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STRATEGIC PUBLIC RELATIONS PROCESS OF GUERLAIN INDONESIA IN THE LAUNCHING OF ABEILLE ROYALE YOUTH WATERY OIL SERUM

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ABSTRACT

This study explores the strategic role of the CRM & Marketing division of Guerlain Indonesia in implementing the Public Relations Launch Event for the Abeille Royale Youth Watery Oil Serum, held on April 29-30, 2025. As part of the luxury beauty industry, Guerlain applies integrated public relations strategies to build brand awareness and strengthen its positioning in the Indonesian market. The study adopts a qualitative descriptive approach, utilizing field observations and documentation from the internship experience. The analysis is framed using the four-stage public relations model by Cutlip, Center, and Broom (2016): defining the problem, planning and programming, taking action and communication, and evaluating the program. Results indicate that the event successfully achieved its key performance indicators, with 18 online media publications, 112 social media posts by KOLs and media, and an estimated Earned Media Value (EMV) of approximately €300,000. The findings also emphasize the importance of consistent messaging, collaborative planning with media partners, and adaptive event execution. This research provides insights into how public relations strategies are practically integrated with CRM and marketing functions within luxury brand communication in Indonesia.

Keywords

Public relations, Four-stage public relations model, Guerlain

1. INTRODUCTION

The Indonesian beauty industry has undergone rapid and dynamic growth in recent years, driven by increased consumer purchasing power, heightened awareness of skincare health, and the accelerated development of digital marketing strategies. According to the Ministry of Industry (2023), the export value of Indonesian essential oils, perfumes, and cosmetics reached USD 842 million in 2023, up from USD 826 million the previous year. Domestically, the number of registered cosmetic products surged to over 467,000, indicating a tenfold increase over the last five years (Komdigi, 2024). This remarkable development is also supported by Indonesia's abundant natural resources and the emergence of competitive local brands such as Wardah and Somethinc.

Simultaneously, global beauty brands such as Fenty Beauty and Laneige have intensified their market strategies through product innovation and celebrity collaboration (Thamrin et al., 2022). Within the luxury beauty segment, demand has significantly increased, especially among Generations Y, Z, and Alpha, who perceive premium beauty products not merely as high-quality items but as personal achievements and symbols of social status (Alfikry et al., 2024). This shift is further reinforced by digital platforms such as Instagram and TikTok, which enhance the visibility and desirability of luxury beauty brands among younger, digitally engaged audiences (Yolanda & Indrawati, 2024).

In response to the increasingly competitive and experience-driven landscape of the luxury beauty market, Guerlain, an iconic French luxury beauty brand under the LVMH Group has actively reinforced its positioning in Indonesia through exclusive storytelling

campaigns and immersive brand experiences. One of its key strategic efforts was the launch of its newest skincare innovation, the Abeille Royale Youth Watery Oil Serum (ARYWOS), presented through a Public Relations Launch Event held on April 29-30, 2025, at Langit Senayan, Hutan Kota by Plataran, Jakarta.

The launch event was carefully segmented into two days: the first day was curated for 20 carefully selected Key Opinion Leaders (KOLs), in collaboration with Harper's Bazaar Indonesia, while the second day was dedicated to 20 representatives from national media. This strategic segmentation was designed not only to emphasize exclusivity and brand prestige but also to maximize the reach and media value of the launch through both digital platforms and formal press coverage. The event's outcome reflected this approach, resulting in over 112 social media posts, 18 online media coverages, and a total Earned Media Value (EMV) of approximately €300,000, as calculated through the influencer marketing analytics platform Lefty.

This study is based on a professional internship program undertaken by the author as a CRM & Marketing Intern at Guerlain Indonesia, located at Gedung Wirausaha, Jakarta, from February 5 to May 5, 2025. The internship was conducted on a full-time basis, five days per week, providing the author with direct exposure to the operational planning, execution, and evaluation processes of the Abeille Royale Youth Watery Oil Serum PR Launch Event. Supervised by the Head of Marketing and mentored by the CRM & Marketing Executive, the author was actively involved in preparing communication materials, curating KOL masterlists, managing timelines, conducting media monitoring, and supporting both on-site and behind-the-scenes execution during the event.

This article applies a qualitative descriptive approach, as it allows for an in-depth, naturalistic exploration of how public relations activities are conceptualized and implemented within a luxury brand environment (Sugiyono, 2020). Data collection methods include direct observation, internal documentation, and review of supporting campaign materials such as press releases, event rundowns, media coverage reports, and social media analytics. The research is guided by the four-stage public relations model proposed by Cutlip, Center, and Broom (2016), which includes: defining the problem, planning and programming, taking action and communication, and evaluating the program.

The primary objective of this study is to examine how Guerlain Indonesia strategically applied public relations principles in launching a luxury skincare product through a structured and measurable communication program. By analyzing each phase of the Abeille Royale Youth Watery Oil Serum PR Launch Event, this research aims to explain the application of Cutlip, Center, and Broom's four-stage PR model in a real-world corporate setting. Furthermore, this study seeks to illustrate the intersection between public relations, customer relationship management (CRM), and marketing functions within the luxury beauty industry, particularly in relation to event-based brand communication.

Academically, this research contributes to the understanding of integrated public relations practices in luxury markets, offering insight into how message design, media engagement, and audience segmentation are executed in the field. Practically, this study may serve as a reference for communication practitioners in planning and implementing product launch events, especially those seeking to strengthen brand image, increase earned media value, and foster meaningful audience engagement. In doing so, the article not only reflects the professional learning outcomes of the internship but also offers empirical insight into public relations implementation in a contemporary Indonesian context. This study seeks to answer the following research question: How are the four

stages of public relations applied in Guerlain Indonesia's launch of Abeille Royale Youth Watery Oil Serum?

2. METHOD

This research employs a qualitative descriptive approach to explore and explain the public relations process implemented during the Abeille Royale Youth Watery Oil Serum PR Launch Event by Guerlain Indonesia. The qualitative method was chosen to provide a detailed, contextual, and in-depth narrative of the communication strategies executed throughout the campaign. Unlike quantitative methods that focus on numerical data, the qualitative descriptive approach enables researchers to present phenomena based on natural settings, participant experiences, and nuanced social dynamics without the need to manipulate or control variables (Sugiyono, 2020).

The research was conducted as part of a professional internship program, in which the author worked full-time as a CRM & Marketing Intern at Guerlain Indonesia between February 5 and May 5, 2025. This three-month field experience served as the primary setting for data collection and analysis. The internship allowed the author to be directly embedded in the operational workflow of the marketing division, participating in internal strategy meetings, event preparations, media coordination, and on-site execution. This immersion provided the opportunity to observe the strategic decisions and communication practices from an insider perspective, offering a unique level of access that supports the validity of the research findings.

The data used in this research were collected through two main techniques: participant observation and document analysis. Observation was carried out continuously throughout the internship period. The author was involved in daily tasks such as creating digital invitations, curating KOL masterlists, coordinating with media partners (e.g., Harper's Bazaar Indonesia), and preparing campaign materials such as product guidelines and press releases. During the event days, the author actively engaged in logistical coordination, registration handling, and liaison responsibilities between Guerlain staff and guests. These direct interactions allowed for real-time documentation of communication strategies, interpersonal dynamics, and branding tactics.

In addition to observation, the study relied on extensive document analysis of internal materials. These included campaign strategy decks, press kits, email correspondences, internal communication briefs, product training modules, and postevent media monitoring reports. These documents provided valuable insights into the planning logic, message consistency, and alignment between global branding standards and local execution. The use of internal documentation also supported triangulation, helping to validate observational data by comparing it with written strategies and outcomes.

All data were analyzed using the four-stage public relations model proposed by Cutlip, Center, and Broom (2016): (1) defining the problem, (2) planning and programming, (3) taking action and communication, and (4) evaluating the program. This model was selected due to its practical relevance to structured public relations implementation in organizational contexts. Each stage in the model served as a guiding framework for categorizing the observed activities and identifying their alignment with communication theory and professional standards.

Furthermore, ethical considerations were taken into account during the data collection and reporting process. The author ensured that all confidential company information, financial details, or unpublished campaign content remained protected and

anonymized where necessary. The data presented in this article have been approved for academic publication by the internship supervisor and comply with Guerlain Indonesia's internal communication policy.

By employing this research method, the study aims not only to describe the strategic public relations process behind a luxury brand's product launch, but also to provide empirical insights grounded in professional experience. This approach allows for a holistic understanding of how corporate communication functions in real-world settings, especially within the high-context, visually driven environment of luxury beauty branding.

3. RESULT

3. 1 Defining the Problem

As part of Guerlain Indonesia's strategy to strengthen its position in the luxury skincare market, Guerlain launched its newest product, Abeille Royale Youth Watery Oil Serum, through a Public Relations Launch Event on April 29–30, 2025, at Langit Senayan, Hutan Kota by Plataran, Jakarta. This event aimed to emphasize the product's advanced skin repair technology based on natural black bee ingredients sourced from three global locations, as well as the scientific and sustainable values embedded in the product's DNA. The event involved strategic collaboration with Harper's Bazaar Indonesia and the participation of 20 Key Opinion Leaders (KOLs) and 20 national media representatives. This event was structured using the four stages of public relations as proposed by Cutlip, Center, and Broom (2016): defining the problem, planning and programming, taking action and communication, and evaluating the program.

At the initial stage, the CRM & Marketing team of Guerlain Indonesia conducted a situation analysis to understand the needs of the target audience—luxury skincare consumers from Generations Y, Z, and Alpha who value quality, sustainability, and brand storytelling. This analysis emphasized the importance of highlighting the strengths of the Abeille Royale Youth Watery Oil Serum, formulated with three types of black bee honey from Ouessant (France), Connemara (Ireland), and Trøgstad (Norway), as well as exclusive royal jelly from Guerlain.



Image 1. Campaign Strategy Deck for ARYWOS Launching Event

As a result of this analysis, an internal deck titled "Campaign Strategy Abeille Royale Youth Watery Oil Serum" was prepared, which included audience mapping, messaging, and visual concepts. Based on this plan, the following Key Performance Indicators (KPIs) were established:

Minimum attendance of 20 KOLs and 20 media partners

- At least 80 social media posts
- Minimum of 10 online media articles
- Earned Media Value (EMV) of at least €200,000

These KPIs were defined to ensure that the event would generate maximum exposure in media and social platforms, while building awareness of Guerlain as a luxury skincare leader in Indonesia.

3. 2 Planning and Programming

In this stage, Guerlain Indonesia developed a detailed communication strategy to support the successful implementation of the Public Relations Launch Event. This strategy included creating educational product materials for media and KOLs, preparing a press release with comprehensive product information, and compiling an invitation list for strategically selected media and KOLs aligned with Guerlain's target audience.



Image 2. Do & Don'ts Content for ARYWOS Launching Event

To ensure alignment across content produced by KOLs, media, and internal teams, a communication guideline titled "Content Do & Don'ts" was created, which included:

- 1. Set Up & Background: All content was required to use clean, neat, and bright backgrounds with natural lighting to highlight both the product and the influencer. Neutral-toned materials and colors were recommended, while dark backgrounds, black-and-white filters, and other brand logos were prohibited.
- 2. Glam & Styling: KOL appearances were expected to reflect healthy, glowing skin with light, natural makeup. Minimal and non-distracting accessories, as well as clean, well-groomed nails, were part of the styling guidelines. Heavy makeup, extreme contouring, competitor-branded clothing, and bold patterns were discouraged to maintain Guerlain's luxury and minimalist aesthetic.
- 3. Tone of Voice: Verbal communication was directed to be warm, inclusive, and personal, highlighting product benefits and brand expertise. KOLs and media were encouraged to express authenticity and avoid harsh language, negative comparisons, or incorrect pronunciation of product and brand names. Correct pronunciation emphasized "Guerlain" (Ger-lang) and "Abeille Royale" (A-bey Royal).

This guideline was established to maintain visual and messaging consistency in all publications, reinforcing Guerlain's luxurious and elegant global positioning. As an intern in the CRM & Marketing division, the author contributed to this planning phase by assisting in drafting the event flow, preparing digital invitations, and supporting media partner communication, such as with Harper's Bazaar Indonesia.

3. 3 Taking Action and Communication



Image 3. Day 1 ARYWOS Launching Event

The event took place over two days with the participation of 20 Key Opinion Leaders (KOLs) and 20 national media representatives. On April 29, 2025, the agenda targeted KOLs, beginning with a photocall and mingling session, followed by a welcome speech from Guerlain Indonesia's General Manager and a product presentation delivered by the Education Manager. The program continued with a science workshop, a product demonstration session, and concluded with an exclusive dinner opened by the Editor-in-Chief of Harper's Bazaar Indonesia. On April 30, 2025, a similar structure was followed for national media representatives, including a photocall, brand and product presentation, scientific workshop, and product application demonstration.



Image 4. Day 2 ARYWOS Launching Event

The day concluded with a dinner and networking session, strengthening relationships between the brand and media representatives. The entire series of activities took place at Langit Senayan, Hutan Kota by Plataran, utilizing the outdoor area, lab room, and dinner room. The author contributed by ensuring smooth registration, managing documentation, and serving as liaison between guests and Guerlain's internal team. During the event, Guerlain's official press release was distributed to national media, including Cosmopolitan Indonesia, which published an article by Giovani Untari. On social media platforms, KOLs such as Shenina Cinnamon shared content featuring the Abeille Royale Youth Watery Oil Serum and the event experience.

3. 4 Evaluating the Program

Program evaluation was conducted through media monitoring of online publications and social media posts by KOLs and media attendees. Internal monitoring recorded a total of 18 online media articles and 112 social media posts. Due to confidentiality, detailed data on EMV and audience reach cannot be disclosed publicly, but EMV is estimated at approximately $\leqslant 300,000$ with an estimated reach of ± 7.34 million.

Table 1. Summary of Social Media Publications from KO

No	KOL	Publication Proof	Tone of	Evaluation Indicator
		- u	Voice	
1	Shenina Cinnamon	a month ago	Positive	Mentioned product, captured event atmosphere, used hashtag and brand tagging.
2	Lutesha	a month ago GUERLAIN	Positive	Visualized product experiment, used brand tagging, posted with a positive tone.
3	Stefany Talita	2 months ago 2 months ago 2 2.72k	Positive	Displayed event ambience, mentioned presence at brand event.
4	Sonya Pandarmawa n	a month ago 1.25K	Positive	Explicitly mentioned product benefits (hydration & anti-aging).



The media monitoring data indicated that most publications carried positive sentiment, highlighting Guerlain's scientific innovation, black bee ingredients from three locations, and environmental sustainability commitment. Video-based content such as Instagram Reels generated higher engagement than static posts. For example, Shenina Cinnamon's posts involving unboxing and product usage received significantly more interaction.

Mainstream lifestyle media such as Cosmopolitan Indonesia demonstrated broader reach compared to niche beauty outlets, emphasizing the importance of collaborating with mainstream media to raise awareness of luxury skincare products. One challenge faced was the delay of several key KOLs, which disrupted the registration and photocall sessions. The CRM & Marketing team managed this through quick coordination with the media handler and on-site event organizer. For future events, buffer times and more detailed VIP scheduling are recommended.

Table 2. Media Monitoring Results from ARYWOS Launch Event

Number	Keterangan	Total	
1	Total <i>Media Coverage</i> (Artikel Media Daring)	18 artikel	
2	Total Unggahan Media Sosial (KOL & Media)	112 unggahan	
3	Total Earned Media Value (EMV)	± €300.000	
4	Total <i>Reach</i> Audiens	± 7.34 juta	

Overall, this evaluation shows that Guerlain Indonesia's integrated communication strategy was effective across both media relations and KOL engagement. Beyond quantitative success, the event also provided valuable insights regarding flexible rundown management and the importance of improved KOL briefing to produce more educational and engaging content in the future. These operational takeaways will serve as valuable input for refining future event execution and influencer communication strategies.

Another insight drawn from the evaluation relates to the timing of content publication after the event. Media partners that published articles within 24-48 hours of the event were observed to generate higher traffic and social media engagement, particularly when their posts were complemented by timely uploads from KOLs. This synergistic timing between editorial coverage and influencer content helped extend the campaign's visibility beyond the two-day event period. For luxury products that depend on both prestige positioning and digital momentum, such synchronization plays a critical role in maximizing communication outcomes. These observations point to the potential benefits of developing a more structured post-event content rollout timeline, supported by stronger coordination across PR, media, and KOL teams in future campaigns.

Based on the theoretical framework of Cutlip, Center, and Broom's four-stage public relations model and the author's field experience during the Abeille Royale Youth Watery Oil Serum PR Launch Event, several key reflections and insights emerge regarding the strategic application of public relations in luxury brand communication. Each stage, defining the problem, planning and programming, taking action and communication, and evaluating the program played a critical role in creating a cohesive and high-impact campaign. This section will discuss how each of these stages intersected with communication theory, strategic brand management, and the author's practical experience in the field.

The first stage, defining the problem, highlighted Guerlain Indonesia's awareness of the evolving expectations of luxury consumers, particularly those in Generations Y, Z, and Alpha. These audiences are no longer solely driven by product functionality, but rather by a blend of aesthetic experience, ethical branding, and scientific credibility. Guerlain's emphasis on sustainability and black bee-derived ingredients reflects a strategic alignment with consumer values. From a theoretical standpoint, this stage demonstrates the use of audience segmentation and issue scanning, critical tools in proactive public relations. The internal research and competitor analysis conducted by the CRM & Marketing team served as a base for identifying communication gaps and opportunities. As an intern, the author observed how these insights were translated into concrete strategy documents such as the "Campaign Strategy Deck," which became a cornerstone for the campaign's execution.

In the second stage, planning and programming, Guerlain adopted an integrated communications approach that combined media relations, influencer marketing, and visual storytelling. The use of internal guidelines such as "Content Do & Don'ts" reflects the application of the 7Cs communication principles (Cutlip, Center & Broom, 2016): credibility, context, content, clarity, continuity, channels, and capability. These principles ensured that KOL and media outputs maintained a consistent tone, aesthetic, and message. This phase also illustrates message framing theory in action, where strategic control of content visuals, tone of voice, and storytelling ensured alignment with Guerlain's global luxury image. The author's participation in drafting the event rundown and preparing media materials provided valuable exposure to the micro-level tasks involved in message coordination, an often underestimated but crucial component of PR success.

The third stage, taking action and communication, emphasized experiential branding and immersive engagement. From curated venue styling to scientific product demonstrations, the event was designed to immerse participants in the Guerlain brand universe. This approach positioned public relations not only as a tool for delivering information, but also as a strategy for shaping perceptions through emotional and sensory experiences. The author's on-site involvement in registration, guest management, and KOL liaison duties provided firsthand insight into how communication professionals must be flexible and responsive, often handling real-time problem solving under pressure. For instance, when several KOLs arrived late and disrupted the photocall schedule, swift coordination with the event organizer demonstrated the practical importance of crisis micro-management within event PR.

The final stage, evaluating the program, was carried out through detailed media monitoring using both manual collection and analytic tools like Lefty. This process involved assessing not only quantitative indicators, such as the number of media articles (18), social media posts (112), and estimated EMV (€300,000), but also qualitative sentiment analysis, which provided insight into how effectively messages were received. The campaign's overwhelmingly positive tone across coverage suggests successful reputation management, a core function of PR. Additionally, analysis of content formats showed that video-based posts, particularly Instagram Reels, outperformed static images in engagement metrics, highlighting a growing trend in visual digital storytelling within public relations. As an intern, reviewing these analytics and synthesizing them into reports allowed the author to understand how post-event insights inform future strategy adjustments.

Beyond the measurable outcomes, this campaign underscores the broader evolution of PR in luxury contexts, from information dissemination to strategic brand

orchestration. The fusion of CRM, marketing, and public relations efforts in this case illustrates a cross-functional communication approach, where synergy between departments creates a unified brand voice. It also validates Cutlip, Center and Broom's model as not only a theoretical framework but a practical roadmap adaptable to modern, high-involvement consumer categories like luxury skincare.

Ultimately, the author's internship experience reaffirmed that successful public relations is both art and science, combining creative storytelling with disciplined strategic planning, audience insight, and tactical execution. The case of Guerlain Indonesia provides a strong example of how PR campaigns, when anchored in theory and executed with precision, can generate both tangible media value and lasting brand impact.

In line with Luttrell's (2023) view of public relations as a strategic communication tool aimed at fostering long-term relationships, the implementation of the Abeille Royale Youth Watery Oil Serum PR Launch Event reflects a strong understanding of audience-centric messaging. Guerlain's messaging was not merely informative, but crafted to evoke emotional connection and sensory appeal, particularly important in the context of luxury beauty products. This aligns with Dewata & Wijaya's (2024) assertion that PR today must go beyond visibility and actively strengthen brand equity and engagement. From press releases to influencer content, the message strategy was clearly designed to establish prestige, credibility, and consumer trust.

The functions of public relations as outlined by Mpuon et al. (2024), namely managing reputation and maintaining stakeholder relationships, were also observed throughout the campaign. Guerlain did not treat the event as a one-way announcement but rather as an opportunity to build trust through curated brand experience, particularly by involving Key Opinion Leaders (KOL) who already had existing relationships with their followers. The consistency between online KOL content and the tone of the offline event served to reinforce brand integrity, demonstrating the effective tactical use of PR in digital environments, as discussed by Swart & Verwey (2022).

In terms of execution, the structure and design of the event followed principles of responsible and immersive event planning as described by Hernández & Hervás (2023). The immersive experience of the two-day launch, featuring product demonstrations, scientific explanations, and personalized engagement, reflected the core characteristics of successful PR events, such as perishability, intangibility, and high audience participation. These elements contributed to a unique and memorable moment that could not be replicated outside that specific time and setting. This aligns with the idea that PR events are not just about visibility, but also about delivering value through experience. Zhang et al. (2021) further highlights that the success of a product launch depends not only on the content presented but also on the coherence between brand identity and event atmosphere. Guerlain's choice of Langit Senayan, as well as the exclusivity of media and KOL selection, reinforced this coherence. Moreover, the collaboration with Harper's Bazaar Indonesia provided additional credibility and editorial framing, helping to shape a desirable narrative around the brand in high-end lifestyle media.

Finally, the evaluation phase of the event demonstrated application of strategic performance indicators, such as media exposure and Earned Media Value (EMV), which are essential tools in contemporary public relations measurement. According to Swart & Verwey (2022), public relations practitioners must now integrate digital tracking tools to monitor audience response and campaign effectiveness. The use of platforms such as Lefty to track influencer performance aligns with this approach, combining both qualitative brand sentiment and quantitative reach to assess success. While some data remained confidential, the overall use of performance-based evaluation techniques

signals an advanced and integrated public relations practice that balances storytelling with accountability.

4. CONCLUSION

Based on the observations and analysis of the Abeille Royale Youth Watery Oil Serum PR Launch Event conducted by Guerlain Indonesia, it can be concluded that the company has effectively applied a strategic and integrated public relations framework. The use of Cutlip, Center, and Broom's four-stage model, defining the problem, planning and programming, taking action and communication, and evaluating the program, served as a robust foundation for designing and executing impactful brand communication. The model not only provided a clear structure for campaign planning, but also enabled the team to respond dynamically to challenges throughout the process.

The results demonstrated that Guerlain successfully created a premium and immersive brand experience, consistent with its global positioning. From identifying its target audience and crafting tailored messages to executing an elegant and engaging event, the company met and even exceeded its communication objectives. The KPIs, including media coverage, social media engagement, and estimated Earned Media Value, were not only achieved but surpassed. Additionally, the overwhelmingly positive sentiment from media and KOLs affirmed the effectiveness of the strategy in enhancing brand visibility and consumer perception.

Beyond these measurable outcomes, the research reflects how the integration of public relations, marketing, and CRM can drive strategic communication efforts in luxury branding. Guerlain's ability to ensure consistency across platforms, maintain narrative control, and engage influencers through carefully managed messaging illustrates the value of public relations as a long-term investment in brand equity. This case affirms the relevance of PR not only as a promotional tool, but as a key element in shaping customer experience and building emotional resonance.

Furthermore, the internship-based nature of this study offered a unique opportunity to examine how theoretical concepts are translated into practical actions within a corporate setting. The author's involvement in both the preparatory and execution phases of the campaign allowed for a deeper understanding of real-time decision-making, stakeholder engagement, and the complexities of message control. This experience reinforced the importance of adaptability, collaboration, and strategic thinking in public relations practice, particularly in industries driven by perception and aesthetics.

In conclusion, this internship experience highlights how public relations, when executed strategically and systematically, play a vital role in shaping brand equity. The Abeille Royale Youth Watery Oil Serum PR Launch Event not only exemplifies best practices in luxury brand communication but also underscores the value of immersive storytelling, cross-functional coordination, and audience-focused engagement in achieving long-term brand success. As public relations continues to evolve alongside media and consumer behavior, structured approaches like the four-stage model remain highly relevant and adaptable for communication professionals navigating complex brand ecosystems.

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