

## THEORETICAL INTERPRETATIONS OF EFFICIENCY ASSESSMENT MODELS OF PUBLIC RELATIONS PERFORMANCE

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**Abstract.** This article provides the theoretical aspects for the assessment of public relations. First of all, the concept of public relations is formulated by submitting the analysis of the main definitions and highlighting their emphasis, identifying similarities and differences. The article also analyses the models of public relations, the essence of each of them is shortly discussed together with the possibilities for their application. The importance of the public relations processes is identified as well as the public relations performance efficiency assessment models are defined, based on which the companies may assess how the communication is managed with its target audiences. The scientific problem is raised – what theoretical concepts and methodological approaches need to be assessed for the public relations performance efficiency.

**Keywords:** public relations, models of public relations, processes of public relations, assessment of public relation and the performance efficiency.

**JEL classification:** M14, M21, M31, L11, L14.

### Introduction

In this rapidly changing world, maintaining the public relations in the organizations takes up a particularly important role. The intensifying competition, product offerings and increasing attention of a consumer to the company's reputation are increasingly encouraging the companies to communicate with the general public. In today's global markets, it is very important to understand how to communicate effectively with partners in order to be successful in the business world (Pipirienė and Maciukevičienė, 2011, p. 296). Therefore, public relations become the strategic measure for the company in seeking its own goals.

In order to make a connection with the society, an effort is required, a specific activity, which is called public relations. Public relations are defined and understood variously

in the scientific literature. This shows that the concept of public relations is perceived quite differently and this area is still developing. They are often described as the communication of the organisation with its important contacts or as the function for maintaining corporate reputation, credibility and image creation. One public relations educator said that advertising is “literally fraudulent” and “exactly the wrong way of going about it”, and another said, “Of the three communication disciplines, an organization can exist without advertising and marketing, but cannot exist without public relations” (Smith and Navarro, 2014, p.11). Organisations wishing to maintain efficient public relations shall understand the real essence of the public relations as well as realise the importance and usefulness of this process. Moreover, by establishing and maintaining public relations, the organisations are not always doing this successfully. The effect of the public relation to the activity results of the organisations is abstract and the subject that is measured difficultly. Interest in intercultural public relations is growing, but empirical research within this area of research has been limited. Previous research has also remained descriptive, not offering theoretical extensions or practical ways to address this issue in practice (Jang and Kim, 2013). This allows formulating the *scientific problem* – what theoretical concepts and methodological approaches need to be assessed for the public relations performance efficiency? The *subject of the research* is public relations. *Objectives of the research* include: 1) considering the variety of definitions for the public relations, to emphasize the aspect of the definition for the public relations; 2) to identify the importance of the process of public relations in the company; 3) to overview the public relations of performance efficiency models and interpret them by emphasizing organizational models fusion (overlap). *Research methods* include analysis of scientific literature, comparative analysis, synthesis and conclusion.

### **Theoretical aspects of the definition of public relations**

Currently, public relations are mentioned very often. However, they are defined rather differently, “according to Cutlip *et al.* (2000), the appearance of different definitions for public relations reflects the evolution of this function in the organisations and community” (Bivainienė and Šiaudkulytė, 2007).

It is necessary to pay attention to the fact that the term “public relations” is translated into Lithuanian as “communications with a public” and/or “public relations”. However, Matkevičienė (2005) claims that the term “communications with a public” in Lithuanian is broader and it identifies the organization’s links with external and internal audiences that it has, while “public relations” includes only the external audience of the organisation. Augustinaitis (2006) explains this term similarly, stating that the term “public relations” is used as a synonym for “communications with a public”, but the term “public relations” is more correlated with publicity and expressions of universality.

It has been noticed that the public relations are defined by emphasizing the importance of exchanging and the balance of interests. Kazokienė, Stravinskienė (2014) and Skvarčinskienė (2011) describe public relations stating that public relations are the function of the management communication, which helps to maintain relations with the audience of the organisations in such a way that the environment necessary for the organisation is created and nurtured, which enables organizations to implement the set objectives. Čereška (2004) describing the public relations cites the English researcher S. Black, who states that

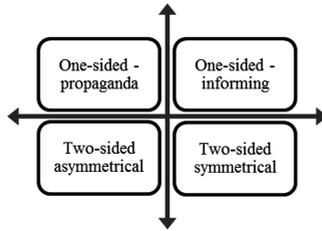
“public relations are planned and long-term efforts directed to create and maintain good-faith relations and mutual understanding between organizations and the society”. Wilcox et al. (2007) defining the public relations emphasize the complexity of this activity, stating that this is not only the communication with various audiences and feedback, but also the scientific research and analysis, as well as forming the policy, creating the programs. When defining the public relations, other authors also define the creation of a favourable image of the organization. As claimed by Drukteinienė (2007), the authors recognising the importance for creating the image for the company pay more attention to the concept of the image of the organisation itself, for its creations, using such measure as an advertisement of the organisation, public relations and others. According to Pajuodis (2005), “public relations are the activity aimed at forming positive image of the company in the society and its groups as well as to create the atmosphere of trust and understanding”. Curri-Memeti (2011) defining the public relations emphasizes the importance for creating the image, by further explaining that the image is created by not only appropriately maintaining the relations with external audiences, but helps to create a positive image and the satisfaction of the organisation’s employees on the organisation itself. It is seen from this definition that Curri-Memeti (2011) as well as Matkevičienė (2005) define that public relations are not only with the external audiences of the organisation. The definition of the public relations includes maintaining the relations with the internal audiences of the organisation, for example, with the employees. Similarly, Cornelissen (2001) claims that PR means the communicational management functions, which are responsible for the coordination and maintenance of internal and external relations.

In summary, it may be stated that all companies and institutions shall act in society, and each of them maintains relations with it. In a general sense, everything that is done with companies and institutions are public relations, since every action and behaviour results in some certain – positive or negative – reaction and assessment of the society. *The authors carried out analyses emphasizing that the main elements describing public relations are credibility, trust, communication and reaching for mutual understanding.*

### **Models of public relations**

Various authors examined the models of public relations (PR). Ulevičius (2006), when analysing the models of PR, claims that these PR models are separated considering the general goals of the organisation. By following them, the actions for establishing and maintaining the public relations are planned. PR theoretician Gruning (2000) defined the main models of the public relations based on the two main criteria: the purpose and direction of communication. The direction of communication may be one-sided or two-sided (see Figure 1). In such a way, it is possible to claim that the one-sided or two-sided communication models exist.

Figure 1. PR models



Source: created by the author of the article based on Gruning and Grunig (2000)

Scientist Dambrava (2013) also notes that in the case of one-sided model the information moves in one direction. This means that the one spreading the information does not know almost anything about the receiver of the information. One-sided communication model may be propaganda or spreading the information. This scientist also defines the two-sided model and emphasizes that it may be asymmetrical or symmetrical. In both cases, the information flows move in both directions – from a sender and from a receiver. In the case of two-sided asymmetrical communication model, it is stated that a significantly more initiative for spreading the information is shown by the sender, whose purpose is to convince the receiver. In the case of two-sided asymmetrical model, the sender of the information does not analyse the appropriateness and meaningfulness of its actions; the main goal is to change the audience (Dambrava, 2013). When summarising, it may be stated that by the asymmetrical public relations models it is sought to change the behaviour of the audience, without changing the behaviour of the organisation. In the case of applying the two-sided asymmetrical model, the message is formulated seeking to change and to convince the audience without thinking that the institution itself needs to hear the comments of the audience and.

Based on Ulevičius (2006), the following PR models may be defined:

1. *Public model.* Here, the propaganda is spread and the relations are based on one-sided communication. The essence of this model is to spread information in one direction. In this case, the opinion and requests of the society and other audiences are not considered. The submitted information is not accurate; it may be distorted, as well as only the desired aspects are emphasized.
2. *Informational model.* The main purpose is to inform, submit correct information, no effort is made to convince. The main difference between the first and the second mode is defined, namely the approach to the society. By this information model, it is highlighted that the representatives of public relations are responsible for appropriate submission of correct and detailed information about a certain institution or other object.
3. *Two-sided asymmetrical model.* The purpose of this model is to convince. The communication is implemented in a dialogue, but not constantly. The effect to the society is assessed. It is sought to convince the society to agree with the approach of the institution and to act in such a way that is necessary for the institution.
4. *Two-sided symmetrical model.* Its purpose is to communicate and to acquire mutual understanding. The implemented communication is continuous. Institutions, considering the opinion of the society, often make changes in their activity. The

research is made in order to find out about the reputation of the institution and what is its importance. The main advantages of the model in relation to the institution are defined – to promote acceptance, a permanent dialogue with a certain audience is ensured, as well as improving the image of the institution.

Depending on the goal of the organisation, every one of the above submitted models may be used. Therefore, it is recommended by the authors that the companies would appropriately assess its goals and ways and to choose the right way to achieve them.

### **The importance of public relations in a company**

Public relations are based on a simple approach – upon forming the positive opinion about the company, it is easier to successfully seek goals than in such case when the society is against the goals of the company. Knowing the information about the company creates the main purpose of the public relations – understanding between the society and the company. Wilcox et al. (2007) provide the opinion of the leader of American public relations organization and public relations advisor in the United States Patrick Jackson, reflecting the impact of the public relations to the organisation’s success (see Table 1).

Table 1 submits the impact of the public relations process to the PR activity and the society. PR is provided as diverse activities that include both internal and external communication, which helps the organization to successfully achieve the desired goals. As it is seen from Table 1, the PR process is not limited to only maintaining the audiences of the target organisations; in the PR process, it is sought to form the supportive organizational culture, which, as mentioned before, has an impact on the effectiveness of communication of the external organization, while in 2001, the public relations company “Hill and Knowlton” made a survey with several hundred managers of the best organisations in the world.

**Table 1.** Result of the public relations processes

<b>Process</b>	<b>Main Actions</b>	<b>Results</b>
Visibility	Promotion, support, setting the target audience, the press release	Paving the way to the growth of sales, charity, etc.
Organisational motivation	Internal relations and communication	Moral principles are created, promoting teamwork, productivity, company culture; a coherent image of the company is sought.
Establishing the problems	Research, interaction with different social groups, teams establishing problems	Early warning about the problems, social and political changes, discontent of the supporters.
Establishing the possibilities	Interaction with internal and external audiences, “business knowledge”	New markets are found – products, methods, supporters, useful topics
Crisis management	Responding to problems, disasters or attacks and their solution; creating coalitions	The positions are defended, the supporters and sponsors are maintained, normal activity for the company is ensured despite the problems.
Informing the managers	Advising the highest degree executives on the current situation, research	Realistic, competitive and reasonable decisions.

The manage- ment of the changes	Company culture, similar methods, research	Reduces the resistance to changes, helps to cope with the problems of transitory period, ensures the affected persons that change is needed.
Social respon- sibility	Social responsibility, research, organ- ising the projects and advertisements connected to public relations, by inte- grating different media measures, etc.	A good image is created, the economic success is increased by “doubling” the profits and the trust in the company is guaranteed.
Impact on the public policy	Relations with the clients, creating coalitions, lobbying, citizens’ cam- paign	Ensuring the public support for activities, company’s products and its policy; remov- ing the obstacles.

Source: created according to Wilcox *et al.* (2007)

With this survey, they wanted to find out how the managers of the organisations understand the importance of image. The results show that even 94 percent of the respondents think that the communication of the company is very important in seeking strategic goals in business (Public Relations in Business, 2004). Nikolic *et al.* (2014) think similarly and claim that the understanding of the fact that organization’s success depends on its ability to manage communication, exchanging information with the public in these days promotes interest in public relations activities in the whole world. “Today, public relations professionals must ask, “Who is my audience, and how do they access information?” And next, “What information matters to them?” A news release about an internal promotion, new product or contribution isn’t likely to engage existing customers or create new ones” (Spaeth, 2014, p. 31). This shows how much is the activity of maintaining public relations relevant and important to every organization.

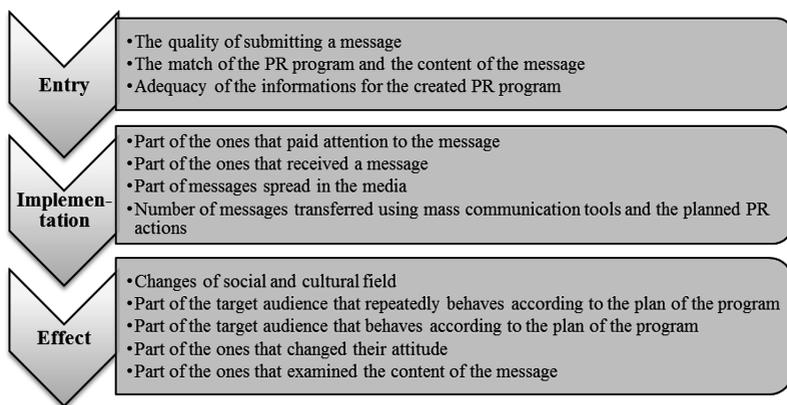
### **Analysis of the public relations performance efficiency assessment models**

Every organisation that wishes to constantly maintain smooth relations with society needs to assess how the communication is managed effectively. The majority of authors (Pranulis, *et al.*, 2012; Kotler, *et al.*, 2007; Kazokienė and Stravinskienė, 2009) establishes that assessment of the PR results and determination of the efficiency is quite complex. All the authors indicate that a certain impact is made by the fact that the PR is constantly maintained together with other measures. Moreover, the impact of the PR to the economic systems is usually indirect. When performing the PR assessment in an organisation, usually a lot of attention is drawn to the effectiveness and efficiency of the PR. Grunig and Dozier (2002) establish that the efficiency of the PR is the benefit of them given to the organisation, reaching its strategic goals. As stated by Kazokienė and Stravinskienė (2014), the efficiency of the PR is the value of the public relations decisions to the organisation, which is expressed by the efficiency of the PR program (by comparing the raised goal and the result that was reached as well as the progress of the organisation’s relation with the parties concerned). Bivainienė and Šiaudkulytė (2007) claim that efficiency can be checked by the organisation itself, using the appropriate methods or to have support from the appropriate specialists. Upon assessing the effect of the PR measures, new PR relations actions are possible.

Scientific literature has submitted various models which are meant for assessing the PR performance efficiency. Figure 2 shows the Cutlip and Center (2006) efficiency models (shortly referred to as PII *Preparation, Implementation, Impact*).

The essence of this model is a separate assessment of the criteria based on the stages of assessment of the entry, implementation and the effect. PII model may serve as a test or fact sheet when planning public relations if it is applied in different PR programs or by different PR specialists. *It is noted that the result of one stage influences the results of another stage.* In the stage of entry, the appropriateness of the received information is analysed. In the implementation stage, the appropriateness of the public relations strategy is based. Effect stage includes assessment.

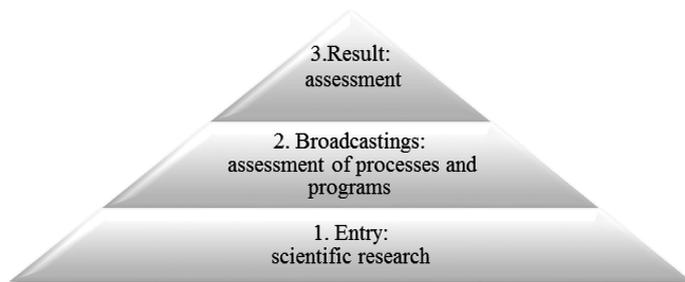
**Figure 2.** Efficiency model for public relations (PII)



Source: Cutlip et al. (2006)

Macnamara (1999) recommends the pyramid mode (see Figure 3). This model reflects all the assessment process of the PR, which starts with the stages of collecting and analysing the information, then the productivity of the chosen measure is evaluated and eventually the final results are assessed.

**Figure 3.** Summarised model of the J. Macnamara pyramid



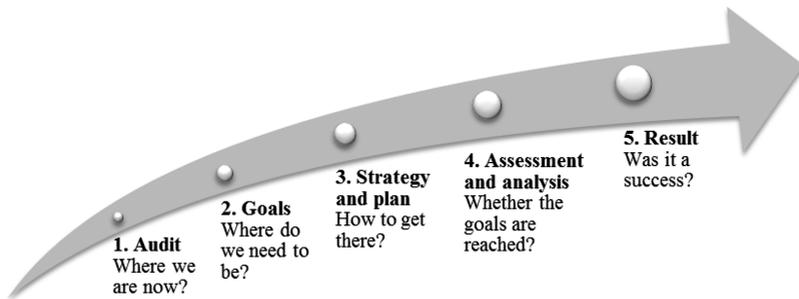
Source: Macnamara (2006)

Macnamara (2006) suggest that in the first stage the reliability of the information and the chosen mass media tools would be assessed, as well as the content of the message and quality for its presentation. In the second stage, the number of messages is broadcasted through mass media communication measures and part of the audience that received the message and another part of the audience that paid attention to the message. “And, just to make life more challenging, remember that people today don’t read. They skim, view, listen, watch or visually absorb. This means that your plans need to include a significant video and design component” (Spaeth, 2014, p. 34). In the stage of assessing the result, the part of society that got acquainted with the message is assessed; it is analysed whether the audience changed their beliefs and whether they changed in a favourable direction in regard to the company and eventually determining whether the raised goal was reached or the problem was solved. *This model is useful by applying it in practice since it includes the planning of the public relations and its management.*

Both models of public relations efficiency and the pyramid model are criticised as they do not assess the general effect of the message and there is a lack of feedback. However, it is possible to distinguish its main advantage – and that is its complexity.

Another model assessing the efficiency of the PR activity is the procedural model (shortly referred to as PRE, meaning planning, research, evaluation) (see Figure 4). Planning, research and assessment model (PRE) shows that the PR assessment is a repetitive process in which the development of maintaining the PR and used measures are established. *Here, the importance of the PR assessment is revealed since the final assessment of the PR directs towards the new actions of the PR.*

**Figure 4.** Model for public relations planning, research and assessment



Source: Watson and Noble (2007)

Gregory (2001) provides a model (see Figure 5), which reflects the essence of the previously submitted model (PRE) – PR planning, research and evaluation, while Gregory expands this model by integrating the assessment of the PR decisions.

*When applying this model, it is necessary to always analyse and review the benefit of the PR programs because it is important in a constantly changing environment.* The authors of the model claim that the purpose of the PR shall reflect the goals of the company itself.

**Figure 5.** Model for assessing the PR based on the goals

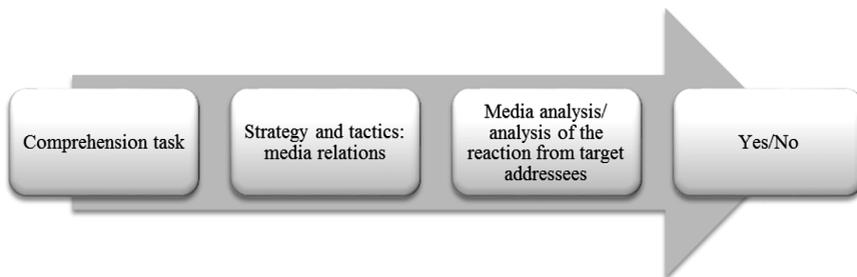
Long-term goals	Interprogramme objectives					
	Goals	Machinery	Productivity	Consequences	Effect	Long-term consequences
<b>Program</b> Individual Local Organisational Public	Cognitive Emotional	Primary information, research Interpreting, choosing the measure for transferring the message, creating the public relations products	Volume/sample of generated messages, the natures of reaching the messages	Acceptable message, developed activity	Awareness, understanding, provision of the attitude, behaviour	Individual Local Organisational Public
<b>Process Programs Activity</b>	Program management goals	Expenditure, quality control, product presentation	Accountability process, reduction of service interaction	Accountability process, analysis of public informational measures	Accountability process, implementation of the research	Accountability process, implementation of the research, analysis of the environment

Begin
End

Source: Gregory (2001)

When analysing the PR efficiency assessment models, it is necessary to mention the short-term PR model submitted by Watson (see Figure 6), assessing which the feedback is not analysed and the concentration is on observing the messages and their analysis.

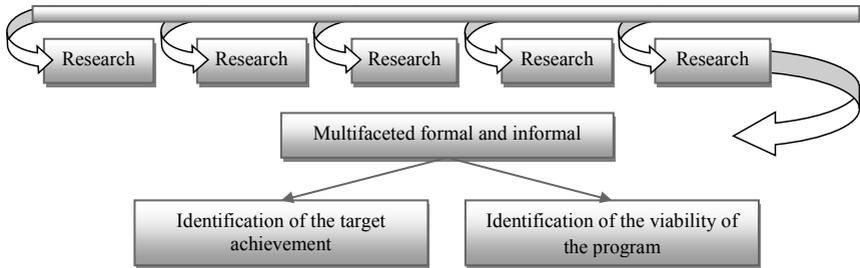
**Figure 6.** Short-term PR assessment model



Source: adapted based on Watson and Noble (2007)

As it is seen from Figure 6, this model helps to assess the efficiency of the public relations, but it does not have the feedback, which is necessary in order to constantly and continuously assess the efficiency of the PR. Watson's colleague Noble offered a model that has the assessment of feedback integrated (see Figure 7).

**Figure 7.** Constantly working assessment model of public relations



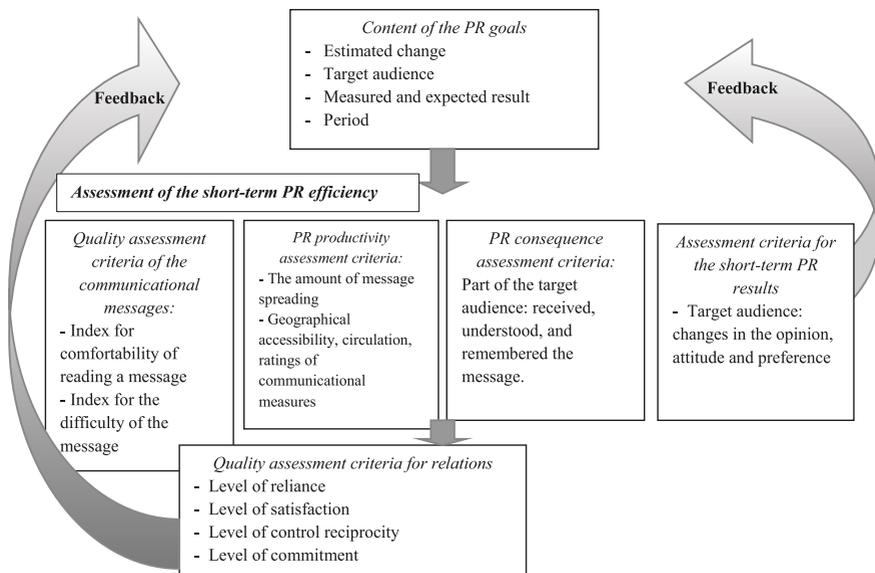
Source: Watson and Noble (2007)

In this model, the feedback and the change of messages are observed; therefore, this process is repetitive. When summing up, it should be emphasized that the model offered both by Watson and Noble may be applied in all of the stages of the PR programs, but the main drawback of these models can also be named – it is virtually impossible to assess the PR programs, in which several or even more goals are set, using these models. *In any case, it is important not to forget that in order to maintain efficient public relations, the following elements are important – comprehensive information and constant presentation of the information.*

When analysing the scientific literature of the Lithuanian authors, it is important to mention the structural PR efficiency assessment model of business companies, suggested by Kazokienė, which includes four stages – entry, implementations, interim evaluation and impact assessment. Later, in cooperation with Stravinskienė, this model is extended and the authors submit the systematic assessment model for assessing the PR programs, including long-term and short-term PR efficiency assessment (see Figure 8).

*This model shows that a detailed assessment of the PR shall be made by which the value of the PR actions is established in the short-term and long-term perspectives, as well as assessing the directions of former and future PR programs.* It is noted that when assessing the PR efficiency it is important to establish goals, to clearly name the constituent elements of the goal, such as the implementation periods, what measured results are expected, what is the target audience, the established change; this period also establishes criteria and methods by which the reached results will be assessed (Kazokienė and Stravinskienė, 2009; Čereška, 2006).

**Figure 8.** Systematic assessment of the PR program efficiency



Source: Kazokienė and Stravinskienė (2009)

Kazokienė and Stravinskienė (2009) defined that main assessment criteria for the short-term and long-term efficiency of the PR. The authors name the main communication message quality assessment criteria as reading the message and comfortable hearing, as well as the complexity of the message. When assessing the productivity of the PR, the main criteria are the spreading of the messages and the assessment of communicational measures, while the assessment of the target audience and its reaction to the received information is assigned to the criteria of the consequence assessment. When assessing the long term efficiency of the PR, the orientation is to the quality of the organisation and the relations of its audience. Meanwhile, the assessment of a short-term PR efficiency is related with short-term PR results. The authors emphasize that the long-term efficiency of the PR is established with the change of long-term PR results affected by the short-term PR results.

When summing up, it may be stated that the assessment stage of the PR activity is very important since it allows identifying the efficiency of the PR program. In order to appropriately assess the PR efficiency, it is important to establish the totality of the assessment criteria and the possibilities for adapting them in a short-term or long-term sense. The short-term PR efficiency assessment basis is the change in the opinion and attitude of the target audience. In the long-term sense, the main PR efficiency assessment criteria describe the quality of the relations between the organisation and it audiences. Usually, the levels of reliance, satisfactions, control reciprocity and commitment are defined. "PR plans must be based on research – truly understanding what needs to change, among what audience and what shifts in conversation will drive the right changes. With measurable goals in place, success can be evaluated for each of the steps in the PR process. Measuring PR activity: events held stake-

holders or influencers engaged, etc. Measuring third party dissemination: number of articles or conversations in traditional and social media, impressions among target audience, key message penetration, shares, likes, retweets, endorsement of influencers etc. Measuring impact on target audience: awareness or reputation increase, attitude change, click-throughs, downloads, likelihood to use/buy/recommend, etc.” (Strier, 2012, p. 13).

Upon performing the analysis of the public relations performance efficiency models fusion (overlap), it is possible to state that all the analysed models are meant for assessing the efficiency of the public relations performance. Public relations efficiency model (PII) may serve as a test or fact sheet when planning PR if it is applied in different PR programs or by different PR specialists. The Machamara pyramid model reflects all the PR assessment processes, i.e., from collecting the primary information, data analysis until the assessment of the received results. Particularly, this model is suggested to be used in practices, as it includes the PR planning and PR management. However, despite these advantages, there is also the main disadvantage (both for the PII model and for the pyramid model of Macnamara) – namely the lack of feedback. The analysed Watson (short-term PR assessment model) and Noble (constantly working PR assessment model) models may be applied in all of the stages of the PR programs, but the main drawback of these models can also be named – it is virtually impossible to assess the PR programs, in which several or even more goals are set, using these models. *In the opinion of the authors of the article, in practice it is the most appropriate to assess PR based on the systematic PR program efficiency assessment model offered by Kazokienė and Straviskienė. Based on this model, a detailed assessment of PR is made, which reflects the analysis of the action in the analysis of a short-term and long-term perspective, as well as the former and future direction of the PR programs are assessed.* Public relations measurement will allow your organization to be even more targeted and efficient with limited budgets, and a good PR practitioner can help you get there. “Public affairs consultants, and at a later stage, in-house public affairs officers, could thus form this key link between the companies and government institutions” (Mihova, 2014, p. 82).

## Conclusion

When summarising the analysed theoretical concepts, it can be claimed that the definition of public relations, its explanation and understanding remain until now rather complex and problematic, since even the term itself is translated from English into Lithuanian differently and this influences the differences of the concept in the scientific literature. After analysing the explanation of the submitted definitions, it was established that the public relations are defined by emphasizing the importance of exchanging and the balance of interests. In a general sense, everything that is done with companies and institutions are public relations, since every action and behaviour results in some certain – positive or negative – reaction and assessment of the society. Therefore, the main elements describing public relations are defined – credibility, trust, communication and reaching for mutual understanding.

When analysing the importance of the PR process to the companies, it is important to note that upon forming the positive opinion about the company it is easier to successfully seek goals than in such case when the society is against the goals of the company. Therefore, it may be stated that knowing the information about the company creates the main purpose of the PR – understanding between the society and the company.

Upon performing the analysis of the public relations performance efficiency models fusion (overlap), it is possible to state that all the models analysed in the article are meant for assessing the efficiency of the public relations performance. The analysed models were the following ones: public relations efficiency model (PII); Macnamara pyramid model; PR planning, research and evaluation model; PR assessment based on the goals model; short-term PR assessment model, constantly working PR assessment model as well as Kazokienė and Stravinskienė systematic PR program efficiency assessment model. It was established that based on this latter model a detailed assessment of PR is made, which reflects the analysis of the actions in the analysis of a short-term and long-term perspective, as well as the former and future directions of the PR programs are assessed.

Based on various methodological accesses, it was established that the assessment stage of the PR activity is very important since it allows identifying the efficiency of the PR program. In order to appropriately assess the PR efficiency, it is important to establish the totality of the assessment criteria and the possibilities for adapting them in a short-term or long-term sense. The short-term PR efficiency assessment basis is the change in the opinion and the attitude of the target audience. In the long-term sense, the main PR efficiency assessment criteria describe the quality of the relations between the organisation and its audiences.

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## RYŠIŲ SU VISUOMENE VEIKLOS EFEKTYVUMO VERTINIMO MODELIŲ TEORINĖS INTERPRETACIJOS

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**Santrauka.** Šiame straipsnyje pateikiamos ryšių su visuomene veiklos vertinimo modelių teorinės interpretacijos. Pirmiausia atlikta pagrindinių sąvokų analizė išryškinant jų akcentus, identifikuojant panašumus ir skirtumus, suformuluojama ryšių su visuomene apibrėžtis. Straipsnyje taip pat analizuojami ryšių su visuomene modeliai, trumpai aptariant kiekvieno iš jų esmę, pritaikymo galimybes. Identifikuojama ryšių su visuomene procesų svarba bei išskiriami ryšių su visuomene veiklos efektyvumo vertinimo modeliai, kuriais remiantis įmonės gali vertinti, kaip valdoma komunikacija su jos tikslinėmis auditorijomis. Iškelta mokslinė problema – kokiais teoriniais konceptais ir metodologinėmis priemonėmis vertinti ryšių su visuomene veiklos efektyvumą. Remiantis įvairiomis metodologinėmis priemonėmis, nustatyta, kad RsV veiklos vertinimo etapas yra labai svarbus, nes leidžia identifikuoti RsV programos efektyvumą. Norint tinkamai vertinti RsV efektyvumą, svarbu nustatyti vertinimo kriterijų visumą ir jų adaptavimo trumpalaikę ir ilgalaikę prasmę galimybes.

**Reikšminiai žodžiai:** ryšiai su visuomene, ryšių su visuomene modeliai, ryšių su visuomene procesai, ryšių su visuomene vertinimas, veiklos efektyvumas.