**Interviews Scripts with PR strategists Professionals**

**Script 1**

1. The name of the position you are holding

Public relations Officer acting as Public Relations Manager

1. Work experience in the field of communication

8 years

1. **What are the different PR roles/ functions performed in your division/ department?**

Protect the image of the organisation and that of the industry. PR is the mouthpiece of the organisation, anything that needs to be communicated to the public, if it is not through the CEO's Office, but through the PR Office. Communicate plans and events. Support the private sector in activities that are in line with the mandate of organisation.

4. **Is there someone who performs the role of the PR strategist in the organisation?** Yes It is me as I sit in management meetings that inform executive committee

5. **What are the different functions associated with this role?**

Arrange press conferences, draft press releases, talk to all media, both social and traditional, and Protect the image of the organisation and industry

There is a research department within the organisation that collects data on trends in the industry and based on the data collected about tourists we inform our stakeholders. information such as revenue made, the reason for visit, preferred guest houses and so on.

We also partner with strategic partners to meet the organisation's mandate

Write articles/ newsletters to make sure the public is aware of the industry. The private sector collaborates with the organisation and we make awareness campaigns"

6**. Are you part of the dominant coalition that makes important decisions within the organisation?**

No, I am part of the middle management team who reports to Executive team.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

Technology is new now, therefore, we need to adapt to technology so that our stakeholders both local and international will be able to navigate easily tourist sites on the palm. Then advised management on the adoption of the organisation developing an app that will be user-friendly for our stakeholders. Also, advise events to participate in as they create good relations. To date, there is one event that is pinned into our annual calendar due to its attraction of tourists to Lesotho. And during these events, we make sure that we give them good hospitality so that they come again

8. **To what extent is PR involved in strategy development?**

I am involved in the development of the strategy, as PR, we are involved when it comes to issues relating to the internal and external stakeholders where we need to communicate with external and internal stakeholders most importantly talk about vision and mission and involve everyone, especially in the recent one where everyone is going to be involved. In the last, I had not contributed.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

I add value to the organisation by communicating with both internal and external stakeholders

Hold sensitisation community awareness campaigns about projects that they can do to generate money, host career guidance at schools, educate police on customer care for tourists and create linkages or value chains with other industries.

Currently, there is a challenge of financial resources, developing print materials to distribute during our campaign and education awareness road shows. PR is short-staffed and there is no money to do outreach. We no longer print promotional materials due to budget constraints and PR is short-staffed.

1.

2. Work experience in the field of communication

3

4.

5. What are the different functions associated with this role?

6. Are you part of the dominant coalition that makes important decisions within the organisation?

7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).

8. To what extent is PR involved in strategy development?

9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?

Scripts 2

1. The name of the position you are holding

Public Affairs Stakeholders

What are the different PR roles/ functions performed in your division/ department?

1. Work experience in the field of communication

21 years

1. What are the different PR roles/ functions performed in your division/ department?

"consider developing policies and inter alia with the public and make sure that the public is aware of policies that protect them, we use the Public policy model

- We use two-way symmetrical communication: talk to the public and allow them to talk to us about the products in the market. And also does the public know about the process they need to follow when they have grievances?

- We do a lot of CSI, we help vulnerable groups such as abused women, and orphanages, we give them wifi services throughout the year and also sponsor students who excel in communication courses

-Donation from time to time from 40% of CSI budget

-Encourage the public to talk to service providers and if they are not satisfied they can write to us

-

1. Is there someone who performs the role of the PR strategist in the organisation?

I play the role and I am the only one in the office and I report directly to the CEO and I am part of the advisory to the CEO.

5. What are the different functions associated with this role?

"consider developing policies and inter alia with the public and make sure that the public is aware of policies that protect them, we use the Public policy model

- We use two-way symmetrical communication: talk to the public and allow them to talk to us about the products in the market. And also does the public know about the process they need to follow when they have grievances?

- We do a lot of CSI, we help vulnerable groups such as abused women, and orphanages, we give them wifi services throughout the year and also sponsor students who excel in communication courses

-Donation from time to time from 40% of CSI budget

-Encourage the public to talk to service providers and if they are not satisfied they can write to us

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

Yes as I sit at Exo, there is nothing that happens within the organisation that my division does not know. I also sit in the two management levels where we deliberate on emerging issues, then take report to Exco.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

"From the conceptualising of Policy every division has input. For example, due to high of theft, people in the public have roger and affect spectrum and I set with the technical team on how we can draw up guidelines that are approved and we are planning a media briefing. We make sure that there is ownership of policies hence everyone's involvement in the policy development.

**8. To what extent is PR involved in strategy development?**

As a regulator, there is no way that the road we take cannot consider stakeholder engagement. The role of Public Affairs plays a significant role in the development of the corporate strategy and that it helps the organisation to achieve its KPIs.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

"Communication is found not to be key proffession among the engineers, accountants, economics, and M&E. They feel their work is private and me trying to show them the importance of public know they feel we are inviting unnecessary attention. I feel they need to take a short course in communication so that they get to understand the importance of communicating with stakeholders. I have made LCA adopt Gender-based violence, giving the start of capital, after we have equipped them with skills such as sawing, entrepreneurship.

now the public will ask why they are receiving 0.30, in their accounts and the public start asking questions, we are not proactive, but rather reactive. The organisation is rigid and the public does not know what we do.

-For example as a communication regulator, you will find that communication networks have been overcharging the public, as a Public Affairs Officer,I then suggested that the public needs to know. "

**Script 3**

1. The name of the position you are holding

Communication officer (Pension Fund)

2. Work experience in the field of communication

13 years

3. What are the different PR roles/ functions performed in your division/ department?

Implement the communication strategy and policy of the pension fund. • Provide information to 36000 members of the fund. Implement the communication strategy and policy of the pension fund.

**4. Is there someone who performs the role of the PR strategist in the organisation?**

Sit in management forums to discuss reports and advice on communication-related matters

**5. What are the different functions associated with this role?**

Manage and maintain the brand of the fund, update website, produce promotional materials that include brochures, and liaise with media. Provide information to 36000 members of the fund

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

No I am not, I am in middle management

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

**8. To what extent is PR involved in strategy development?**

"Yes, I am viewed as a specialist in the field and when there is a need to address media I am asked. On the issue of issue management, I am the contact person and guide on the speed at which the organization reacts to issues.

There was distorted information about the fund

I am involved in every aspect

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

"The main assignment is to collect premiums from contributors,

invest and pay benefits according to management and they are addressed secondary where they need to be empowered with information "

Script 4

**1. The name of the position you are holding**

Head of Sales, Distribution, Brand and Marketing

**2. Work experience in the field of communication**

11.5 years

**3. What are the different PR roles/ functions performed in your division/ department?**

"Building the Brand, being the custodians of the brand and creating demand through our marketing strategies, then through the operation department, we deliver the promise that we are there for our stakeholders when they are in need through our insurance products, whether it be death or education for their kids.

-Through Brand, we communicate the brand promise to our stakeholders, we have three wins: shareholders, employees who will deliver, customers and partners(agencies, service providers)

- Communication would be encountered on the ESG projects, Brand resonance on how we assure Basotho that we are here for them and the selling aspect of communication where we do insurance education

We assure Basotho that we are here to stay and they should trust LNIG Hollard"

**4. Is there someone who performs the role of the PR strategist in the organisation?**

I am

**5. What are the different functions associated with this role?**

Communication functions are embedded in the marketing strategy

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

Most definitely. We are reactive oftentimes, We have different committees that we use to communicate internal issues and I sit on the two and sit in Executive Committee. Whatever was unable to be resolved at the committee gets escalated to the executive level and I have first hand on the discussion and solutions to the issue.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

"In regard to communication should be doing that but we are overstretched so the PR function takes a back seat, we put other more important things. We are reactive to our communication strategy. When we have campaigns we engage our service providers. We are looking into having the PR manager soon under the marketing structure. After the merger of the two companies, there was silence and were still operating as an old organisation to our stakeholders. I then took it to my boss the CEO that we needed to talk about the merger of the two companies and really showed him the importance of revealing the information. He okayed it and allowed us to carry out a stakeholder survey to understand their perception and what is it that they would like to see. Based on the analysis of the survey we made recommendations, which were approved by the board of directors, then developed a logo which through my recommendation they approved. Currently, we driving the brand, and in the next strategy will set another objective.

**8. To what extent is PR involved in strategy development?**

I am very much involved from the beginning to implementation.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

I feel I'm empowered and supported by the CEO to do what I feel is right for the company, I am doing my best for the organisation. But I will like to know why is there a rift between marketing and finance. Finance has a feeling that communication/marketing activities are wasting the organisation money, evetime there need a budget cut, the first function they look at is marketing functions.

**Script 5**

**1. The name of the position you are holding**

Senior Marketing, Communication and Stakeholder Manager (BEDCO)

**2. Work experience in the field of communication**

22 years

**3. What are the different PR roles/ functions performed in your division/ department?**

Producing IEC materials in the form of brochures, leaflets and newsletters. We also inform both internal and external stakeholders. Relation is about lobbying strategical partners to fund different projects BEDCO has as we get subvention from the Government. We have to capacitate entrepreneurs. And we also mobile for grunds/funds. We try to have as many partners as we can and there are funds. We strive for consistency and continuity.

**4. Is there someone who performs the role of the PR strategist in the organisation?**

It is me, as external communication goes through my office

1. **What are the different functions associated with this role?**

Educate entrepreneur on records keeping, communication material to communicate with stakeholders what BEDCO offers, always make sure to enable the Business through communication with its stakeholders

1. **Are you part of the dominant coalition that makes important decisions within the organisation?**

I am part of the projects, it is made up of different managers from different departments that try to mobilise funds for the organisation. We have to be on the lookout for potential investors to make sure that the organisation runs. Even though we do not sit directly on the executive committee, we report to the acting CEO to represent us in the management.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

Yes, by virtue of my position and that I am a member of the project team, we advise management on where to source funds on how to use them.

**8. To what extent is PR involved in strategy development?**

I am fairly new to the organization, and upon my arrival, the strategy had already been developed. I was part of the review strategy and there were changes that I recommended and were approved. For example, we were tasked to do a survey, but we lacked funds to carry out such an activity, it was therefore cancelled. For example, has to draw a marketing strategy yet the driver department input was missing. Remember we have to align communication activities with the driver’s department.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

I am already playing a critical role by sourcing funds for the organisation and secondly increasing information dissemination to the public about what BEDCO does. -To make people aware of the organisation's funds, for example, BEDCO sells wood for cupboards.

People undermine the communication profession, when there is a need for funds by the organisation the first budget cut is from communication.

There is a need to inform employees regularly about the role of PR within the organisation so that they understand and value the role of PR within the organisation. -Normally Finance department does not understand the funds of PR, their role is to manage funds and they see PR as wasting money.

**Scrip 6**

**1. The name of the position you are holding**

PR Manager, Communication and Sponsorship

**2. Work experience in the field of communication**

19 years

**3. What are the different PR roles/ functions performed in your division/ department?**

From a communication perspective, Reputational management for the Bank, and Internal and external Communication, we also do marketing for business banking and corporate Banking.

**4. Is there someone who performs the role of the PR strategist in the organisation?**

Yes, I play the role of a strategist, I am the spokesperson of the Bank, putting communication together that goes to different mediums and internal communication

**5. What are the different functions associated with this role?**

I am the spokesperson for the Bank where I address all queries from our external stakeholders including media. I write press releases and draft speeches for the CEO. I also coordinate the Bank events such as launches and the Bank activities. I am also the Corporate social responsibility manager.

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

Yes. We advise on Services. We are closest to the customers. For example, we get that our queues are too long and we act about it. Our digital services are not working and we tirelessly work on it.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

In theory yes and in practice, there are gaps in terms of understanding the values of marketing and communication in the room of decision-makers. Management does see marketing as important but they are not fully there to understand our role. When we advise on how issues should be addressed, we are not listened to. Stakeholders especially customers’ needs are not considered or addressed to their full potential, as long as the Bank keeps making a profit. I feel management misses the bigger picture of treating customers right.

**8. To what extent is PR involved in strategy development?**

In the development of the Bank strategy the Marketing manager is involved and we are involved in when it comes to communication strategy.

We also contribute to the bigger strategy as our ideas are sought before the meeting."

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

We manage the Brand and the Brand is inclusive of the reputation of the Bank. The Bank in its nature is a business of a trusted institution. We therefore need to inject a positive image into Basotho. When our customers have trust in us, they believe that we will take care of their money and therefore it's an attraction strategy for the Bank as a result makes interest for the Bank

An opportunity still exists to convince management of the value of Marketing and communication social discourse, Improve communication and regularity of our messaging.

There are budget constraints and human resources. The Bank needs to invest to khoola litholoana tse molemo.

CSI talks about the connection between the Bank and the community that we serve and we want to be seen as the Bank that serves Basotho and their needs. We do charitable programs based on the SDGs. We have Sponsorship and we sponsor music events.

Script 7

**1. The name of the position you are holding**

Manager Consumer Affairs and Communication LEWA

**2. Work experience in the field of communication**

23 years

**3. What are the different PR roles/ functions performed in your division/ department?**

"PR function is protecting the reputation of the organisation. Develop a communication strategy that helps to reach out to different stakeholders and use different platforms. In terms of framework, the communication strategy draws from the organisation's strategy. Depending on the direction the strategy takes up will review our comm strategy.

We might change our communication strategy a little, based on the strategy review we just had. It pointed out that we need to talk to our stakeholder more and understand their perception.

I believe we have a lot of opportunities to help us to make our stakeholders understand our function as they only know about tariffs.

Publish inspection information and teach the public about LEWA. Usually, budget cuts are in the communication department or activities, I don’t know why, or it might be that its impact is not realised.

**4. Is there someone who performs the role of the PR strategist in the organisation?**

**Yes, it is me.**

**5. What are the different functions associated with this role?**

My work is to oversee that frameworks are there and are targeted and implemented

We produce corporate publications, quarterly newsletters, IEC materials, and public forums. We have a website, Facebook and Twitter, even though Twitter content is not too much as compared to Facebook in addition to traditional mediums. When drawing comm strategy, we also benchmark with our peers in the region on comm. implementation/ activities.

CSR: there is a policy that looks into the tertiary level, we sponsor individual students, in economics, and water engineering, we have internships. We need people to know about us.

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

Yes I am, I am part of the executive management and report directly to the CEO

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

I drew up a consumer chatter, we need to manage customer service. After how long should I expect my grievance to be resolved? What kind of grievance are we expecting? Stakeholders feel neglected that we do not care about them.

• We need a stakeholder framework and map them out. We work in a silo, we do not know which departments are doing what, and even staff do not know what is happening.

• We do bulleting every week, we use this platform to share with staff on the development within the organisation. For example, advised management that all staff should site visit our projects so that they understand and be part of the organisation.

• I’m encouraging members of staff to write newsletters, I’m advising that we have LEWA Fridays as there are many promo items. This is a way of introducing our brand to our stakeholders. Brand visibility; Participate in expos that are related to our main function."

**8. To what extent is PR involved in strategy development?**

Because I am part of the Executive management, by vertu of the position I take part in strategy development

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

Have budged for media workshops. To advise on what we are doing and how they should report on our issue. We have also noticed that we publish tariff increases but people do not yet once a decision has been made they make noise. We want to encourage the public to notice. Having an M&E function will help us know whether we meeting our target. Also, have information day with the two tertiaries that we have MOU with. Also have a better relationship with other Authorities/ regulators, so that we can learn from one another and collaborate as at some point our functions cross.

**Script 8**

**1. The name of the position you are holding**

Manager Public Relation, Corporate communications and Sponsorship

**2. Work experience in the field of communication**

15 years

**3. What are the different PR roles/ functions performed in your division/ department?**

Marketing for all business units, sales promotion, producing all kinds of promotional materials; print social media, managing both internal an external comms, responsible for stakeholder relations and brand management and reputation, and community social interventions. Manage both internal and external communication. Management of Stakeholders and brand reputation

**4. Is there someone who performs the role of the PR strategist in the organisation?**

It's me, different situations are addressed differently. There are those that we plan in house to improve our work. Sometimes have to respond to external stakeholders one of our business units is experiencing a problem that we intervene and solve. Then in regards to crisis, based on its threshold of risk it guides on how to respond to the situation, it could be me, member of executive management or the CEO.

**5. What are the different functions associated with this role?**

Mostly I work on improving stakeholders realations with the organisation

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

My supervisor/manager is part of the executive management. Regarding corporate social responsibility, I propose to management on projects that we can sponsor they advise or accept proposal as it.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

Yes, I do especially when it comes to my Executive interacting with their stakeholders. They take it for granted the importance of meeting with stakeholders either our clients or stakeholders from the industry. Such interactions are important as they create credibility and again learning and hearing what others say,

**8. To what extent is PR involved in strategy development?**

We have a corporate strategy, during the implementation PR helps companies to priorities on the implementation of the strategy objectives based on their weaknesses. PR is also involved in the development of the corporate strategy, the new one is developed using reports from the old one.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

My strength is knowing everyone who is in stakeholder management, I have a network in all sectors. I'm there to assist when the are problems or need to implement new ideas. My through product knowledge of products and services. I am the living brand of the organisation, I open doors for the organisation wherever I go.

Script 9

**1. The name of the position you are holding**

Public Relations Officer

**2. Work experience in the field of communication**

11 years

**3. What are the different PR roles/ functions performed in your division/ department?**

I report to the Assistant to the Ombudsman, answer media queries, and generally am a media contact person. Responsible for sensitising the public and stakeholders about Ombudsman functions, I update the website and social media platforms and write a budget for my section. I develop communication and social media strategies. Our strategy is built on the organisation's strategy.

**4. Is there someone who performs the role of the PR strategist in the organisation?**

I perform it, but there is a core section, they are investigators, and they perform my role such as public awareness. They even go to the radio without my knowledge.

**5. What are the different functions associated with this role?**

Coordinate radio programs and public gatherings. Develop newsletter and other IEC materials. I also approve requisitions.

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

Yes, I attend management meetings, take minutes, and contribute to communication functions or activities. I am part of the management team.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

I advise management on how and when we can communicate to different stakeholders. For example, I inform them to give me completed cases that are shared with the public to inform the (public interest). That initiative brings a positive image to our organisation/Ministry. Also advice on the budget to be allocated to the capital budget that can assist in my job.

**8. To what extent is PR involved in strategy development?**

I am as I contribute regarding information relating to the Ministry stakeholders, that is internal and external communication.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

I take information from organisations to the public and make research on public opinion in order to make recommendations to management. I need short causes as I believe they equip me with skills that will improve my work. Also if the organisation could but me equipment so that I could work efficiently. there is a limited budget, in this section, we do not have a laptop that works properly, and we dont have a camera.

Script 10

**1. The name of the position you are holding**

Public Relations Officer

**2. Work experience in the field of communication**

13 years

**3. What are the different PR roles/ functions performed in your division/ department?**

Develop newsletter: propose topics, write articles in English, and translate to Sesotho. I also do proofread the publication

Annual report production, source data and draft articles to write articles. Suggest that each function write their report and we just bring in our editorial expertise. Another problem is the communication of information my supervisor.

Liason with media, write script for radio and TV presenters

We use our social media platforms as well and collaborate with LNBS Facebook page for more audience

Update the website, have the latest information, and post job vacancies

Produce Brochures and radio programs. We do not use much TV due to budget constraints.

After tariff announcements we publicise, and liaison with communities through the office of the DA throughout the country so that our villagers know the changes

We have a CSI program: Organisation initiatives and through requests"

**4. Is there someone who performs the role of the PR strategist in the organisation?**

I will say it is my supervisor as I draft the communication strategy and implement the final strategy

**5. What are the different functions associated with this role?**

Non-applicable as it the manager’s role.

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

No, Im represented by my supervisor, she is part of the executive committee

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

Through my supervisor, I have recommended that each function write its report and we as PR will edit it to be a final publication. We are still waiting for the change. It is difficult as other functions claim they cannot write, writing PR speciality.

**8. To what extent is PR involved in strategy development?**

During the development of the Corporate strategy communication professionals were involved from the onset, during brainstorming and debating but in the previous one we were not.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

I add value to the extent that I feel I'm not valued enough. The organisation was suffering from low visibility, I was aggressive in developing and implementing communication strategies. I have developed communication and social media policy. Operationalised community-based groups. I created relations with the media. There was usually a delay in the publication of our IEC materials, but I improved it. There is no integration of functions and there is silo, it needs to be broken. there is a need to increase fellowship by Youthfyi the brand, that is, be more appealing to young people. Use credit cards to advertise on social media.

An organisation need to be responsible, the regulator needs to be responsive to issues and address them timely. Talking to stakeholders will bring confidence to the organisation. Inform people about your activities

The communication function is not valued, we lack human resources, and there is too much work overload."

**Script 11**

**1. The name of the position you are holding**

Public relations Officer

**2. Work experience in the field of communication**

3 years

**3. What are the different PR roles/ functions performed in your division/ department?**

My Department is responsible to liaising with the media to answer their queries about DMA, organise press conference and issue out press releases. Produce IEC material and also assist technical departments in producing visibility materials for their different functions

**4. Is there someone who performs the role of the PR strategist in the organisation?**

I am currently the only one in the office, I report directly to the Director. Every external communication, especially that goes to the media, it goes through my office. I collect data from the districts on emerging issues of disaster take out a press release. For example during bad weather conditions through the media, it be traditional or social media, I inform the public that they need to take precaution due to bad weather.

**5. What are the different functions associated with this role?**

In addition to the function I have already mentioned you will find out that there is certain information I’m not preview to and that makes my job difficult especially when I have to answer to media through interviews or programs

**6. Are you part of the dominant coalition that makes important decisions within the organisation?**

I am not part of executive management but middle management even though I am acting on the position as it is vacant.

**7. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

I used to, but now things have changed, I used to advise during budgeting on what activities can be budgeted for, especially regarding educational activities. I coach on what to say during media interviews.

**8. To what extent is PR involved in strategy development?**

I do not know; I have never been involved in the development of a corporate strategy rather I develop communication plans based on ministry activities.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

do not have working equipment, such as a phone, and laptop. I need these items to do my work efficiently. For example, I need to have my laptop wherever I go and when the need arises for me to write a press I do so, but my laptop does not work properly. I need phone and airtime to constantly communicate with our office in the districts but its a problem to have airtime. I wish my current boss could have a bit of background in communication, this would help her to understand my role.

**Script 12**

1. **The name of the position you are holding**

Manager Public Relations

1. **Work experience in the field of communication**
2. ears as communication specialist

**How is the role of a PR strategist conceptualised?**

1. **What are the different PR roles/ functions performed in your division/ department?**

Public Relations: Internal communication, Brand reputation management, Media relations, Corporate Social Responsibility, Events Coordination & Management, stakeholder Management, Stakeholder Analysis, Formalisation of relationships, Stakeholder Engagements, International coordination

1. **Is there someone who performs the role of the PR strategist in the organisation?**

Manager PR

1. **What are the different functions associated with this role?**

Developing Communication Strategies: Creating comprehensive plans to effectively communicate key messages and objectives to target audiences. Media Relations: Cultivating relationships with journalists, editors, bloggers, and other media professionals to secure positive coverage for their clients.

Crisis Management: Devising strategies to handle crises or negative publicity effectively, mitigating potential damage to the client's reputation.

Content Creation: Generating press releases, speeches, articles, blog posts, social media content, and other materials to convey the client's message.

Event Planning: Organizing press conferences, product launches, and other events to garner media attention and promote the client's brand.

Stakeholder Engagement: Engaging with stakeholders such as customers, employees, investors, and community members to foster positive relationships and build goodwill.

Monitoring and Analysis: Tracking media coverage and public sentiment, analyzing data and feedback to evaluate the effectiveness of PR campaigns, and making adjustments as needed.

1. **Are you part of the dominant coalition that makes important decisions within the organisation?**

To a certain extent I contribute towards decision making

1. **Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

Yes. Our role is to gather all information in the environment we are operating in to advise top management

1. **To what extent is PR involved in strategy development?**

PR plays a pivotal role in strategy development, influencing various aspects of an organization's overarching goals and objectives. Its involvement spans from shaping the brand's narrative to aligning communication efforts with broader strategic initiatives. Our involvement includes understanding public perception, stakeholder relationships, and media dynamics to inform strategic decision-making

1. **How do you think you are currently adding value to the organization as a PR strategist?**

I contribute to the organization's success by effectively managing the reputation, building the brand, engaging stakeholders, and providing strategic communication guidance. My expertise and insights add tangible value by enhancing the organization's image, credibility, and relationships with key stakeholders.

Is there anything that can be done to maximise the value that you bring to the organisation? Nothing much really

Script 13

1. **The name of the position you are holding**

Senior Information Education Communication

1. **Work experience in the field of communication**

13 years Macro level

1. **What are the different PR roles/ functions performed in your division/ department?**

We are most responsible for the development of an Advocacy and Communication strategy, that is inclusive of a communication plan and crisis plan. Coordinate all media-related issues that respond to media, host press conferences, develop a press release and communicate through the use of social media.

We also manage the ministry branding, facilitate design, develop messages, and translate and simplify them for each project. Develop radio and TV programs, we do our recording, which involves editing, and news coverage. We cover all relevant events with our strategic stakeholders. We also coordinate inertial and external communication. Coordinate all the ministry Information both internal and external, even at a district level**.**

1. **Is there someone who performs the role of the PR strategist in the organisation?**

It’s me, I make decisions, draw department budgets and supervise people. I have close contact with the minister and PS when it comes to intervening with outside stakeholders to resolve issues. Also advise them on how I want the ministry to be viewed by the public.

1. **What are the different functions associated with this role?**

I manage the ministry’s events. For communication to be effective we need to make communicate in a way that community understand. Perform awareness campaigns and communicate through media such as social media, and radio. In crisis management we use effective communication, and diagnose crises which will determine the channel of communication to use. Diagnose stakeholders involved.

1. **Are you part of the dominant coalition that makes important decisions within the organisation?**

Yes, it is me as I sit in management meetings that inform the executive committee

1. **Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

Yes, I do, I am part of Senior Management Team and execution. We are more on social protection to the public and that disruption of service will cause coos or a lot of noise, I therefor follow up with directors on payments. Upon receiving hiccups, I report to PS and we get to the bottom of it till we find solution.

1. **To what extent is PR involved in strategy development?**

I am not involved that much, get to be more involved where I have to implement. I also draw up the communication plan out of it. We also advise on the implementation of the strategy. I usually become part of the Ministry of the strategy only to listen and understand. We somehow contribute to a certain extend in strategy development

1. **How do you think you are currently adding value to the organisation as a PR strategist? Is there anything that can be done to maximse the value that you bring to the organisation?**

I don’t think I am adding value as I have been here for a long time. I think I adding limited value in comparison to when I first joined the Ministry. I believe the Ministry need to train me on new trends. To be capacitated here at work ais as if you looking to benefit financial.

**Script 14**

1. **The name of the position you are holding**

Communication and Marketing Officer

1. **Work experience in the field of communication**

7 years

1. **What are the different PR roles/ functions performed in your division/ department?**

I communicate any issue concerning my organisation to both internal and external stakeholders. For I use internal stakeholders I use timetable and circular to staff. For external, communicate information to external such as closing and opening of application. Communicate to partners as also We do damage control/crisis management. Community engagement; at the community that we operate within we serve, for example, legal students give legal advice for free.

1. **Is there someone who performs the role of the PR strategist in the organisation?**

I am, I draft the communication strategies and submit to my supervisor who sends it to the executive. I protect the brand of the organisation by preventing people from using the its logo without permission.

1. **What are the different functions associated with this role?**

For communication to be effective we need to make communicate in a way that community understand. Perform awareness campaigns and communicate through media such as social media, and radio.

In crisis management we use effective communication, and diagnose crises which will determine the channel of communication to use. Diagnose stakeholders involved.

1. **Are you part of the dominant coalition that makes important decisions within the organisation?**

I am not part of the executive but in my supervisor absence, I act.

1. Do you provide advice to top management? (Stakeholder views, norms, environmental changes).

Yes, I do, through my supervisor. For example, management have their different roles that they play but don’t have our skills. They mandate of NUL is to make money by erolling students in a program. A week before closing date, out online application froze, server fell. Rememeber Basotho a last minute people. Some were able to apply but failed to attach their documents, some paid application fee but failed to log in. I wrote to my bossto raise a concern that people paid application fee but were unable to apply, we therefore need to sort this by allowing them to process their application.

**8. To what extent is PR involved in strategy development?**

Communication is ignored, in the 5-year strategic plan communication plan it is ignored, its there but it is limited. For example, at the lifestyle centre, you see a pharmacist making the campaign without the involvement of PR office. Management needs to be informed about the role of Communication, they fail to understand our role.

My supervisor is part of the strategy development and our functions are included.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

I think I add value by looking into the effects of our involvement in crisis management like I just mention (application) We are reactive instead of being proactive. I will be happier if we can be proactive. If there is a strike at NUL and a kid has been shot, think the public should hear it from NUL not answer public questions. In answering public questions now requires us to think hard. We add value by managing crisis. The current situation prohibits my performance as we are reactive.

Script 15

1. **The name of the position you are holding**

Head of Marketing and Communications

1. **Work experience in the field of communication**

Head of Marketing and Communications

1. **What are the different PR roles/ functions performed in your division/ department?**

In my marketing and Communication department, we are responsible for the Brand visibility of the Bank through our marketing strategies. We also protect our brand by communicating timely messages, especially regarding changes within our organisation. We are also responsible for organising the Bank events, either being launched and new products or services, Christmas parties and back to school among other things.

1. **Is there someone who performs the role of the PR strategist in the organisation?**

Yes, I do, as Head of Marketing and Communication I am regarded as the strategist, that is I lead the department to the right direction in terms of implementing activities that are aligned to the corporate strategy.

1. **What are the different functions associated with this role? who**

For the department to perform well it needs a leader who can be able to align its activities to that of the organisation. I draft speeches for the CEO, write press releases develop frameworks.

1. **Are you part of the dominant coalition that makes important decisions within the organisation?**

Yes, I am part of the executive management.

1. **Do you provide advice to top management? (Stakeholder views, norms, environmental changes).**

Yes, I do advise management, especially on issues relating to marketing and communication functions. I am regarded as a specialist in my field and yes there can be advice but I am given a platform to advise on issues relating to stakeholders. For example, we have noticed that informing the public on products and services during implementation is confusing, I have since advised management that when there is a change, we vigorously start informing the public 3-1 month in advance of such a change. This will make the public understand and appreciate the change before it happens.

1. **To what extent is PR involved in strategy development?**

We are very much involved as stakeholders are our responsibility, so when it comes to stakeholders and to an increase in sales we are responsible. We need to know what is the target so that we can play our role in making sure we reach the organisation target.

**9. How do you think you are currently adding value to the organization as a PR strategist? Is there anything that can be done to maximise the value that you bring to the organisation?**

I am doing my best to make sure that the Bank reaches its target- profit. We drive sales, and brand visibility and protect the brand and image of our organisation.