opinions, attitudes and behaviors					
31	To survey and study the general public's opinions, attitudes and behaviors					

Part 4 (Continued)

No	PR daily operations through online social media	Level of operations				
		5	4	3	2	1
32	To safeguard misunderstanding and unfavorable attitude towards the company					
33	To correct the customers' misunderstanding					
34	To evaluate the progress and results of the execution of PR plans and projects					
35	To survey and analyze of news and information published online					
36	To evaluate the effectiveness of social media for PR					
37	To monitor the target groups participation in PR activity online					

Part 5 PR practitioner's role through online social media

The following questions are the conclusion of your PR practitioner's role based on PR jobs through online social media (part 3) and PR daily operations through online social media (part 4). Please choose the answer that best describes your PR practitioner's roles through online social media.

Question 1 to 38, there are 5 levels of your PR practitioner's roles.

- 5 means Regular
- 4 means Often
- 3 means Sometimes
- 2 means Least
- 1 means At least

Part 5 (Continued)

PR practitioner's roles through online social media	Level of roles				
	5	4	3	2	1
Corporate communication practitioners					
1.Creating two-way communication channels with the target group					
2.Timeline communication with the target group					
3.Responding to the target groups' request for information/ details about the company's products and services					
4.Educating and creating understanding among the target group about the company's business operation					
5.Creating the target group's acceptance and approval of the company's business operations and activities					
6.In safeguarding misunderstanding through explanations, discussion or clarification to create trust and faith towards the company					
7.Correcting misunderstanding through clarification on the rumors/ issues/ situations					
8.Presenting the strength of the company's product and services					
9.Creating good relationships with the target group, making them part of the company's movements and participate the activities					

Part 5 (Continued)

PR practitioner's roles through online social media	Level of roles				
	5	4	3	2	1
10. Providing support for marketing activities and communicate the related content for public awareness and acceptance to encourage the consumption and/or use of service					
11. Creating and strengthening the brand/ managing the information/ issues related to the brand to build credibility and word of mouth among the target group					
12. Creating faith towards the content devised to convey with the different target groups					
13. Creating PR content via computer/internet/ online social media					
14. Creating PR content by using logo, color, and designing meaningful product and service to serve corporate business					
Change management					
15. Encouraging the executive and all personnel to handle the social economic, political, cultural, and technological changes affecting the company's business operations					
16. Analyzing and managing the social economic, political, cultural, and technological effects and devising solutions to reduce the negative effects on the business					

Part 5 (Continued)

PR practitioner's roles through online social media	Level of roles				
	5	4	3	2	1
17. Handling customer relations with all target groups and stakeholders					
18. Training all personnel to be ready for social, economic, political, cultural, technological changes by offering training, workshops, seminars, fieldtrips both locally and internationally					
Situation management					
19. Forecasting and interpreting social issues including the attitude public opinions' target groups affecting the business corporate					
20. Analyzing positive and negative the situation of society, economy, politics, culture and technology affect the business corporate					
21. Creating PR plans and projects					
22. Implementing systematic PR plans					
23. Analyzing and evaluating the follow-up before/ during/ after the execution PR plans and Projects					
Manager					
24. Encouraging PR executive and personnel participate in the decision making on PR matters					
25. Encouraging PR executive and personnel participate in the decision making on PR strategies					

Part 5 (Continued)

PR practitioner's roles through online social media	Level of roles				
	5	4	3	2	1
26. Handling other task in PR department					
27. Executing and coordinating with digital media executive					
28. Executing and coordinating PR tasks with personnel in digital media, marketing and other supporting units					
29. Working as PR manager					
30. Providing counsels PR practices for executive					
31. Providing consels and suggest PR strategy to build corporate image, product image, service image and executive image					
32. Providing counsels and PR strategy to tackle the change of society, economy, politics, culture, technology and PR crisis					
33. Providing counsels and strategy of using online social media as corporate PR innovation					
34. Providing counsels of PR strategy to all executive levels					
Creating interactions and relationships					
35. Creating good relationships with the target groups					
36. Creating good relationships with the press and media in disseminating informative content					
37. Creating good relationship through PR activities with surrounding communities and/or nearby vicinity affected by corporate business operations					

Part 5 (Continued)

PR practitioner's roles through online social media	Level of roles				
	5	4	3	2	1
38.Creating good relationship with investors					
39.Creating good relationship with general public, specific target group, general target group, customers via PR online activities					

Other suggestions and additional information (Please specify)

[illegible]

แบบสอบถาม

การพัฒนานวัตกรรมการประชาสัมพันธ์เชิงกลยุทธ์ผ่านการสื่อสารเครือข่าย

สังคมออนไลน์ขององค์กรธุรกิจเอกชนในประเทศไทย

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต คณะนิเทศศาสตร์และนวัตกรรมการสื่อสาร สถาบันบัณฑิตพัฒนบริหารศาสตร์(นิด้า) ข้อมูลที่ท่านแสดงความคิดเห็นจะเป็นความลับ และใช้สรุปผลการศึกษาในภาพรวม จะไม่มีผลเสียแต่ท่านประการใด

คำชี้แจง

แบบสอบถามมีทั้งหมด 13 หน้า โปรดทำเครื่องหมาย ✓ ลงในช่องคำตอบที่ท่านเลือก

ตอนที่ 1 ข้อมูลทั่วไป

1. เพศ

- ☐ 1.ชาย ☐ 2.หญิง

2. อายุ

- ☐ 1.ต่ำกว่า 20 ปี ☐ 2. 20-25 ปี
☐ 3. 26-30 ปี ☐ 4. 31-35 ปี
☐ 5. 36-40 ปี ☐ 6. 41-45 ปี
☐ 7. 46-50 ปี ☐ 8. 51-55 ปี
☐ 8. 55-60 ปี ☐ 9. มากกว่า 60 ปี

3. ระดับการศึกษาสูงสุด

- ☐ 1.ปวช./ปวส. ☐ 2.ปริญญาตรี
☐ 3.ปริญญาโท ☐ 4.ปริญญาเอก

4. ประสบการณ์การทำงาน

- ☐ 1. 1 ปีหรือต่ำกว่า ☐ 2. 2-5 ปี
☐ 3. มากกว่า แต่ไม่เกิน 10 ปี ☐ 4. มากกว่า 10 ปี

5. ท่านดำรงตำแหน่งระดับใด

- ☐ 1.นักประชาสัมพันธ์ระดับปฏิบัติการ ☐ 4.ผู้บริหารระดับกลาง (หัวหน้าแผนก/ฝ่าย)
☐ 2.นักการตลาด/นักสื่อสารการตลาด ☐ 5.ผู้บริหารระดับสูง (ผู้อำนวยการ/หัวหน้าส่วน)
☐ 3.ผู้บริหารระดับต้น (หัวหน้าแผนก/ฝ่าย) ☐ 6.อื่นๆ โปรดระบุ

ตอนที่ 1 (ต่อ)

7. วัตถุประสงค์การใช้สื่อสังคมออนไลน์ในองค์กรของท่าน

คำตอบมีให้เลือก 5 ระดับ คือ

5 หมายถึง มากที่สุด

4 หมายถึง มาก

3 หมายถึง ปานกลาง

2 หมายถึง น้อย

1 หมายถึง น้อยที่สุด

ลำดับ ข้อ	ท่านใช้สื่อสังคมออนไลน์ในองค์กรของท่านเพื่อวัตถุประสงค์ ดังต่อไปนี้	ระดับความคิดเห็น				
		5	4	3	2	1
1	ใช้เพื่อเป็นสื่อกระแสหลักในการดำเนินธุรกิจ					
2	ใช้ควบคู่กับสื่อกระแสหลักในการดำเนินธุรกิจ (หนังสือพิมพ์ วิทยุ โทรทัศน์ นิตยสาร ฯลฯ)					
3	ใช้เพื่อจัดระบบกลไกการสื่อสารภายในและภายนอกองค์กรเข้าสู่ ความทันสมัย					
4	ใช้เพื่อการโฆษณาองค์กร/สินค้า/บริการ					
5	ใช้เป็นเทคโนโลยีเชิงข่าวสารเพื่อการประชาสัมพันธ์องค์กร					
6	ใช้เพื่อจัดการข้อมูล/ข่าวสารและประเด็นทางธุรกิจขององค์กร					
7	ใช้เพื่อสร้างเครือข่ายทางสังคม การมีปฏิสัมพันธ์กับกลุ่มเป้าหมาย และพันธมิตรทางธุรกิจ					
8	ใช้เพื่อสร้างกระแสทางการตลาด/ การส่งเสริมการขายสินค้า/บริการ					
9	ใช้เพื่อกระตุ้นพฤติกรรมผู้บริโภคของกลุ่มเป้าหมายเฉพาะกลุ่ม (เช่น นักเรียน/ นักศึกษา/ คนวัยทำงาน)					
10	ใช้เพื่อสร้างความได้เปรียบในการดำเนินธุรกิจขององค์กร					

ตอนที่ 2 สื่อสังคมออนไลน์ที่ใช้ในการดำเนินงานประชาสัมพันธ์

คำชี้แจง การดำเนินงานประชาสัมพันธ์ของท่าน ท่านใช้สื่อสังคมออนไลน์ต่อไปนี้บ่อยครั้งเพียงใด

คำถามข้อ 1 ถึง 11 มีคำตอบให้เลือก 5 ระดับ คือ

5 หมายถึง ใช้เป็นประจำ

4 หมายถึง ใช้ค่อนข้างบ่อย

3 หมายถึง ใช้บ้างเป็นบางครั้ง

2 หมายถึง ใช้บ้าง

1 หมายถึง ใช้บ้างเล็กน้อย/ไม่ได้ใช้เลย

ลำดับ ข้อ	สื่อสังคมออนไลน์	ระดับการใช้สื่อสังคมออนไลน์				
		5	4	3	2	1
1	เว็บไซต์องค์กร					
2	บล็อกขององค์กร					
3	บล็อกสาธารณะ					
4	ทวิตเตอร์					
5	วิกิพีเดีย					
6	เฟซบุ๊ก					
7	ยูทูบ					
8	อินสตาแกรม					
9	ไลน์					
10	กูเกิ้ล พลัส					
11	อื่น ๆ (โปรดระบุ).....					

ตอนที่ 3 ภาระงานประชาสัมพันธ์

คำชี้แจง ท่านมีภาระงานประชาสัมพันธ์ที่ท่านรับผิดชอบ มากน้อยเพียงใด

คำถามข้อ 1 ถึง 16 มีคำตอบให้เลือก 5 ระดับ คือ

5 หมายถึง มากที่สุด

4 หมายถึง มาก

3 หมายถึง ปานกลาง

2 หมายถึง น้อย

1 หมายถึง น้อยที่สุด

ลำดับ ข้อ	ภาระงานประชาสัมพันธ์ที่ท่านรับผิดชอบ	ระดับของความรับผิดชอบ				
		5	4	3	2	1
1	งานเผยแพร่ข่าวสาร					
2	งานวิจัย					
3	งานสื่อมวลชนสัมพันธ์					
4	งานพนักงานสัมพันธ์					
5	งานชุมชนสัมพันธ์					
6	งานนโยบายสาธารณะ (เช่น การปรับตัวขององค์กรให้ทันกับนโยบายสาธารณะ/ ความคาดหวังของสาธารณชน)					
7	งานรัฐสัมพันธ์					
8	งานนักลงทุนสัมพันธ์					
9	งานธุรกิจสัมพันธ์ (เช่น สร้างพันธมิตร/เครือข่ายทางธุรกิจ เข้าไปมีส่วนรวมในสมาคมการค้า)					
10	งานสื่อสารความเสี่ยงและการจัดการประเด็น					
11	งานสื่อสารภาวะวิกฤต					
12	งานเขียนเพื่อการประชาสัมพันธ์					
13	งานผลิตสื่อประชาสัมพันธ์					
14	งานรณรงค์ทางการประชาสัมพันธ์					
15	งานกิจกรรมพิเศษทางการประชาสัมพันธ์					
16	งานประชาสัมพันธ์การตลาด					

ตอนที่ 4 การดำเนินงานประชาสัมพันธ์ของท่าน

คำชี้แจง ข้อความต่อไปนี้ คือ รายละเอียดการดำเนินงานประชาสัมพันธ์ของนักประชาสัมพันธ์ โปรดเลือกข้อความที่สอดคล้องกับ
รายละเอียดการดำเนินงานประชาสัมพันธ์ของท่านมากที่สุด

คำถามข้อ 1 ถึง 30 มีคำตอบให้เลือก 5 ระดับ คือ

5 หมายถึง ทำเป็นประจำ

4 หมายถึง ทำบ่อยครั้ง

3 หมายถึง เป็นบางครั้ง

2 หมายถึง ทำค่อนข้างน้อย

1 หมายถึง ทำน้อยมาก/ไม่ได้ทำเลย

ลำดับ ข้อ	รายละเอียดการดำเนินงานประชาสัมพันธ์ของท่าน	ระดับของการดำเนินงาน				
		5	4	3	2	1
1	ท่านศึกษาสถานการณ์ภายในประเทศ (ด้านเศรษฐกิจ สังคม/ การเมือง/ วัฒนธรรม/ เทคโนโลยี)					
2	ท่านศึกษาสถานการณ์ในต่างประเทศ (ด้านเศรษฐกิจ สังคม/ การเมือง/ วัฒนธรรม/ เทคโนโลยี)					
3	ท่านศึกษาข้อมูลในแวดวงธุรกิจที่เกี่ยวข้องกับองค์กร					
4	ท่านศึกษาการดำเนินธุรกิจของคู่แข่ง					
5	ท่านเผยแพร่ข้อมูลข่าวสารเกี่ยวกับสินค้า/บริการขององค์กร					
6	ท่านส่งข่าวประชาสัมพันธ์และภาพข่าวประชาสัมพันธ์ให้สื่อมวลชน					
7	ท่านอัปเดตข้อมูล/ข่าวสารการประชาสัมพันธ์ขององค์กร					
8	ท่านติดตาม/ตรวจสอบประเด็นข่าวสารเกี่ยวกับองค์กร					
9	ท่านติดตาม/ตรวจสอบประเด็นข่าวสารของผู้บริหาร					
10	ท่านติดตาม/ตรวจสอบประเด็นข่าวสารเกี่ยวกับสินค้า/บริการของ องค์กร					
11	ท่านติดตาม/ตรวจสอบประเด็นข่าวสารของคู่แข่ง					
12	ท่านควบคุมการนำเสนอข่าวสารขององค์กรให้อยู่ทิศทางที่ถูกต้อง					
13	ท่านศึกษาข้อมูลเกี่ยวกับกลุ่มเป้าหมายขององค์กร					
14	ท่านมีปฏิสัมพันธ์และสื่อสารสองทางกับกลุ่มเป้าหมายขององค์กร					
15	ท่านแลกเปลี่ยน/แบ่งปัน/แชร์ข้อมูล/ข่าวสารแบบเรียลไทม์กับ กลุ่มเป้าหมายขององค์กร					

ตอนที่ 4 (ต่อ)

ลำดับ ข้อ	รายละเอียดการดำเนินงานประชาสัมพันธ์ของท่าน	ระดับของการดำเนินงาน				
		5	4	3	2	1
16	ท่านสร้างเครือข่ายของกลุ่มเป้าหมายผ่านสื่อสังคมออนไลน์เพื่อมีส่วนร่วมกับการดำเนินธุรกิจขององค์กร					
17	ท่านจัดกิจกรรมประชาสัมพันธ์ออนไลน์ให้กับกลุ่มเป้าหมายขององค์กร					
18	ท่านใช้การประชาสัมพันธ์การตลาดแบบบอกต่อระหว่างกลุ่มเป้าหมาย (Viral Marketing PR)					
19	ท่านใช้จุดสัมผัสการประชาสัมพันธ์กับกลุ่มเป้าหมาย (เช่น เนื้อหา/เรื่องราวดี ๆ/น่าสนใจของสินค้า/บริการ)					
20	ท่านสร้างแบรนด์เพื่อให้กลุ่มเป้าหมายเกิดความไว้วางใจ/น่าเชื่อถือ					
21	ท่านสร้างภาพลักษณ์องค์กร/สินค้า/บริการให้กลุ่มเป้าหมายรับรู้และเกิดการยอมรับ					
22	ท่านสร้างความสัมพันธ์กับกลุ่มเป้าหมายแบบหวังผล และ/หรือไม่หวังผลตอบแทน					
23	ท่านดำเนินการสำรวจความคิดเห็น ทศนคติ และพฤติกรรมของกลุ่มเป้าหมาย					
24	ท่านดำเนินการสำรวจความคิดเห็น ทศนคติ และพฤติกรรมของสาธารณชนทั่วไป					
25	ท่านดำเนินการเพื่อป้องกันมิให้กลุ่มเป้าหมายมีความเข้าใจที่ผิด ๆ ต่อองค์กร					
26	ท่านดำเนินการเพื่อแก้ไขความเข้าใจผิดของกลุ่มเป้าหมาย (การตอบปัญหา ข้อเสนอแนะ การอธิบาย การชี้แจง)					
27	ท่านประเมินผลการปฏิบัติงานตามแผนงาน/โครงการประชาสัมพันธ์ต่าง ๆ					
28	ท่านประเมินผล/ตรวจสอบเนื้อหา/ข่าวสารที่เผยแพร่ผ่านสื่อสังคมออนไลน์					
29	ท่านประเมินประสิทธิผลการใช้สื่อสังคมออนไลน์ในงานประชาสัมพันธ์องค์กร					
30	ท่านตรวจสอบการเข้าชม/การมีส่วนร่วมกิจกรรมประชาสัมพันธ์ผ่านสื่อสังคมออนไลน์ของกลุ่มเป้าหมาย					

ตอนที่ 5 บทบาทในการปฏิบัติงานประชาสัมพันธ์

คำชี้แจง ข้อความต่อไปนี้ คือ การสรุปบทบาทในการปฏิบัติงานประชาสัมพันธ์ จากภาระหน้าที่ (ตอนที่ 3) และรายละเอียดการดำเนินงานประชาสัมพันธ์ของท่าน (ตอนที่ 4) โปรดเลือกข้อความที่สอดคล้องกับบทบาทในการปฏิบัติงานประชาสัมพันธ์ของท่านมากที่สุด

คำถามข้อ 1 ถึง 38 มีคำตอบให้เลือก 5 ระดับ คือ

5 หมายถึง เป็นประจำ

4 หมายถึง ค่อนข้างบ่อย

3 หมายถึง เป็นบางครั้ง

2 หมายถึง ค่อนข้างน้อย

1 หมายถึง น้อยมาก/ไม่ได้ปฏิบัติเลย

ลำดับ ข้อ	บทบาทในการปฏิบัติงานประชาสัมพันธ์	ระดับของบทบาท				
		5	4	3	2	1
1	นักสื่อสารองค์กร ท่านมีบทบาทในการสร้างช่องทางการสื่อสารสองทางระหว่างองค์กรกับกลุ่มเป้าหมาย					
2	ท่านมีบทบาทในการสื่อสารแบบทวิทาง (24 ชั่วโมง/7วัน) ที่สร้างการรับรู้และความสัมพันธ์ที่ดีระหว่างองค์กรกับกลุ่มเป้าหมาย					
3	ท่านมีบทบาทในการตอบสนองความต้องการของกลุ่มเป้าหมายในเรื่องของข้อมูล/ข่าวสารการประชาสัมพันธ์องค์กร/สินค้า/บริการ					
4	ท่านมีบทบาทในการสร้างความรู้ ความเข้าใจให้กับกลุ่มเป้าหมายในเรื่องการดำเนินธุรกิจขององค์กร					
5	ท่านมีบทบาทการสร้างการยอมรับและชักจูงใจกลุ่มเป้าหมายเห็นด้วยกับการดำเนินธุรกิจและกิจกรรมทางธุรกิจขององค์กร					
6	ท่านมีบทบาทในการป้องกันมิให้เกิดความเข้าใจผิด ด้วยการอธิบาย การแถลง หรือชี้แจงเพื่อให้กลุ่มเป้าหมายเข้าใจ เชื่อถือ ไร้ความสงสัย					
7	ท่านมีบทบาทในการการแก้ไขความเข้าใจผิด ด้วยการอธิบาย เหตุการณ์/ประเด็นที่เป็นข้อสงสัย/ข้อสงสัยเพื่อให้กลุ่มเป้าหมายเข้าใจด้วยเหตุผลที่สอดคล้องกัน					
8	ท่านมีบทบาทในการนำจุดเด่นขององค์กร/สินค้า/บริการมากล่าว เพื่อให้กลุ่มเป้าหมายเกิดความศรัทธา					
9	ท่านมีบทบาทในการสร้างความสัมพันธ์ที่ดีเพื่อให้กลุ่มเป้าหมายรับรู้ความเคลื่อนไหวต่าง ๆ ขององค์กรด้วยความรู้สึกผูกพัน และมีส่วนร่วมในกิจกรรมทางธุรกิจขององค์กร					

ตอนที่ 5 (ต่อ)

ลำดับ ข้อ	บทบาทในการปฏิบัติงานประชาสัมพันธ์	ระดับของบทบาท				
		5	4	3	2	1
10	ท่านมีบทบาทในการสนับสนุนกิจกรรมทางการตลาด และนำเสนอเรื่องราวที่สัมพันธ์กับกิจกรรมทางธุรกิจเพื่อส่งเสริมสินค้า/บริการให้เป็นที่ยอมรับ เพื่อให้กลุ่มเป้าหมายเกิดพฤติกรรมการซื้อและ/หรือใช้บริการ					
11	ท่านมีบทบาทในการสร้างแบรนด์ และบริหารข้อมูล/ข่าวสารประเด็นต่าง ๆ ที่เกี่ยวกับแบรนด์ให้เกิดมิติที่น่าเชื่อถือ ตลอดจนมีการบอกต่อกันระหว่างกลุ่มเป้าหมาย					
12	ท่านมีบทบาทในการสร้างและออกแบบเนื้อหา/ข่าวสาร เพื่อการประชาสัมพันธ์ให้เหมาะสมกับกลุ่มเป้าหมายแต่ละกลุ่มขององค์กร					
13	ท่านมีบทบาทในการผลิตเนื้อหา/ข่าวสารเพื่อการประชาสัมพันธ์ด้วยระบบคอมพิวเตอร์/อินเทอร์เน็ต/สื่อสังคมออนไลน์					
14	ท่านมีบทบาทในการสร้างเนื้อหา/ข่าวสารเพื่อการประชาสัมพันธ์ด้วยสัญลักษณ์ การใช้สี การออกแบบภาพสินค้า/บริการที่สื่อความหมายทางธุรกิจขององค์กร					
15	การบริหาร ท่านมีบทบาทในการกระตุ้นผู้บริหาร บุคลากรทุกฝ่ายในองค์กรให้มีส่วนร่วมในการบริหารการเปลี่ยนแปลงทางสังคม เศรษฐกิจ การเมือง วัฒนธรรมและเทคโนโลยีที่ส่งผลการดำเนินธุรกิจขององค์กร					
16	ท่านมีบทบาทในการวิเคราะห์และจัดการผลกระทบจากการเปลี่ยนแปลงทางสังคม เศรษฐกิจ การเมือง วัฒนธรรมและเทคโนโลยี และพัฒนากลไกที่จะลดผลกระทบเพื่อสร้างผลประโยชน์ในเชิงธุรกิจขององค์กร					
17	ท่านมีบทบาทในการบริหารลูกค้าสัมพันธ์กับกลุ่มเป้าหมายทุกกลุ่มและผู้มีส่วนได้ส่วนเสียขององค์กร					
18	ท่านมีบทบาทในการพัฒนาบุคลากรทุกฝ่ายให้มีความพร้อมกับการเปลี่ยนทางสังคม เศรษฐกิจ การเมือง วัฒนธรรมและเทคโนโลยี (เช่น ฝึกอบรมเชิงปฏิบัติการ จัดสัมมนา ศึกษาดูงานทั้งในและต่างประเทศ)					

ตอนที่ 5 (ต่อ)

ลำดับ ข้อ	บทบาทในการปฏิบัติงานประชาสัมพันธ์	ระดับของบทบาท				
		5	4	3	2	1
19	การบริหารสถานการณ์ ท่านมีบทบาทในการคาดการณ์ การตีความประเด็นทางสังคม รวมถึงประชาคม/ทัศนคติของกลุ่มเป้าหมายที่จะมีผลกระทบต่อ การดำเนินธุรกิจขององค์กร					
20	ท่านมีบทบาทในการวิเคราะห์สถานการณ์เชิงบวก/เชิงลบทางสังคม เศรษฐกิจ/การเมือง/วัฒนธรรม และเทคโนโลยีทั้งภายในและ ภายนอกองค์กรที่จะมีผลกระทบต่อการดำเนินธุรกิจขององค์กร					
21	ท่านมีบทบาทในการวางแผนงานประชาสัมพันธ์/โครงการ ประชาสัมพันธ์ (องค์กร/สินค้า/บริการ)					
22	ท่านมีบทบาทในการปฏิบัติงานประชาสัมพันธ์ตามขั้นตอนของ กระบวนการประชาสัมพันธ์อย่างเป็นระบบ					
23	ท่านมีบทบาทในการประเมิน/การติดตามผลก่อน/ระหว่าง/และหลัง การปฏิบัติงานประชาสัมพันธ์ตามแผนงานประชาสัมพันธ์/โครงการ ประชาสัมพันธ์					
24	การจัดการ ท่านมีบทบาทในการกระตุ้นให้ผู้บริหาร บุคลากรในฝ่าย ประชาสัมพันธ์มีส่วนร่วมในการตัดสินใจกับนโยบายการ ประชาสัมพันธ์ขององค์กร					
25	ท่านมีบทบาทในการกระตุ้นให้ผู้บริหาร บุคลากรในฝ่าย ประชาสัมพันธ์มีส่วนร่วมในการตัดสินใจเกี่ยวกับเรื่องที่สำคัญ เกี่ยวกับการประชาสัมพันธ์องค์กร					
26	ท่านมีบทบาทในการจัดการในฝ่ายประชาสัมพันธ์ (เช่น การ วางแผนงาน การสรรหานักสื่อสาร การพัฒนานักสื่อสาร)					
27	ท่านมีบทบาทในการการทำงานและประสานงานประชาสัมพันธ์ ผ่านการสื่อสารเครือข่ายสังคมออนไลน์กับผู้บริหารสื่อดิจิทัล					
28	ท่านมีบทบาทในการการทำงานและประสานงานประชาสัมพันธ์ผ่าน การสื่อสารเครือข่ายสังคมออนไลน์กับบุคลากรฝ่ายสื่อดิจิทัล/ฝ่าย การตลาด/ และหน่วยงานสนับสนุนต่างๆภายในองค์กร					

ตอนที่ 5 (ต่อ)

ลำดับ ข้อ	บทบาทในการปฏิบัติงานประชาสัมพันธ์	ระดับของบทบาท				
		5	4	3	2	1
29	บทบาทผู้เชี่ยวชาญ ท่านมีบทบาทในการทำงานเป็นผู้บริหารงานประชาสัมพันธ์ของ องค์กร					
30	ท่านมีบทบาทในการให้คำปรึกษาด้านการดำเนินงาน ประชาสัมพันธ์ขององค์กรให้กับผู้บริหารระดับสูง					
31	ท่านมีบทบาทในการให้คำปรึกษา และข้อเสนอแนะแนวทางการ ประชาสัมพันธ์เพื่อสร้างภาพลักษณ์องค์กร ภาพลักษณ์ตราสินค้า/ ภาพลักษณ์การบริการ และภาพลักษณ์ผู้บริหาร					
32	ท่านมีบทบาทในการให้คำปรึกษา และข้อเสนอแนะแผนงาน ประชาสัมพันธ์เชิงกลยุทธ์เพื่อรองรับการเปลี่ยนแปลงทางทาง สังคม เศรษฐกิจ/การเมือง/วัฒนธรรม/เทคโนโลยี และในภาวะ วิกฤต					
33	ท่านมีบทบาทในการให้คำปรึกษา และข้อเสนอแนะการใช้สื่อสังคม ออนไลน์เป็นนวัตกรรมการประชาสัมพันธ์ธุรกิจขององค์กร					
34	ท่านมีบทบาทในการให้คำปรึกษา และข้อเสนอแนะกับผู้บริหารทุก ระดับในเรื่องการประชาสัมพันธ์					
35	การสร้างความสัมพันธ์ ท่านมีบทบาทในการสร้างความสัมพันธ์ผ่านกิจกรรมการ ประชาสัมพันธ์กับกลุ่มเป้าหมายขององค์กร					
36	ท่านมีบทบาทในการสร้างความสัมพันธ์กับสื่อมวลชนทุกแขนงผ่าน การนำเสนอข่าวสารขององค์กรที่น่าสนใจ/มีคุณภาพในเชิงสาระ					
37	ท่านมีบทบาทในการสร้างความสัมพันธ์ผ่านกิจกรรมการ ประชาสัมพันธ์กับชุมชนโดยรอบ และ/หรือละแวกใกล้เคียงที่ได้รับ ผลกระทบจากการดำเนินธุรกิจขององค์กร					
38	ท่านมีบทบาทในการสร้างความสัมพันธ์ผ่านกิจกรรมการ ประชาสัมพันธ์กับนักลงทุน					
39	ท่านมีบทบาทในการสร้างความสัมพันธ์ผ่านกิจกรรมการ ประชาสัมพันธ์กับ/ลูกค้า/ผู้บริโภคนเฉพาะกลุ่ม/ผู้บริโภคทั่วไป/ ผู้ใช้บริการเฉพาะกลุ่ม/ผู้ใช้บริการทั่วไป					

ข้อเสนอแนะ/ ข้อมูลเพิ่มเติมอื่น ๆ (ถ้ามี โปรดระบุ)

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BIOGRAPHY

NAME

Assistant Professor Apichat Puksawadde

ACADEMIC BACKGROUND

Master of Communication Arts
(Public Relations) Bangkok University
Certificate of “Improving Training Concept”.
International Insitute for Journalism of the
German Foundation for International
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Certificate of Teaching “Skills Development for
Communication Educators” in the Mekong
Sub-region. The United Nation Educational,
Scientific and Cultural Organization. UNESCO,
Thailand

CURRENT POSITION

Full time Lecturer, Communication Arts
Faculty, Huachiew Chalermprakiet University.

EXPERIENCE

Full time Lecturer, Communication Arts
Faculty, North Eastern University.
Full time Lecturer and Head Department of
Public Relations. Communication Arts Faculty,
Saint John University.

CONFERENCE

“Public Relations on Social Media”

The Fourth Annual Asian Conference on Media and Communication 2013, Osaka, Japan.

“Strategic Public Relations Innovation through Online Social Media”

The 2015 International Conference Tsinghua University, Beijing, China.

PUBLICATION

Public Relations for Image Building 2nd edition (2013) Bangkok: Chulalongkorn Press.

Writing for Public Relations 2nd edition (2014) Samutprakarn: Huachiew Chalermprakiet University.

The Development of Innovative PR Strategy through Online Social Media (in press) (2016) Bangkok: Chulalongkorn Press.