Corporate Social Responsibility and Sustainable Development: The Role of Community Relations

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Abstract:

*This paper examines the relevance of corporate social responsibility and community relations on national development in this 21 century in Nigeria. The concept of corporate social responsibility emerged from the voice that required business community to examine the ethical or moral principles in order to minimize problems in the business environment and maximize the public good. It is also a social investment and an opportunity to portray goodwill within the organizational host communities. While, community relations is said to be a public relations activity that tends to foster and nurture good neighborliness with its host community in the reciprocal interests of all concerned. This paper employed empirical secondary data, and adopted **corporate social responsibility theory** and development communication theory. The finding of the study emphasizes that, it is evident to corporal bodies that unless there is conducive atmosphere in their locations, they cannot operate successfully. And recommends that the company official should understand the geo-political, geo-economic and geo-social behavours of the community concerned, in order to foster harmonious co-existence. Also, should not overlook the role of community relations in creating, promoting and sustaining a good community environment. Therefore, it concludes that, to effect proper development in Nigeria, corporal social responsibility and the community relations practice should be the organizational watchword in order to foster growth and development in Nigeria*

KEYWORDS: Corporal Social Responsibility, Community, Community Relations, Sustainable Development

Introduction

The term corporate social responsibilities of business refers to the obligations of businessman to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objective and values of our society. This definition does not imply that businessmen as members of the society lack the right to criticize the values accepted in society and to work towards their improvement. It is assumed, however, that as servants of society, they must not disregard socially accepted values or place their own values above those of society. Synonymous with social responsibility are: Public Responsibility, Social Obligation, and Business Morality. The doctrine of corporate social responsibility rests upon the idea that business should be conducted with concern for the effects of business operations upon the attainment of valued social goals, [Akande, 2008].

Corporate Social Responsibility (CSR) has become so popular since the early twenty-first century that almost every corporate organization applies it to meet communal and corporate needs. Companies' host communities demand that companies should apply corporate social responsibility regardless of their size, shape and origin. Since societies around the world encounter various social problems, inhabitants of companies' host communities

expect them to help solving some of these problems using their resources effectively for national development (Iza Gigauri, 2012).

Carroll (2016) views corporate social responsibility as a construct with four main components: economic responsibility to investors and consumers; legal responsibility to the government or the law ethical responsibilities to society, and discretionary responsibility to the community. However, Meehan J. Meehan K. & Richards A. (2006) describe corporate social responsibility as one multidimensional construct capturing a business organization's configuration of principles of social responsibility, processes of social responsiveness, policies, programmes and observable outcomes as they relate to the firm's social relationships. It's very good and rewarding, when a company and its management are eulogized for being caring and philanthropic (Fombrum, 2005). According to Osemene (2012), many organizations in Nigeria are driven by the need to make more and more profits to the detriment of all the stakeholders, while some do not adequately respond to the needs of the host communities, employee's welfare, environmental protection and community development. Research has shown that corporate social responsibility can increase profitability, sustainability, integrity and reputation of any business that includes it in its policy.

Adeyemo, Oyebanji, and Alimi (2013), in Nigerian context, many organizations implement corporate social responsibility as a more superficial window-dressing. It is widely believed by many (such as Fombrum, [2005] Osemene, 2012) that corporate social responsibility efforts are mere campaigns by organizations to promote corporate brand. Many Nigerians are unaware of corporate social responsibility; hence, whenever an organization does something 'supposedly big' for the society, such a company and its management are eulogised for being caring and philanthropic (Fombrum, [2005]. Osemene (2012), many organizations in Nigeria are driven by the need to make more and more profits to the detriment of all the stakeholders, while some do not adequately respond to the needs of the host communities, employee's welfare, environmental protection and community development. Research has shown that corporate social responsibility can increase profitability, sustainability, integrity and reputation of any business that includes it in its policy.

While, community relations is a branch of public relations that has emerged from what used to be referred to as corporate social responsibility. Community relations is concerned solely with how to create an enabling environment in the host community so that the company can carry out its activities without any hindrance. Community relations is growing fast and it is attracting significant attention from organizations' and corporate bodies due to the following reasons: The mainstay of the Nigerian economy is petroleum, and since the exploration and exploitation of crude oil from where the country earns over 90% of her income are carried on in rural communities with attendant risks, it is expedient that community relations be taken very seriously. Also community leaders and youth groups have more increasingly become volatile, due to internal conflicts among them and this has led misdirected aggression against oil companies. In order to control these outbursts, there is the need to maintain a good rapport with the community leaders through effective community relations strategies.

In view of the above, a well-articulated community relations policy which must be sensitive to local customs and the developmental aspirations of communities in the areas of health, education, infrastructure and economic self-reliance has become expedient, and to embark on tangible and long-lasting projects that are beneficial to the host community. This is against the background that a heathy and enlightened rural community that is well provided with infrastructure that can support coordinated economic activities will contribute more significantly to local and national development. Community relations practitioner has to understand why his organization must be well entrenched in community relations practice and should not assume that community relations is only about making occasional charitable donations.

Conceptual Review
Social responsibility in a sense means the intelligent and objective concern for the welfare of society that restrains individual and corporate behaviour from destructive activities, no matter how profitable it may leads in the direction of positive contribution to human betterment and national development. When people talk about corporate social responsibility, they are thinking in 'terms of the problems that arise when a corporate organization casts its shadow at the social scene, and of the ethical principles between the business and society. Another point of view is that corporate social responsibility actions are those actions that, when judged by society in the future are seen to have been of maximum help in providing necessary amount of desired goods and services at minimum financial and social cost, distributed as equitably as possible.

Categories of corporate social responsibility

Public relations scholars seem to have classified corporate social responsibility into various categories. Onabanjo [2005] classifies it into four categories:

- **Enterprise:** supporting and developing initiatives nurture budding entrepreneurs and boost enterprising
- **Education:** helping to bring new horizons into the lives of young people.
- **Arts and culture**: providing assistance to a range of artistic activities and bringing communities together
- **Environment:** Encouraging efforts to safeguard the environment and improve the quality of life

Seitel added to the social responsibility categories to include being responsible for:

- **Product Lines:** Not producing dangerous products and maintaining product standard that are environmentally safe
- Mar**keting practices**: Responding to consumer complaints. Setting fair prices and maintaining fair advertising message contents.
- **Employee Service**: Training, counselling, granting allowances for the welfare of employees
- **Corporate Philanthropy:** Contributing to community development activities and initiating social projects
- Envir**onmental Activities**: Embarking on pollution control projects, to adhering federal government standard and evaluating procedures of new packages to ensure ease of disposal or possible recycling.
- Employee safety and health: setting effective work environment polices, accident safeguard, food and medical facilities.

Components of Corporate Social Responsibility

Hejase, Farha, Haddad, and Hamdar (2012:5) enumerate the components of CSR, these components are explained below.

The Economic Component

First, organizations are the basic economic unit in the society. Basically, companies are responsible for producing goods and services that meet the needs of society, and later selling these goods in order to make a profit. Organizations should be managed in an economically sustainable way. They keep to their agreements with suppliers in time, and also remunerate their employees properly

The Legal Component

Besides the fact that society trusts businesses to have profit, it similarly expects them to obey the law. The law symbolizes the rules by which organizations are expected to operate upon. The minimum acceptable requirements in CSR are to obey legal requirements. Eventually, CSR strategies should go beyond the basic requirements. The other two components or accountabilities illustrate Carroll's attempt to stipulate the type or nature of the responsibilities that rise above the mere compliance with the law.

The Ethical Component

Carroll emphasized the ethical component of CSR, and ethical responsibilities are expected by society. Ethical responsibilities involve those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights". Moral values or ethics simply denote the essence of the organization and its constituent integral parts.

The Philanthropic or Discretionary Component

Philanthropic or discretionary responsibilities are those activities that promote human welfare or goodwill. The discretionary responsibilities include, but are not limited to, philanthropic contributions, financial donations, training of long-standing unemployed, offering day care for working mothers and so on (Hejase, Farha, Haddad. and Hamdar, 2012).

Benefits of Corporate Social Responsibility

Most of the companies that are introducing CSR programmes to their businesses are gaining real and tangible benefits that are in turn impacting positively to their employees and consumers as well as the community and environment in general in many aspects. However, some of the benefits of CSR are as follows:

Better business risk management

Effective management of business risks come from the external business environment, with stakeholder inspection of corporate activities, it will also enhance the security of supply and general market stability.

Improved organizational image
Reputation of an organization can be greatly improved either with retail brands which is of high value or organizations under the spotlight, or with organizations that have indirect exposure of retails.

Improved innovation, competitiveness and market positioning
New markets are better accessed, due to the organization's innovation and differentiation of its products and its productive CSR practices.

Improved management of supply chain relationships
Inter-organizational relationships are strengthened, so as to yield a more profitable deal with suppliers. To attain this stage, both workers and suppliers have to comply with the organization's codes and ethics.

Enhanced ability to manage change *
A firm that keeps consistent records of stakeholder's dialogue is in a more favourable position to anticipate and attend to economic, social and environmental changes that may arise. CSR is a tool that helps companies to identify evolving trends in the market place.

Roles of Corporate Social Responsibility in Community Development
 Ismail (2009), community is generally defined as a group of people sharing a common purpose, who are interdependent for the fulfilment of certain needs that live in close proximity and interact on a regular basis. He goes further to define community development (CD) as initiatives undertaken by community in partnership with external organizations or corporation to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own communities. These skills are often concentrated around making use of local resources and building political power through the formation of large social groups working for a common agenda.
Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions. Another term for community development (CD) is community work, which has to do with the active involvement of members of a community in matters that concerns them. Ismail (2009), therefore, the common roles of CSR in community development are:
Closer ties between corporations and community: Through CSR the existence of corporations in the social system is felt beyond a perception that corporation is a place to get employment and production of goods and services. By doing so, corporations and community would live in peace and harmony.
CSR helps to protect environment: Some of the world's largest organizations have made a highly visible commitment to CSR. These organizations are of the view that financial and environmental performance can work together to drive organization growth and social reputation.
CSR is for human right corporate sustainability: The United Nations launched the "Global Compact" which is an initiative to convince international organizations to commit themselves to universal principles in relation to the protection of human rights (UN Global Compact, 2009). This can ensure that markets, commerce, technology and finance advance in ways that will   benefit the economy and society at large.

Interdependency between a corporation and community: The close link between a corporation and community is another aspect of CSR role in community development because it ^ will later create sustainable development. For example, Shell Foundation involvement in the Flower Valley in South Africa including Marks and Spencer in Africa and MTN Foundation involvement in the beautification of King's College Lagos football pitch in Nigeria. The CSR projects give aids to local organization and impoverished communities. This certainly leads to sustainable community development.

Areas   of Focus in Corporate   Social Responsibility
- Education
- Employment & training
- Civil rights & equal opportunity
- Urban renewal and development
- Pollution abatement
- Conservation & recreation
- Culture and the arts
- Medical care
- Government activities.

Corporate social responsibility theory

Corporate social responsibility theory [CSR] is conceived as the responsibility to plan and manage an organization's relationships with all those involved in or affected by its activities. It is a social investment and an opportunity to portray goodwill in a community. This means that the institutions should engage themselves with meaningful activities that show genuine interest in the welfare of its host communities or publics. This is in line with what Kenneth, A. cited in Steiner [1977:22], contends that social responsibility is an intelligent and objective concern for the welfare of the society that restrain the individual and corporate behavior from ultimate destructive activities. No matter how profitable and successful an organization may be, their sole aim should be based on positive contribution to human betterment.

In pursuance of this responsibility, companies should be able to provide certain basic amenities to their host communities. For example, if an organization located in a community without electricity, while sourcing for an alternative supply of electricity, should be extended to the host community. Building of infrastructures; like markets, schools, provision of good potable water, not just the shallow level bore-holes, roads, building community toilets, caring for the elderly and supporting children from low-income families, building or supporting health carc centers, helping local schools with education projects, cleaning up the environment etc. No wonder Brookcr, [1866-1915] contends that a life of unselfishness denotes the fact that the happiest individuals are those who do their best to make others happy'.

Development Communication Theory

Stanley, Baran and Dennis, Davis [2003:366], citing Wilkins and Mody [2001:385], defines development communication theory as "a process of strategic intervention towards social change initiated by institutions and communities". It calls for "the intentional use of communication technologies and processes to advance socially beneficial goals, focusing on the use of communication for development". Development communication is the extent that communication is "used to keep people thinking about development, make them recognize and accept the need for development, mobilize and make them predisposed toward development.

Development, according to Mercado, [1998] is a process of providing disadvantaged people the opportunities to realize and improve their knowledge, attitude and skill to utilize, sustain, and improve their productivity of available resources within their environment in order to improve the quality of their life and the society where they belong. A community cannot live and grow without industries to provide expanding opportunities: good roads, electricity, schools, medical care, library, public lecture, or seminars, viewing centers, public toilet, modern market etc. Although organizations are not the only source through which community development is anchored, other bodies such as government, cooperative societies, youth/age groups, organizations, philanthropies etc have their own crucial roles to play toward community development.

Community Relations

Community relations is a branch of public relations that has emerged from what used to be referred to as corporate social responsibility. Community relations could be functionally defined as a series of mutually beneficial business partnerships with one or more stakeholders, which enhance the company's reputation as a good corporate citizen .Partnership in this case could be on either a local, state, regional, national or international basis, but the majority of community relations programmes are usually focused on either where the company's headquarters is located or around one or more of its operational sites. Ideally every organization wants to foster positive reactions in the community and eschew negative responses. To achieve community acceptance and approval, most organizations regardless of size, find the role of community relations very strategy in convincing neighbors that the organization is a good corporate citizen, cares about its community, and offers a good product or service at a fair price.
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Onabanjo [2005], the concept "community relations" would seem to have come into vogue in Nigerian courtesy of the adult education philosophy and practice which become formalized in the late 1940s. It has since been the core tool for initiating and implementing many meaningful community development projects. Even if not articulated, the first community development project ever undertaken by man on earth could never have been successful without some elements of community relations which transformed into organizations for the execution of projects initiated through community participation in identification of felt-needs. In discussing the relevance of community relations to development, let us first examine the concept of "development" This is necessary to bring to bear on the reader, the importance of community relations not only to the people, but more importantly to psychological, mental, behavioural and attitudinal mobilization.

The word development is applied to various situations, in both human and material, child development, mental development, social and economic development, agricultural development and technological development. From these examples, it would be noticed that development involves change in the situation to which it is applied, it involves growth. Quite often, there is the assumption that change is for the better, but this needs not be so. The second assumption of development is that every form of development must involve man, the human person, whether of his physical, mental or spiritual self or of other situations in which he is a beneficiary, e.g. scientific, economic or technological development. Thus the emphasis of development is the human person.

Community relations for Community development is how development can reach the mass of our people, in both rural and urban areas, through their participative efforts. Community relations as can be seen from its ordinary meaning, entails pooling of resources for effective operation and for the achievement of results. From this perspective community relations promotes the galvanization of human and material resources of a people for the betterment of their own conditions and standards of living. In this sense, it may be said to be synonymous with community development, which in turn mount to national development.

Objectives of Community Relations

Benson-Eluwa [2001] outline the objectives of community relations as follows:
- Changing the image of an organization

- Keeping the public informed about a project

- Explaining a change of policy

- Campaigning to change a public misunderstanding opinion

- Educating the market prior to a promotion

- Staff recruitment drive

- Press campaign

- Launching a new product

- Educating distributors, consumers, and suppliers

- Fund raising for charity

- Factory/ branch opening

- Annual general meeting

- Informing the public about a new project, product or service

Ajala 2001 opines that an organization that subscribes to the contemporary idea of corporate social responsibility in its community relations efforts can also have the following objectives:

- To stimulate awareness on the part of employees that the company has a sincere interest in their well-being
- Give to the community what it needs towards making life more comfortable for people
- Earn social approval from the public by being seen as a thoughtful company
- Ensure the future growth and acceptance of the organization in the community
- Help put the community on the map by being socially responsible, doing business and growing with the area.

Strategies to Achieve Objectives of Community Relations

Onabanjo [2005] asserts that when the objectives for community relations have been clearly defined, the strategies to achieve them should equally be outlined. It should be stressed that, no matter how good the objectives are, without good and matching strategies to realize them, the whole exercise would amount to a waste of resources. Hence, the strategies that would be outlined should be borne out of serious research. This will help to avoid a waste of resources: time, money, and man power. Community relations, like public relations,

involves both short-term and long term planning. It involves choosing a course of action[s] after the alternatives have been carefully examined.

Raufu [2001] outlines techniques that can form part of a community relations programme. They include: press relations, visits, speakers' panel, internal communications, open days, sponsorship, community projects, and providing facilities for public use. Raufu 2001 also refers to Cutlip and Center 1982 as having highlighted seven community relations strategies that can be regularly adopted: the open house and tour of facilities, the special event, and circulation of external house publication or special newsletter, volunteer activities, local advertising, fund contribution and media news service

Adegoke [2001] also identifies important strategies for community relations which include:

- Conveying town hall meetings, and
- Arranging vide viewership centres [VVC]

Adegoke [2001] further stated that, where the right attitude is exhibited in community relations, there will always be a mutually benefitting relationship between the organization, individual and the community. The community relations officer should make use of appropriate research methods to help him come up with good strategies and ways to ensure effective implementation. Research becomes important because all communities are not the same. Thus, strategies should be packaged relative to the peculiarities/ dynamics of a given community. The following strategies can serve as guide:

- Establish good press relations- have cordial relationship with the press. Bearing in mind that the press is the watchdog in the community. Equally important are press releases, news stories, advertisements in newspapers to create awareness and disclose the organization's activities
- Plan good and comprehensive programmes both for the internal and external publics, after thorough research
- Ensure that the planned programmes are effectively communicated to the publics. The community relations officer should also evaluate the implemented programmes to find out if the objectives have been achieved.
- Publish in house journals-pamphlets, newsletters, fliers- on the activities of the orgaisation
- Have a mailing list to make the publications get to the intended publics
- Be involved in publications in the community-newspapers, magazines etc.
- Be involved in important events within the community-obituaries, weddings, awards, chieftaincy title investitures.
- Advertise in the community press, billboard or the traditional media.
- Sponsor programmes, e.g. festivals, schools, hospitals roads, create recreational centres. This will enable the community see the organization as having its interest at heart, thus helping to build better community relations and enhance goodwill etc.

In the view of Okechukwu [2012], a company is a vital part of a community and as such, has obligations to that community through various kinds of support including: encouraging employees to do volunteer work, providing a grant to the local orchestra or art museum, donating needed equipment to local schools or hospitals and so on. Good community relations includes efforts to improve the quality of life in the community. A crucial aspect of community relations is corporate social responsibility. Community relations can take the following forms: companies donating money at a fundraising event, volunteering at a non-profit organization, joining a service club, donating money to non-profit organizations, volunteering at industry association meetings or business functions such as chamber of commerce Ukonu, [2013] .Michele PW, www.ignitepoint.com

Wilson and Jibrin [2014] opines that effective community relations does not just happen. It is built into the structure and culture of an organization. Community relations is an organizational attitude or state of mind rather than any practice. The community relations process include: [i] determining the objectives. Institutions should have a written strategic plan for community relations that defines managements' view of its obligation to the community so that efforts can be coordinated and concentrated [ii] knowing that the community relations policies and objectives are not determined according to idealistic principles but that they come about by a assessing organizational needs, resources and expertise on one hand and community needs and expectations on the other. In this respect, questions such as the following are asked:

- How is the community structured?
- What are the community strengths and weaknesses?

- What does the community know and feel about the organizations?

Wilson and Jibrin [2014], further opines that there are criteria that organizations must consider to establish community relations programmes. These include: creating something needed that did not exist before; eliminating something that is a community problem; developing a means of self-determination by higher knowledge about an issue and identifying what can be done to improve and protect the community; broadening the use of something that exists to include the underprivileged, sharing equipment, facilities and professional expertise, and tutoring, counselling and training. Basically, every organization wants to foster positive reactions in its host community. This becomes increasingly difficult in the face of protests from and disagreements with community activists. As a citizen of the community, an organization is expected to participate responsibly in community affairs, such as civic functions, park and recreational activities, education, welfare, and support of religious institutions.

Areas to address in community relations

- Staff recruitment
- Dealing with the local services and local authority
- Problems arising as concerning noise, pollution, accidents strikes etc.

Community power structure

Prime movers:
- Employers
- Members of family
- Media [local, city, state, regional, national, international Crusaders
- Opinion leaders [clerics, teachers, city officials, bankers, civil servants etc.
- Organizational [veterans fraternal, service groups, youth groups, cultural and groups, cultural and political action group, city planning commission, welfare agencies etc.

The independents

- The dissidents [people of different opinion:
- Those that resist any change
- Those that seek radical change

Community Relations in Concrete Tasks

- Knowing what community relations for development means, it is pertinent to know the practical and specific details of the nature and types of programmes which to be implemented for the mobilization of the masses for authentic development include:
- Raising the living standard of the masses of the people through provision of basic infrastructure such as potable water, network of motor able roads, electricity supply, marketing facilities for their farm products and handicrafts, and affordable housing units
- Generation of employment for the masses of unemployed youths, apprenticeships for the unskilled youngsters, and skill improvement opportunities for those in self-employment. Rural regeneration and urban renewal programmes and enhancement of the productivity of the people with appropriate incentives, facilitation of the evacuation of their products, and ensuring fair and equitable pricing and marketing policies for their goods' self-confidence and the spirit of self-reliance and self-help in the masses. Knowing that it is they alone that can develop themselves, and self-development is the most authentic, most durable and self-multiplying development, creating and fostering a consciousness of their power to do things for themselves, instead of waiting for governments and outside agencies to do things for them.
- Establishing rapport with the people through, dialogue and communication with them, using mass media organs and the traditional consultative agencies, i.e. the traditional rulers, the age-groups and village ward assemblies, for grass-roots mobilization
- Giving voice to the people through frequent consultations and open-door administration engendering a feeling of belongingness among them through fair, equitable and widespread distribution of amenities and privileges, and a high regard for their views always.

- Raising the levels of cultural, social and political awareness and enlightenment of the masses through the provision of a variety of literacy.
- Make corporate donations according to community relations policies and objectives
- Involve the organization in local programmes
- Evaluate the community relations efforts to determine the extent to which objectives have been achieved. The organization must be prepared to develop new strategies, if current programmes fail to meet expectations.
- Develop an organizational-community relations policy

Role of Community Relations in Corporate Social Responsibility

Since corporate social responsibility affects the image of accompany, it has become part of community relations, based on this assertion, the major job of a community relations department is to study the problems of the community and sensitize management of the various categories of corporate social responsibility that the company should undertake at an appropriate time. The community relations department could perform its functions through the following:

- Prepare communication strategies that meet the different needs and concerns of the various publics of the company.
- Develop corporate social responsibility strategies that will ensure future economic health of the community in which the company operates
- Communicate particularly with potential recipients of corporate donations and ensure that they are not exploited.
- Avoid glossy over matters of environmental pollution because the releases of a by-product of an industrial process
- Counsel management on the need to be more sensitive to concerns of employees and the community. Provide employees with the means to identify their roles as ambassadors of the company
- Make efforts to ensure that the company practices corporate citizenship through advancing the quality of life in the community

Assist in charitable campaigns and evaluate causes in a community to determine where and how company material can best be on assistance.

The commandments for effective community relations

The commandments of community relations identified by the national charter school clearing houses [NCSC], are relevant to the planning and execution of a successful community relations programme. In a guideline to charter schools in the United States, the NCSC lists eight commandments to be followed as contained in the NCSC News [2003].

They are:

- know the community inside out
- Develop an organizational-community relations policy, spell out specific objectives and base the policy on the organization's needs, its resources and on community needs and expectations.
- Consider especially the areas of waste disposal employee recruitment, and maintenance of organizational facilities
- Review policies, practices and procedures from time to time so as to meet current challenges
- Utilize all means to communicate with the community. These may include employees, local media, open house, local clubs, newsletters, annul reports etc.
- Offer aid to local governments and make its resources available to governments by lending employees and materials
- Use local merchants, contractors, bank, insurance agencies, lawyers and other professionals for goods and services

Conclusion

Good corporate social responsibility entails that an organization or the government should be able to provide the basic needs of the society and when the government is able to provide these basic needs for its citizenry, it promotes mutual understanding between the leaders and the led. This shows that the publics will be satisfied with the governance in place. Every organization wants to foster positive reactions in its community. However, this has become increasingly difficult in the face of protests from and disagreements with community activists. Therefore, community relations should help to analyze the community, help understand its make-up and expectations, and communicate the organization's story in an understandable and uninterrupted. For an organization to maintain mutual understanding with its various publics or stakeholders, it must be able to effectively manage its relationships with these publics or stakeholders. Therefore, communication is the primary means by which these relationships are maintained.

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