

Measurement and Evaluation: Moving the Debate Forward

The Chartered Institute of Public Relations understands the value of effective measurement and evaluation. We recognise that being able to evaluate our work is key to raising standards, accountability and professionalism within the PR community. That is why the CIPR has been closely involved in initiatives to establish measurement and evaluation models in the United Kingdom and internationally.

This policy document sets out the CIPR's current thinking on measurement and evaluation in public relations practice, and offers guidance and practical support to practitioners in arguing the value of PR with clients, employers and others.

Two major studies carried out in the past two years by the CIPR have moved the debate on public relations measurement and evaluation in the United Kingdom into an important new phase. The two studies:

- **Unlocking the Potential of Public Relations: Developing Good Practice Report, Institute of Public Relations and Department of Trade and Industry, London, IPR (2003)**
- **Best Practice in the Measurement and Reporting of Public Relations and ROI, Institute of Public Relations, London, IPR (2004)**

concluded that the value of the practice and its potential strategic contribution is clear, and that available measures are sufficient to measure and evaluate public relations – despite their recognised limitations (see policy statement 6 below). The studies emphasised the importance of the planning process, with quantifiable, realistic objectives being key to providing evidence of progress.

The following policy statements are drawn from these studies and from further work that has been carried out by a task force drawn from the CIPR's Executive Board.

- 1. Public relations is part of the management task and is subject to the same disciplines as other functional areas of management, such as the need to set direction, to allocate and manage resources, and to monitor progress.**

2. Measurement and evaluation are problematic in **all** areas of management (the same arguments around the value of public relations can be found in marketing, and human resource management, for example). Difficulty in measurement and evaluation arises as a consequence of complexity – the number of variables involved makes it difficult to separate out the effect of successful management of one set of variables.

3. Despite these difficulties, some may be minimized by close attention to planning and objective setting (in practice, by better management, and in particular, by better project and programme management, where precise, measurable objectives allow for assessment of progress against objectives)

4. Public relations can be measured and evaluated:

- In terms of its contribution to management, leadership and organisational performance (to business or organisational success, to better decision-making enabling the organisation to capitalise on opportunities or to avoid mistakes, and to the creation of value)
- As a process (of communication, relationship and reputation building) and as part of programme development and implementation
- As a practice with a contribution to make to social and economic development
- In terms of the contribution and competencies of individual practitioners

In summary, public relations can be evaluated at four levels, for its organisational contribution, contribution at the process and programme levels, its contribution to society, and through the performance of individual practitioners.

5. Available approaches to measurement and evaluation, using research methods, provide information that is good enough to allow for decision-making regarding public relations programme development, programme monitoring and evaluation, and resource allocation. Practical obstacles, of time and resources, stand in the way of available approaches being used.

6. The practice has access to the research methods and approaches that it needs to be able to measure and evaluate contributions made in each of those areas outlined above. Some examples: case studies show that better decisions are made when the public relations perspective is drawn into decision-making (often by showing the opposite, that poorer decisions are made when the public relations perspective is omitted!); evidence-based evaluation shows the role of public relations in creating value; ROI measures can demonstrate the contribution made by public relations to helping to build market share. As a process of communication, public relations can be

measured and evaluated through the use of tracking studies -- social research – that can show changes in awareness and attitudes as a result of communication. On larger questions of social development, government programmes can be shown to be more effective when planned and sustained approaches to public relations are used to support programme implementation.

Each method and approach has limitations – for example, social research that relies on responses to questions about likely behaviour does not allow for conclusions about how people are actually going to behave. Observations of behaviour would be necessary to draw conclusions about behaviour. The limitations of any one method can be overcome by using several methods and approaches in combination, in an approach known as ‘triangulation.’ Similarly, the weakness of any approach based solely on output measures can be minimised by taking impact measures, and looking for relationships between output and impact.

This CIPR web-based resource provides more information on approaches to measurement and evaluation and their application, provided under broad headings relating to the measurement and evaluation of public relations contribution at organisation, process and programme, social and individual levels. Information under each of these headings breaks down further:

Contribution to organisational performance

Strategic management

Senior management decision-making

Organisational effectiveness and its measurement

Achievement of business and other organisational objectives

Support to other functional areas, such as finance, marketing, human resource management

Issues management

Crisis management

Public relations as process and support to programme development and implementation

Building reputation

Managing relationships and influencing behaviour in

Relationships

Persuasion and persuasive communication

Managing and evaluating communication

Project and programme management

Formative, diagnostic and evaluative research

Contribution to social and economic development

Corporate social responsibility

Ethical questions in public relations practice

Conflict resolution

Social role of public relations

Individual practitioner role performance

Role performance
Role problems
Competencies and their application

7. These policy statements have important implications for the practice and for practitioners, relating to the education and training of practitioners, the familiarity they have with broader concerns in management and the factors that contribute to organisational performance and success, as well as with specific management approaches to project and programme management and the uses, strengths and limitations of available research methods.

Measurement and Evaluation in Public Relations Practice

Resources

At the end of 2004, the then IPR began a collaboration with Henley Management College to draw on:

- findings from the UK's practitioner and academic communities about approaches to measurement and evaluation
- research carried out elsewhere in the world, by academics, practitioners and professional bodies
- case studies dealing with aspects of public relations practice

The purpose of this part of the CIPR's website is to provide access to material arising from this collaboration, which can be used by practitioners to take public relations into the next phase of the debate on measurement and evaluation. The material here will be added to as new and relevant material becomes available, but what practitioners will find here is a key to information about measurement and evaluation. This can be used to answer questions about measurement and evaluation in practice, but more importantly it can be used to guide practice.

The source material which follows gives access to a number of rich sources relating to public relations measurement and evaluation, such as the US Institute for Public Relations' *Bibliography on Measurement*, and studies such as the Excellence study reported in the book on *Excellent Public Relations and Effective Organisations* from Grunig, Grunig and Dozier. These sources lead on to other reference material. Other good sources of articles on topics related to measurement and evaluation are the series of articles and conferences on the topic from the publishers of Strategic Communication Management, and the Journal of Communication Management.

The source material also contains references to a number of documents that have contributed to the debate on measurement and evaluation, such as the CIPR's own research studies.

The source material relates to books and articles which deal with methods of measuring and evaluating public relations, and with approaches taken in other areas of management to questions relating to the measurement of intangibles – of interest to public relations as it addresses questions of the value of contribution of the practice to decision-making, managing stakeholder and other important relationships, and the value of outcomes in behaviour in relationships.

Important sources of material are the case collections of management teaching cases, such as the European Case Clearing House, which contains over 20,000 cases and management articles. The collection can be searched through the Clearing House website, www.ecch.com, which provides access to an untapped resource for public relations practitioners. Another good source of case material, particularly in relation to corporate social responsibility, is the case collection accessible through www.caseplace.org maintained by the Aspen Institute in the US.

The 2005 International Public Relations Research Symposium held in July, in Bled, Slovenia, will deal with measurement in public relations, and papers from this meeting will be available in future from www.bledcom.com

A number of attempts have been made to provide guidelines to measurement and evaluation in public relations. Some examples over the past twenty or so years: in 1984, Burson-Marsteller published a paper entitled *What's the Impact*, which stressed that evaluation in public relations depends on good use of research, in programme development (formative research), for diagnostic purposes, to check that programmes were being effective (diagnostic research), and for programme evaluation (evaluative research). What matters in measuring and evaluating public relations, the paper went on, is the impact of public relations.

In 1990, the Public Relations Consultants Association in the UK produced a set of guidelines on measurement and evaluation with Cranfield School of Management which provided a source of information for the CIPR's own toolkit, produced in several versions.

Other public relations associations have produced guidelines on evaluation. In 1994, the International Public Relations Association published its Gold Paper 11: *Public Relations Evaluation: Professional Accountability*, which talked of evaluating public relations in terms of outputs, outtakes and outcomes. In 1996, the Swedish Public Relations Association studied the contribution made by public relations and communication to the creation of intangible assets in an organisation, producing a report on *Return on Communications*.

Some of the most detailed material relating to measurement and evaluation has been produced by the US Institute for Public Relations, which has supported a Commission on Measurement and Evaluation for a number of years. Bibliographies and recent papers on measurement and evaluation are available from www.instituteforpr.com

The CIPR's web-based resources, launched in May 2005, provide information on approaches to measurement and evaluation and their application, under broad headings relating to measurement and evaluation of public relations contribution at organisation, process and programme, social and individual levels. Any questions about the resources that follow, please contact Francis Ingham at the Chartered Institute of Public Relations (FrancisI@cipr.co.uk) details), or Jon White, drjonwhite@compuserve.com or 020-8340-4422.

Contribution to organisational performance

Strategic management

IPR (2003) *Unlocking the Potential of Public Relations: Developing Good Practice Report*, UK Institute of Public Relations and Department of Trade and Industry, London.

The Conference Board (1999) *Aligning Strategic Performance Measures and Results*, Report No. 1261-99-RR.

Culp, R and Nicholson, T (2000) *Measurement at the Bottom-Line*, Strategic Communication Management, Apr/May.

Frigo, M ((2001) *The State of Strategic Performance Measurement*, Harvard Business Review and European Case Clearing House, details from www.ecch.com

Grunig, J, Grunig L. and Dozier, D. (2002), *Excellent Public Relations and Effective Organisations: A Study of Communication Management in Three Countries*, New Jersey: Lawrence Erlbaum Associates (a comprehensive study, arguing the strategic importance of well managed public relations activities, and providing references to much of the available material in English relating to measurement and evaluation).

Kaplan, R and Norton, D (2004) *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, Boston HBS Press.

Kaplan, R and Norton, D (2001) *The strategy-focused organization*, Boston: HBS Press.

Lukaszewski, JE (2001) *How to develop the mind of a strategist*, *Communication World*, Aug-Sep.

Frigo, M ((2001) *The State of Strategic Performance Measurement*, Harvard Business Review and ECCH.

Managing for Shareholder Value (2004), www.criticaleye.net for details.

Minton, A (2004) *Corporate Integrity: The Strategic Reality*, www.criticaleye.net for details.

Robertson, E (2002) Communication as a strategic resource at Federal Express, *Strategic Communication Management*, Dec-Jan.

Sieger, J (1992) Manage your numbers to match your strategy, *Management Review*, Feb, pp 46-48.

Watson Wyatt Company Publication (2004), Connecting Organizational Communication to Financial Performance – 2003/2004 Communication ROI Study, www.watsonwyatt.com/research/resrender.asp?id=w-698&page=1

Senior management decision-making

Doyle, P (1994) *Marketing management and strategy*, Hemel Hempstead: Prentice-Hall.

Mitchell, R.K., Agle, B.R. and Wood, D.J. (1997), 'Toward a Theory of Stakeholder Identification and Saliency: Defining the Principle of Who and What Really Counts', *Academy of Management Review*, Vol. 22, No. 4, pp. 853-886

Organisational effectiveness and its measurement

Ambler, T (2004) ROI is dead: now bury it, Insight, www.criticaleye.net

Atkinson, A.A., Waterhouse, J.H. and Wells, R.B. (1997) A Stakeholder Approach to Strategic Performance Measurement, MIT Sloan Management Review Article and European Case Clearing House (looks at contribution of effective management of stakeholder relationships to performance, and suggests measures to this), details from www.ecch.com

Bernhardt, K. B., Donthu, N & Kennett, PA (2000) A Longitudinal Analysis of Satisfaction and Profitability, *Journal of Business Research*, Vol 47, Issue 2, Feb, pp 161-171.

Bontis, N (2001) Assessing knowledge assets: a review of the models used to measure intellectual capital, *International Journal of Management Reviews*, Vol 3, Issue 1, Mar, pp 41-60.

Bontis, N, Dragonetti, KJ and Roos, G (1999) The knowledge toolbox: A review of the tools available to measure and manage intangible resources, *European Management Journal*, Vol 17, Issue 4, Aug, pp 391-402.

Catucci, B (2003) Ten Lessons for Implementing the Balanced Scorecard, European Case Clearing House, details from www.ecch.com

Donkin, R (2002) Measuring the Worth of Human Capital, *Financial Times*, 7 Nov.

Frijo, M (2002) Non-financial performance measures and strategy execution, *Strategic Finance*, Aug.

Foreman, S (1997) IC [Internal communication] and the healthy organisation, In *Handbook of Internal Communication*, Ed E Scholes, Hampshire, England: Gower, p 18-26.

Gallup Company Publication (2001) Gallup Study Indicates Actively Disengaged Workers Cost U.S. Hundreds of Billions Each Year, *Gallup Management Journal*, 19 March.
<http://gmj.gallup.com/content/default.asp?ci=466>.

Gummesson (1994) Making relationship marketing operational, *International Journal of Service Industries Management*, Vol 5, Issue 5, pp 5–20.

Kaplan, RS and Norton, DP (1992) The balanced scorecard measures that drive performance, *Harvard Business Review*, Jan-Feb, pp 71-79.

Levinson, H. (2003) Management by Whose Objectives, Harvard Business Review, and European Case Clearing House, details from www.ecch.com

Likely, F (1999) *Performance measurement: Can PR/communication contribute to the new bottom line of intangible, non-financial indicators?* Canadian Public Relations Society Edmonton newsletter, Sep.

Mazur, L (2002) Why intangibles can't be valued by the numbers, *Marketing (UK)*, 17 Jan, p 16.

Morgan, MW (1998) Improving business performance: are you measuring up? *Manage*, Vol 49, Issue 2, Feb.

MORI Company Publication (2000) *Goodwill Hunting – The Importance of Stakeholder Relationships to Business Success* 2 Feb.

MORI Report (1999) *The Brand Ambassador Benchmark: a survey of staff attitudes and behaviours and the impact on consumer loyalty*, Commissioned by the Marketing and Communications Agency, 27 May

Reichheld, F (1996) *The loyalty effect*, Boston: HBS Press, p 100.

Reichheld, R, Market, R and Hopton C (2000) The Loyalty Effect – the relationship between loyalty and profits, *European Business Journal*, pp 134-139.

Smith M (1998) Measuring organisational effectiveness, *Management Accounting*, Vol 76, Issue 9, Oct, pp 34-36.

Sprague, R.W. and S.F. Del Brocco (2002) ROI on internal communications, *Employee Relations Today*, Spring.

Stahl, H.K., K. Matzler and H.H. Hinterhuber (2003) Linking customer lifetime value with shareholder value, *Industrial Marketing Management*, Vol 32, Issue 4, May, pp 267-279.

Tranfield, D., D. Denyer and P. Smart (2003) Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review, *British Journal of Management*, 14 (3), pp. 207 – 222.

Ittner, C.D., Larcker, D.F. (2003) Coming Up Short on Non-Financial Performance Measurement, *Harvard Business Review* and European Case Clearing House (looks at non-financial drivers of strategic success and relations of these to specific outcomes), details from www.ecch.com

Achievement of business and other organisational objectives

Brown, A.(2003) Proving communication impacts business performance, *Strategic Communication Management*, October/ November, Vol. 7, No.6.

Clutterbuck, D (2001) The communicating company, *Knowledge Management Magazine*, June 2001.

Herzberg, F (2003) One more time: How do you motivate employees?, *Harvard Business Review*, Vol 81, Issue 1, Jan, pp 87-96.

Heskett, J, Sasser, W & Schlesinger, L (2003) *The Value Profit Chain*, New York: The Free Press.

Murray, K and White, J (2004) *CEO Views on Reputation Management: A Report on the Value of Public Relations as Perceived by Organisational Leaders*, Chime plc, London (available from www.chime.plc.uk/downloads/reputationkm.pdf)

National Audit Office, Purchasing Professional Services, May 2001, details from www.nao.gov.uk). Gives details of government expectations from providers of professional services.

Rucci, AJ, Kirn, SP and Quinn, RT (1998) The employee-customer-profit chain at Sears, *Harvard Business Review*, Vol 76, Issue 1, Jan-Feb.

Sanchez, P and Dempsey, T (2002) Communication – the critical success factor, *Strategic HR Review*, Vol 2, Issue 1, Nov-Dec.

Sinclair, D and Zairi, M (2000) Performance measurement: a critical analysis of the literature with respect to total quality management, *International Journal of Management Reviews*, Vol 2, Issue 2, Jun, pp 145-168.

Support to other functional areas, such as finance, marketing, human resource management

Ambler, Tim (2000) *Marketing and the bottom line*, London: Pearson Education.

Assessing Marketing's Value & Impact (The MPM White Paper, 2004), CMO Council, details from www.cmocouncil.org . The CMO Council's survey reveals that the measurement of marketing performance and marketing's return on investment is a high priority. Few companies – less than 20% - to date have developed meaningful, comprehensive measures and metrics for their marketing organizations.

Bansal, H.S., Mendelson, MB & Sharma, B (2001) The impact of internal marketing activities on external marketing outcomes, *Journal of Quality Management*, Vol 6, Issue 1, 4th Quarter, pp 61-76.

Carter, A and Robinson, D (2000) *Employee returns: Linking HR performance indicators to business strategy*, Brighton, England: The Institute for Employment Studies, Report 365.

Clark, B.H. (1999) Marketing Performance Measures: History and Interrelationships, *Journal of Marketing Management*, 15, pp 711-732.

Clark, B.H. (2001) A summary of thinking on measuring the value of marketing, *Journal of Targeting, Measurement and Analysis for Marketing*, Vol 9, 4, pp 357-369.

Levitt, T (1960) Marketing Myopia, *Harvard Business Review*, Jul-Aug, pp 45-56.

Varey, RJ and B.R. Lewis (1999) A Broadened Conception of Internal Marketing, *European Journal of Marketing*, Vol 33 Issue 9/10, p 926.

Issues management

Regester, M and Judy Larkin (2005), *Risk Issues and Crisis Management* (Third Edition), London, Kogan Page.

Case studies on issues management can be found in the European Case Clearing House, for example a case on the experience of ICI Polyurethanes in managing response to concern for the environment. Details from www.ecch.com (search on key words).

Crisis management

Regester, M and Judy Larkin (2005), *Risk Issues and Crisis Management* (Third Edition), London, Kogan Page.

Case studies dealing with crisis management, such as the Shell and Brent Spar case, Exxon Valdez, NASA and the Challenger space shuttle disaster, are held in the European Case Clearing House, www.ecch.com (search on key words).

Public relations as process and support to programme development and implementation

Building reputation

Fombrun, C. (1996), *Reputation: Realizing Value from the Corporate Image*, Harvard Business School Press, Boston (see also www.reputationinstitute.com)

Murray, K and White, J (2004) *CEO Views on Reputation Management: A Report on the Value of Public Relations as Perceived by Organisational Leaders*, Chime plc, London (available from www.chime.plc.uk/downloads/reputationkm.pdf)

Minton, A (2004) *Corporate Integrity: The Strategic Reality*, www.criticaleye.net for details.

Managing relationships and influencing behaviour in relationships

White, J, L. Mazur (1995) *Strategic Communications Management: Making Public Relations Work*, EIU/Addison-Wesley, Harlow, Essex.

Ledingham, J.A. and Bruning, S.D. (2000) *Public Relations as Relationship Management*, New Jersey: Lawrence Erlbaum Associates.

Greenhalgh, L (2001), *Managing Strategic Relationships: The Key to Business Success*, Free Press, New York.

MacMillan, K, Money K., and Downing, S (2000) *Successful Business Relationships*, *Journal of General Management*, Vol.26, No.1.

Reichheld, F (1996) *The loyalty effect*, Boston: HBS Press, p 100.

Reichheld, R, Market, R and Hopton C (2000) *The Loyalty Effect – the relationship between loyalty and profits*, *European Business Journal*, pp 134-139.

Persuasion and persuasive communication

D'Aprix, R (1996) *Communicating for change: Connecting the workplace with the marketplace*, Jossey-Bass.

Grunig, J (1992) *Symmetrical Systems of Internal Communications*, in *Excellence in Public Relations and Communication Management*, Grunig, J (Ed.) New Jersey: Lawrence Erlbaum Associates, pp 531-575.

Herzberg, F (2003) One more time: How do you motivate employees?, *Harvard Business Review*, Vol 81, Issue 1, Jan, pp 87-96.

Lee, TJ (2002) Seeing communication as a process, *Strategic Communication Management*, Dec-Jan.

Mayfield, J and M (2002) Leader Communication Strategies: Critical Paths to Improving Employee Commitment, *American Business Review*, June, pp 89-94.

Managing and evaluating communication

IPR (2004) Best Practice in the Measurement and Reporting of Public Relations and ROI, UK Institute of Public Relations, London.

Fahy, M (2003) NewsML: Creating Value through News Content Management, National University of Ireland and ECCH (also Technical Note, discussing use of content management technology), details from www.ecch.com

Hansen, A., S. Cottle, R. Negrine and C. Newbold (1998) *Mass Communication Research Methods*, MacMillan, London.

Hutton, P. (2004) Calculating ROI – a dubious business, *Strategic Communication Management*, April/May, Vol.8, No. 3

Lee, T.J. (2002) Calculating ROI for communication, *Strategic Communication Management*, Oct-Nov.

Robertson, E (2002) Communication as a strategic resource at Federal Express, *Strategic Communication Management*, Dec-Jan.

Sanchez, P and T. Dempsey (2002) Communication – the critical success factor, *Strategic HR Review*, Vol 2, Issue 1, Nov-Dec.

Schall, M (1983) A communication-rules approach to organisational culture, *Administrative Science Quarterly*, 29, p 557-81.

Scholes, E Ed. (1997) *Gower Handbook of Internal Communication*, Gower Publishing Hampshire, England.

Schweiger, D and A. Denisi (1991) Communication with employees following a merger: a longitudinal field experiment, *Academy of Management Journal*, 34, 1 March, pp 110-35.

Sinickas, A (2002) Tough measures for tough times, *Strategic Communication Management*, Dec-Jan.

Sinickas, A (2003) Pitfalls, problems and possibilities in measurement, *Strategic Communication Management*, Vol 7, No 1, Dec-Jan.

Sinickas, A. (2003), Focus on behaviour change to prove ROI, *Strategic Communication Management*, October/November, Vol.7, No. 6.

Swedish Public Relations Association (1996) *Return on Communications*, Stockholm.

Case studies on the management of communication are held in the European Case Clearing House collection. Examples are cases dealing with AEA Technology's management of internal communication as part of a process of organisational change, and Lloyds of London's use of communication in reconstruction and renewal of the organisation. Details from www.ecch.com (search on key words).

Project and programme management

Source of information on project management is the Project Management Institute, www.pmi.org

Formative, diagnostic and evaluative research

Broom, G.M. and Dozier, D.M. (1983) An overview: Evaluation research in public relations, *Public Relations Quarterly*, 28(3), pp 5-8.

Brown, A.(2003) Proving communication impacts business performance, *Strategic Communication Management*, October/ November, Vol. 7, No.6.

Brown, M (2002) Crafting strategic employee opinion surveys, *Strategic HR Review*, Vol 2, Issue 1, Nov-Dec.

Carroll, T and Stacks, D (2004) *Bibliography of Public Relations Measurement*, Institute for Public Relations, University of Florida, Gainesville (available through Institute for Public Relations website, www.instituteforpr.com)

Chandon, P. (2004) Note on Brand Audit: How to Measure Brand Awareness, Brand Image, Brand Equity and Brand Value, INSEAD, Fontainebleau, and ECCH (European Case Clearing House), details from www.ecch.com

Collins, K. (2004) Rolling out Research at General Motors, Henley Management College conference, Measurement and Evaluation in Public Relations, Henley.

Curry, A and Moore, C (2003) Assessing information culture—an exploratory model, *International Journal of Information Management*, Vol 23, Issue 2, April, p 91-110.

Daymon, C and I. Holloway (2001), *Qualitative Research Methods in Public Relations and Marketing Communications*, Routledge, Abingdon, Oxford.

- Dozier, D and W. Ehling (1992) Evaluation of PR Programs: What the Literature Tells Us About Their Effects, In *Excellence in Public Relations & Communication Management*, J Grunig (Ed.), New Jersey: Lawrence Erlbaum Associates, pp 159-184.
- Ehling, W (1992) Estimating the value of PR, In *Excellence in Public Relations & Communication Management*, Ed. JE Grunig, New Jersey: Lawrence Erlbaum Associates, pp 617-638.
- Fairchild, M (2002) Evaluation: An opportunity to raise the standing of PR, *Journal of Communication Management*, Vol.6, No 4, pp.305-307.
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- Patton, M. Q (1990) *Qualitative Evaluation and Research Methods*, Newbury Park, CA, Sage.
- Phillips, D (1999), Super-themes for PR evaluation, *Journal of Communication Management*, Vol. 6, No.4, pp. 368 – 386.
- Phillips, D. (2005) The evaluation needs of the public relations industry, Unpublished paper (available from dphillips@netreputation.co.uk)
- Puchan, H., Pieczka, M and L'Etang, J (1999) Rethinking PR evaluation, *Journal of Communication Management*, Vol. 4, No.2, pp. 164 – 175.
- Scarbrough, H and Elias, J (2003) *Evaluating Human Capital*, UK: Chartered Institute of Personnel and Development.
- Spencer, C. (2004) PR Past, Present and Future, *Admap*, October, Issue 454, pp. 127 – 128. Argues the need for increasing sophisticated approaches to measurement and evaluation.
- Spencer, C. (2004) Thought leader: Knowledge is the key to measurement in public relations, *PR Week*, November 19.
- Stacks, Don W (2002) *Primer of public relations research*, New York: The Guildford Press.
- Watson, T. (1997) Measuring the Success Rate: Evaluating the PR Process and PR Programs, in Kitchen, P. *Public Relations: Principles and Practice*, London, International Thomson Business Press, pp.283 – 299.
- White, J, A Blight, P Dinwiddy and N. Williams (1990) Evaluation in public relations practice, Cranfield School of Management and Public Relations Consultants Association, London.

Xavier, R., Patel, A, and Johnston, K (2004) Are we really making a difference? The gap between outcomes and evaluation research in public relations campaigns, ANZCA Conference, Sydney.

Contribution to social and economic development

Corporate social responsibility

See cases from the Aspen Institute's www.caseplace.org

Hess, D., N. Rogovsky, and T. W. Dunfee (2002) The Next Wave of Corporate Community Involvement: Corporate Social Initiatives, California Management Review and European Case Clearing House (looks at critical factors in the design of successful CSI programmes), details from www.ecch.com

Ethical questions in public relations practice

Simons, T (2002) The High Cost of Low Trust, *Harvard Business Review*, September.

Conflict resolution

Harvard Business Review on Negotiation and Conflict Resolution (2000), Harvard Business School Press, Boston.

Susskind, L and P. Field (1996) *Dealing with an Angry Public: The Mutual Gains Approach to Resolving Disputes*, Free Press, New York.

Social role of public relations

Grunig, J and J. White (1992) The Effects of World Views on Public Relations Theory and Practice, in *Excellence in Public Relations and Communications Management*, Grunig, J. (Ed.), New Jersey: Lawrence Erlbaum Associates, pp 31 – 64.

Individual practitioner role performance

Role performance

Gregory, A and L Edwards (2004) Patterns of PR: A survey of PR practice among Britain's most admired companies, Report from Eloqui Public Relations, London

DeSanto, B and Moss, D. (2004) Rediscovering what PR managers do: Rethinking the measurement of managerial behaviour in the public relations context, *Journal of Communication Management*, Vol. 9, No.2, pp. 179 - 196.

Role problems

See section on role problems in Handy, C (1993 and following editions) *Understanding Organisations*, Penguin, London.

Competencies and their application

Aram, J.D. and Saliparte, P.F. (2000) Applied Research in Management:: Criteria for Management Educators and for Practitioner-Scholars, US Academy of Management Conference, Toronto. Discusses uses of research by practitioners.

Gregory, A (2000) Promotion to the Premier League: Behavioural Style of Senior Communicators in UK Publicly Quoted Companies, Communications Directors Forum.

Gregory, A. and J. Bergman (2005) A Development Framework for Government Communicators, CIPR Alan Rawel Academic Conference, Lincoln.

Hendry, C. and Woodward, S (2003) Skills and Organisational Competencies for Managing Intangibles in Small Management Consultancies, Cass Business School and European Case Clearing House (also Technical Note, dealing with questions of consultancy growth). Details from www.ecch.com

Tranfield, D., D.Denyer and J. Marcos (2004) Developing an Evidence-based Approach to Management Consulting, British Academy of Management Conference, St. Andrews, Scotland.

More information

More information about measurement and evaluation in public relations can be obtained from Henley Management College, www.henleymc.ac.uk/henleyres03.nsf/pages/jmcr, contact Jon White, drjonwhite@compuserve.com, or Leeds Metropolitan University, Centre for Public Relations Studies, www.leedsmet.ac.uk/lbs/pr/, contact Professor Anne

Gregory, a.gregory@leedsmet.ac.uk. More information about research approaches to public relations measurement and evaluation could also be obtained from the Methodology Institute, London School of Economics and Political Science, www.lse.ac.uk/collections/methodologyInstitute/