

Analysing the Influence of Porter's Five Forces Model on Public Relations Campaign Effectiveness and Management Approaches

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Public relations (PR) occupies a pivotal position in the development of brand image, stakeholder interaction, and the execution of corporate communication strategies, particularly within highly competitive business contexts. This study explores the extent to which Porter's Five Forces Model influences the effectiveness of PR campaigns and associated managerial practices, with particular emphasis on competitive rivalry, potential market entrants, media dynamics, stakeholder influence, and alternative communication platforms. A quantitative methodology was adopted, involving the administration of an online questionnaire to a sample of 260 individuals, comprising PR practitioners, marketing experts, and senior business professionals. The data were analysed through descriptive statistical techniques, correlation assessments, and regression modelling to evaluate the interplay between Porter's Five Forces and PR efficacy. In addition, a reliability test revealed strong internal consistency, as evidenced by Cronbach's Alpha coefficients ranging from 0.819 to 0.842, thereby validating the measurement of competitive constructs. The regression analysis indicated that competitive forces

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accounted for 74% of the variance in PR campaign effectiveness and 82.3% in the management of PR functions. Notably, the bargaining power of customers ($\beta = 0.321$, $p = 0.000$) and the intensity of competitive rivalry ($\beta = 0.269$, $p = 0.000$) were identified as the most influential predictors of PR success. These results underscore the imperative for organisations to adopt evidence-based PR methodologies, engage stakeholders proactively, and cultivate resilient media alliances. Furthermore, embracing integrated communication strategies and leveraging digital PR innovations are essential for adapting to the dynamic and increasingly complex competitive environment.

Keywords: Public Relations, Porter's Five Forces, PR Campaign Effectiveness, PR Management, Competitive Rivalry, Digital PR

Introduction

In increasingly competitive business environments, PR plays a vital role in shaping public perception, safeguarding brand reputation, and fostering meaningful stakeholder relationships. According to (Shamsan & Otieno, 2015), PR constitutes a strategic communication process aimed at cultivating mutually advantageous relationships between organisations and their respective audiences. In the contemporary digital era, characterised by rapid media evolution, the strategic management of PR campaigns is essential to ensure their effectiveness. Nonetheless, the success and management of these campaigns are substantially shaped by external market forces, particularly in the areas of competition, stakeholder influence, and the dynamics of media control.

Porter's Five Forces framework offers a valuable lens through which competitive pressures and industry dynamics can be assessed. (Kitchen & Burgmann, 2015) highlight that PR campaign outcomes are significantly affected by external forces, including media oversight, audience expectations, and competitive rivalry. Among these, competitive rivalry has emerged as a primary determinant influencing PR strategy. To differentiate themselves in saturated markets, organisations are compelled to continuously innovate their PR approaches. (Cornelissen, 2023) underscores that heightened competitive intensity necessitates the adoption of data-driven PR practices, which leverage audience analytics and insights to craft targeted communication. Furthermore, PR firms are required to reposition their brand identities and adapt their engagement methods in response to the growing threat posed by new market entrants. This challenge has been exacerbated by the rise of digital PR firms,

influencer-centric marketing strategies, and content-led branding models (Duhé, 2007).

The advent of digitalisation has also augmented the bargaining power of media entities and social media influencers, positioning them as influential suppliers within the PR ecosystem. The reach and engagement capabilities of PR campaigns are now heavily dependent on these media channels, which control the dissemination and visibility of messages. As (Macnamara, 2016) advises, organisations must enhance their media relationships and continually refine their strategies in accordance with evolving media consumption patterns. Additionally, the influence of customers over PR teams has intensified, driven by escalating demands for transparency, accountability, and timely responsiveness to stakeholder expectations. The proliferation of alternative communication platforms—such as social media, content marketing, and influencer collaborations—has further transformed traditional PR practices. Digital storytelling techniques and interactive content formats are increasingly supplanting conventional tools such as press releases and media briefings (Isaksson & Kiessling, 2021). These transformative shifts underscore the importance of applying Porter's Five Forces model as a strategic framework for the effective management of PR campaigns in a rapidly changing communication landscape.

Problem Statement

There exists a paucity of scholarly investigation into the impact of Porter's Five Forces model on the effectiveness and strategic management of PR campaigns. Organisations are increasingly confronted with complexities arising from intensified competitive rivalry, heightened media bargaining power, and shifting stakeholder demands. However, the systematic integration of this analytical framework into PR practice remains insufficiently explored. Consequently, the present study examines the extent to which these market forces influence PR strategy formulation, campaign outcomes, and managerial decision-making. In doing so, it addresses a critical gap in the literature and offers valuable insights to support organisations in enhancing the efficacy of their PR initiatives within competitive market environments.

Research Objectives

1. To assess the impact of competitive rivalry on PR campaign effectiveness and PR management approaches.
2. To evaluate the influence of the threat of new entrants on PR campaign

effectiveness and PR management approaches.

3. To analyse the effect of supplier bargaining power on PR campaign effectiveness and PR management approaches.
4. To measure the relationship between customer (public and stakeholder) bargaining power and PR campaign effectiveness and PR management approaches.
5. To determine the impact of substitute communication channels on PR campaign effectiveness and PR management approaches.

Research Questions

1. How does competitive rivalry impact PR campaign effectiveness and PR management approaches?
2. What is the influence of the threat of new entrants on PR campaign effectiveness and PR management approaches?
3. How does supplier bargaining power (media and influencers) affect PR campaign effectiveness and PR management approaches?
4. What is the relationship between customer (public and stakeholder) bargaining power and PR campaign effectiveness and PR management approaches?
5. How do substitute communication channels impact PR campaign effectiveness and PR management approaches?

Significance of the Study

This study holds particular significance as it establishes a connection between business strategy and PR by employing Porter's Five Forces framework to examine PR campaign effectiveness and strategic management. It yields critical insights for PR practitioners regarding the ways in which competitive rivalry, media dynamics, and stakeholder influence inform and shape communication strategies. Furthermore, the study presents practical implications for enhancing organisational PR decision-making amid rapidly evolving market conditions. By addressing the paucity of research in this domain, the study contributes meaningfully to both academic discourse and professional practice, supporting organisations in navigating contemporary PR challenges more effectively.

Literature Review

Overview

This chapter reviewed selected literature concerning the key factors

influencing the effectiveness and management of PR campaigns. It examined competitive rivalry, underscoring how market competition drives innovation in PR strategy. The discussion also addressed the implications of new market entrants, highlighting the necessity for organisational adaptability. Additionally, the dissemination of PR messages through media partnerships was explored, along with an evaluation of the role that customers and stakeholders play in shaping PR practices. Collectively, these considerations form a foundational understanding of PR strategy within the context of a highly competitive and evolving business environment.

Role of Competitive Rivalry in Shaping PR Campaign Effectiveness

The success of PR campaigns in highly competitive markets necessitates the development of distinct and strategically differentiated communication approaches to enhance organisational visibility. Porter's seminal work on strategy (1980) emphasised that intensified market competition compels organisations to construct unique PR messaging systems that clearly distinguish them from rivals. In response, firms are increasingly adopting data-driven PR strategies that monitor audience preferences and competitor activities in real time. As competition escalates, Xiong (2023) observe that organisations are progressively integrating traditional media, social platforms, and influencer partnerships into cohesive PR campaigns to maximise brand exposure. Moreover, heightened rivalry underscores the importance of proactive crisis communication to protect organisational reputation. (Jin et al., 2014) argue that PR professionals operating in saturated markets must continuously monitor public sentiment and rapidly adjust messaging to preserve credibility and relevance.

Competitive pressure also necessitates agility and responsiveness in PR management, compelling organisations to adapt swiftly to emerging trends and market shifts. According to (Dijkmans et al., 2015), PR practitioners in competitive environments should prioritise stakeholder engagement and implement real-time communication strategies to maintain brand loyalty. In contemporary practice, firms are leveraging digital tools to engage in strategic two-way communication, allowing them to monitor consumer sentiment and competitor behaviour effectively. Furthermore, (Valentini, 2024) highlights that successful PR campaigns are increasingly characterised by authentic storytelling and heightened audience participation. (Cormac et al., 2022) add that, in a digital-first era, firms must stay attuned to evolving media trends and incorporate them into their PR strategies. Ultimately, while competitive rivalry

poses significant challenges, it also serves as a powerful catalyst for innovation in PR, compelling professionals to refine their messaging and deepen audience engagement in order to sustain relevance in dynamic market conditions.

Impact of New Market Entrants on PR Strategies and Campaign Success

The entry of new competitors into the market compels organisations to recalibrate their PR strategies to maintain brand visibility and sustain stakeholder trust. As (Porter & Strategy, 1980) asserts, the presence of new market entrants heightens competitive pressure, prompting incumbent firms to intensify their PR initiatives with a renewed focus on consumer engagement in the face of both established and emerging rivals. Beyond responding to increased competition, organisations must refine their brand positioning, messaging, and media engagement to safeguard their market share. (Travis & Lordan, 2020) contend that PR teams venturing into new markets must invest heavily in proactive communication and brand differentiation to navigate competitive complexities effectively. Furthermore, (Jahng & Hong, 2017) note that digital transformation has significantly reduced traditional barriers to entry, enabling smaller firms and independent influencers to compete alongside established players within the PR domain. Consequently, organisations are required to strengthen core strategic elements such as storytelling, crisis communication, and stakeholder engagement to remain resilient in this evolving and competitive landscape.

Innovation in PR performance metrics and communication platforms is frequently spurred by the arrival of new entrants. (McCorkindale & DiStaso, 2014) argue that these emerging competitors are often more adept at leveraging digital platforms, thereby compelling established firms to adopt more interactive and data-informed PR strategies. In order to stay relevant, legacy brands must integrate practices such as social media listening, influencer partnerships, and real-time audience engagement. In this regard, Emon and Khan (2024) advocates for a move beyond conventional PR techniques, urging the adoption of content marketing, artificial intelligence-driven analytics, and personalised messaging. Similarly, (Valentini, 2015) highlights that new market players alter audience expectations, requiring brands to adopt transparent and authentic communication strategies to cultivate trust and credibility. Ultimately, adapting PR strategies to accommodate new entrants involves fostering innovation, elevating audience engagement, and implementing agile, multi-platform communication approaches to ensure campaign success in dynamic market conditions.

Customer and Stakeholder Influence on PR Strategies

The growing emphasis on transparency, engagement, and responsiveness in PR strategies is a direct response to heightened customer and stakeholder expectations. Freeman's stakeholder theory posits that businesses should consider the interests of various groups—including customers, investors, employees, and the broader public—when designing their communication strategies (Freeman et al., 2018). Given the significant power wielded by customers in the realms of social media and online reviews, PR teams are increasingly attentive to brand messaging and reputation management. (Violante et al., 2019) observe that consumers now expect brands to engage with them in a reciprocal manner, prompting PR professionals to adopt interactive strategies such as social listening, real-time responses, and personalised content. Furthermore, Verk, Golob and Podnar, (2021) highlight the growing demand for organisations to align their PR efforts with corporate social responsibility (CSR) initiatives, ensuring that messaging reflects ethical and sustainability-driven principles to preserve credibility and trust.

As the bargaining power of customers and stakeholders rises, adaptive PR strategies are essential to respond to shifts in public sentiment and emerging crises. (Coombs, 2022) advocates for the proactive management of reputational risks through the implementation of crisis communication frameworks that address stakeholder concerns and effectively mitigate potential damage. (Valentini, 2015) similarly stresses the importance of incorporating stakeholder feedback mechanisms into PR campaigns, allowing organisations to modify their messaging in response to real-time input. Failure to adequately address stakeholder concerns, particularly in the context of digital activism, can result in reputational harm and erode brand trust. (Macnamara, 2016) suggests that PR strategies must move beyond traditional media relations, leveraging data-driven analysis, artificial intelligence, and strategic storytelling to engage stakeholders more effectively. Ultimately, PR strategies must be proactive, ethical, and digitally adaptive in an increasingly transparent media environment to build trust and foster long-term brand loyalty, as customer and stakeholder influence is a decisive factor in shaping public perception.

Effectiveness of Media Partnerships in PR Management

PR management is fundamentally reliant on media partnerships to enhance message reach, bolster credibility, and foster audience engagement. (Erzikova et al., 2018) highlight that media gatekeeping plays a critical role in shaping

media framing and the dissemination of information; therefore, strategic media partnerships are pivotal to the success of PR campaigns. Organisations collaborate with media outlets to secure coverage, amplify their brand narratives, and establish thought leadership. Emon and Khan (2024) suggests that successful media partnerships are based on mutually beneficial relationships, where PR professionals provide valuable content, and media platforms offer broad audience reach. Furthermore, (Tench & Moreno, 2015) observe that the proliferation of digital and social media has expanded partnership opportunities, enabling brands to engage with online news platforms, influencers, and niche content creators, thus enhancing PR impact. In crisis communication, these partnerships become particularly crucial, as timely and transparent messaging can significantly influence the public perception of an organisation.

PR strategies are evolving beyond traditional media, increasingly incorporating digital influencers and alternative news platforms. (Metcalf & Blanco, 2019) stress that PR partners must align with audience preferences to ensure that messages are delivered to the right demographics through trusted sources. In the current media landscape, social media influencers, podcasts, and online journalism platforms serve as powerful communication channels that facilitate audience engagement and foster greater authenticity for brands. Okonkwo and Namkoisse (2023) argue that PR professionals now make data-driven decisions when forming media partnerships, utilising analytics to evaluate performance and optimise messaging strategies. In an era characterised by misinformation and fragmented media, (Brown, 2009) warns that PR teams must exercise caution when selecting media partners to prevent potential credibility issues that could erode public trust. Ultimately, the success of media partnerships in PR management relies on strategic alignment, audience insights, and digital adaptability, which collectively enhance both brand reputation and the effectiveness of communication strategies.

Theoretical Framework

This research employs the Resource Dependence Theory and Stakeholder Theory to explore the impact of competitive forces on the effectiveness and management of PR campaigns. These theoretical frameworks provide a foundation for understanding the relationship between external pressures from stakeholders, media, and competitors, and the development of PR strategies within dynamic market environments.

Stakeholder Theory

Stakeholder Theory posits that organisations must cultivate relationships with a wide range of stakeholders, including customers, media, investors, and the public, in order to achieve long-term success (Awa et al., 2024). This theory is particularly relevant to public relations (PR), as it emphasises the need for strategic communication that balances the interests of stakeholders with the maintenance of corporate reputation. (Koay et al., 2020) highlight that, with the rise of digital media, customer expectations and social activism have increasingly influenced PR strategies from the perspective of stakeholders. To maintain stakeholder trust, organisations must adopt transparent, ethical, and responsive PR practices. This theory is further supported by its alignment with the bargaining power of customers and media, as outlined in Porter's Five Forces, suggesting that organisations must adapt their PR approaches to keep pace with evolving stakeholder demands (Bryson, 2024).

Resource Dependence Theory

Resource Dependence Theory (RDT) explains how organisations rely on external entities, such as media partners, influencers, and digital platforms, to secure essential resources (Murray, 2022). In the context of PR management, media outlets and social influencers serve as gatekeepers, disseminating messages and shaping public opinion (Vos, 2019). Through strong media partnerships, PR campaigns can acquire valuable resources, including favourable press coverage and enhanced audience engagement. (Verhoef et al., 2021) argue that the bargaining power of media platforms and the rise of alternative communication channels have gained prominence in evaluating PR effectiveness, particularly in the wake of digital transformation. When utilised effectively, these partnerships can reduce uncertainties, safeguard brand messaging, and extend audience reach.

Literature Gap

Although there is a considerable body of research on public relations (PR) strategies and Porter's Five Forces model, there remains a gap in studies that examine how competitive market forces specifically impact PR campaign effectiveness and management, and these factors are not clearly interconnected. While existing literature has explored aspects such as stakeholder influence, media partnerships, and digital transformation in PR individually, there has been little effort to integrate these elements within the context of Porter's

competitive framework. Moreover, limited research has addressed how new market entrants and alternative communication channels disrupt traditional PR approaches. This highlights the need for further investigation into the adaptability of PR strategies in competitive environments.

Methodology

Chapter Overview

The research methodology outlined in this chapter aims to examine the impact of Porter's Five Forces model on the effectiveness of PR campaigns and management approaches. It details the research method, design, data collection process, sampling techniques, data analysis procedures, and ethical considerations. Adopting a quantitative approach, the study gathers insights from PR professionals through an online survey. This research employs a systematic, data-driven approach to empirically demonstrate how competitive market forces shape PR strategies across industries.

Research Method: Quantitative Approach

This study employs a quantitative research approach to achieve its objectives, as it involves the collection of numerical data to evaluate how competitive market forces impact PR effectiveness. According to (Ghanad, 2023), quantitative research provides a structured methodology for identifying patterns, testing theories, and making statistical predictions. This approach is particularly relevant for this study, as PR strategies can be objectively measured in relation to competitive rivalry, new market entrants, media influence, stakeholder expectations, and alternative communication channels. By utilising a structured questionnaire, the study generates standardized responses for statistical analysis through both descriptive and inferential methods. Moreover, the quantitative approach enables the generalisation of findings across various industries, ensuring that the study's results are broad and provide valuable insights for corporate organisations, PR agencies, media firms, and marketing departments.

Research Design: Primary Data Collection

The study utilises primary data collection through an online questionnaire survey, which is the most appropriate method for capturing contemporary and relevant industry trends. (Taherdoost, 2021) emphasises that primary data collection offers first-hand insights into specific industry challenges, making it

particularly valuable for analysing the effectiveness of PR campaigns in a competitive environment.

The questionnaire is organised into three main sections:

1. **Demographic Information:** This section gathers details about participants' job roles, years of experience, and industry background.
2. **Porter's Five Forces and PR Strategies:** This section measures the impact of competitive rivalry, new market entrants, media power, stakeholder influence, and alternative communication channels on PR effectiveness.
3. **PR Campaign Effectiveness and Management Approaches:** This section assesses how organisations modify their PR strategies in response to external market forces.

A Likert scale is employed to measure participants' responses, with ratings ranging from strongly disagree to strongly agree, ensuring a structured and quantifiable approach to data collection. The online format facilitates broad geographical reach, enabling participation from PR professionals across various industries.

Data Collection: Online Questionnaire Survey

The primary data collection tool for this study is a structured questionnaire, designed to gather insights into the impact of competitive market forces on PR strategies and campaign management. The survey, distributed online via Google Forms and professional PR networks, uses a Likert scale for responses, ranging from strongly disagree (SD) to strongly agree (SA). To ensure accurate measurement, five statements are provided for each competitive force (e.g., competitive rivalry, supplier power, or substitute communication channels). The approach is chosen for its ease of access, flexibility, and efficiency in delivering data. Approximately 260 PR professionals participated in the survey.

Sampling Technique

The study employs purposive sampling, a judgmental sampling technique used to select participants with relevant PR experience. This approach ensures that data is collected from individuals directly involved in the planning, execution, and measurement stages of PR campaigns. As noted by (Campbell et al., 2020), purposive sampling is ideal for studies that require input from experts in a specific domain. In industries like PR and marketing, this technique is particularly effective due to the ability to leverage industry connections, allowing the researcher to target participants with the necessary expertise.

Target Population

The intended audience for this study comprises PR professionals, marketing specialists, corporate communication managers, and business executives responsible for making strategic PR decisions. Participants were selected from a variety of industries, ensuring that the insights gathered reflect a diverse range of perspectives on PR strategy and the effectiveness of PR campaigns.

Data Analysis: SPSS Software

Data analysis is performed using SPSS (Statistical Package for the Social Sciences) to efficiently manage and interpret the quantitative data. Descriptive statistics, such as mean, median, standard deviation, and frequency distributions, are utilised to summarise response patterns and evaluate data variability. To investigate the relationships between Porter's Five Forces and PR campaign effectiveness and management approaches, inferential statistical methods, including correlation analysis, regression analysis, and ANOVA (Analysis of Variance), are employed. Correlation analysis assesses the strength of the relationships between competitive rivalry, new market entrants, media power, stakeholder influence, and alternative communication channels with PR effectiveness, while regression analysis identifies the most significant factors. ANOVA is used to compare PR strategies across industries experiencing varying competitive pressures.

Ethical Considerations

Ethical considerations are central to this research, ensuring that informed consent, confidentiality, and data security are maintained throughout the study. Participants are informed about the study's purpose, their voluntary participation, and their right to withdraw at any time. All responses are anonymised to preserve participant privacy. The study adheres to data protection regulations, ensuring that data security and restricted access protocols are strictly followed. These ethical practices are integral to maintaining academic integrity, safeguarding participant privacy, and ensuring responsible data handling, thereby upholding ethical standards in the research process.

Data Analysis

Overview

This chapter provides a comprehensive analysis of the data collected, emphasising descriptive statistics, reliability assessments, normality tests, and regression analysis results.

Descriptive Statistics

The descriptive statistics reveal in Table 1 that the sample comprises 260 professionals from PR, marketing, and business management. As shown in Table 1, 34.2% (89 respondents) are PR/Communications Specialists, 30.8% (80 respondents) are Marketing Professionals, and Business Managers/Executives, the largest group, account for 35.0% (91 respondents). This distribution ensures a balanced representation of opinions from various professional backgrounds, providing valuable insights into how Porter’s Five Forces impact PR campaign effectiveness and management approaches as shown in Figure 1.

Table 1

Descriptive Statistics					
What is your role in your organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PR/Communications Specialist	89	34.2	34.2	34.2
	Marketing Professional	80	30.8	30.8	65.0
	Business Manager/Executive	91	35.0	35.0	100.0
	Total	260	100.0	100.0	

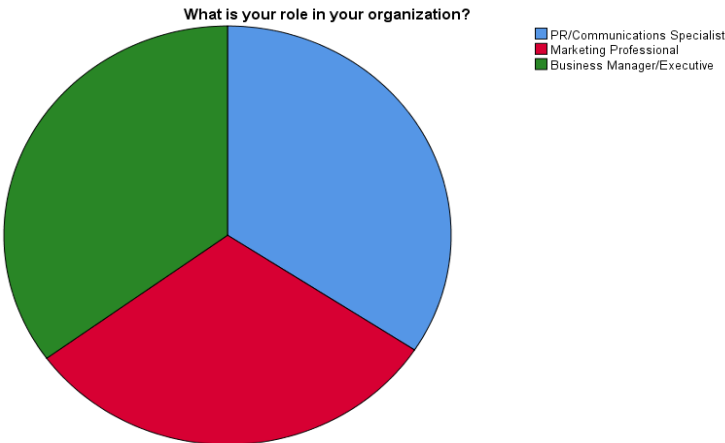


Figure 1: Employees Role in Organization

The distribution of respondents' years of experience in PR or a related field shows a well-represented sample of 260 participants, encompassing both early-career and experienced professionals as shown in the table 2. Specifically, 26.2% (68 respondents) have less than one year of experience, and 25.0% (65 respondents) have between one to three years. According to Table 2, 21.5% (56 respondents) have 4–6 years of experience, while 27.3% (71 respondents) possess more than seven years of experience. This diverse distribution of experience provides a comprehensive understanding of how industry tenure influences PR strategy and campaign management as shown in the figure 2 below.

Table 2

Experience of the Respondents					
How many years of experience do you have in PR or a related field?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	68	26.2	26.2	26.2
	1–3 Years	65	25.0	25.0	51.2
	4–6 Years	56	21.5	21.5	72.7
	More than 7 Years	71	27.3	27.3	100.0
	Total	260	100.0	100.0	

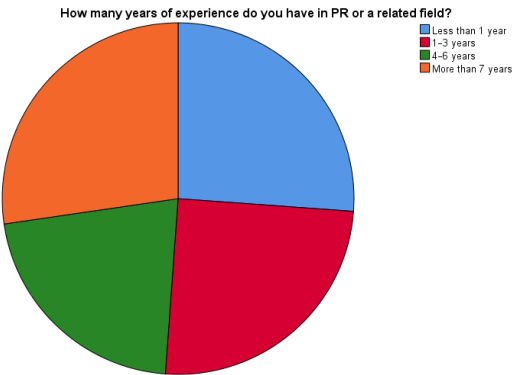


Figure 2: Employees Experience

Reliability Analysis

The Competitive Rivalry scale demonstrated high internal consistency, with a Cronbach’s Alpha of 0.842, as shown in Table 3. This indicates that the survey

items related to the impact of competition on PR campaigns are reliable. The strong reliability score suggests that the responses accurately capture the influence of competitive pressures on PR strategy and effectiveness. In Table 4, the Cronbach’s Alpha for the Threat of New Entrants scale was 0.819, indicating high reliability. This result confirms that the measurement items effectively capture the impact of new competitors entering the market on PR campaign planning and execution.

Table 3

Scale: Competitive Rivalry	
Reliability Statistics	
Cronbach's Alpha	N of Items
.842	5

Table 4

Scale: Threat of New Entrants	
Reliability Statistics	
Cronbach's Alpha	N of Items
.819	5

As shown in Table 5, the Cronbach’s Alpha for the Bargaining Power of Suppliers scale is 0.836, indicating strong internal consistency. This suggests that the items effectively measure the influence of media organisations and influencers on the outcome of PR campaigns.

Table 5

Scale: Bargaining Power of Suppliers (Media & Influencers)	
Reliability Statistics	
Cronbach's Alpha	N of Items
.836	5

The high reliability of the Bargaining Power of Customers scale is demonstrated in Table 6, with a Cronbach’s Alpha of 0.823. This indicates that the survey items consistently capture the relationship between customer and stakeholder influence on the success and management of PR campaigns.

Table 6

Scale: Bargaining Power of Customers (Public & Stakeholders)	
Reliability Statistics	
Cronbach's Alpha	N of Items
.823	5

Table 7 shows that the Cronbach’s Alpha for the Threat of Substitutes scale is 0.824, indicating high reliability. This suggests that the measurement items effectively capture the impact of alternative communication channels, such as social media and influencer marketing, on PR strategies.

Table 7

Scale: Threat of Substitutes (Alternative Communication Channels)

Reliability Statistics	
Cronbach's Alpha	N of Items
.824	5

Cronbach’s Alpha for the PR Campaign Effectiveness scale, as shown in Table 8, is 0.834, indicating strong internal consistency. This suggests that the survey items effectively measure the success of PR campaigns, including factors such as audience engagement, brand awareness, and earned media impact.

Table 8

Scale: PR Campaign Effectiveness

Reliability Statistics	
Cronbach's Alpha	N of Items
.834	5

The Cronbach’s Alpha for the PR Management Approaches scale, reported at 0.820 in Table 9, indicates high reliability. This confirms that the survey items consistently measure how PR professionals adapt and manage their strategies in response to market forces, ensuring an accurate evaluation of PR management approaches.

Table 9

Scale: PR Management Approaches

Reliability Statistics	
Cronbach's Alpha	N of Items
.820	5

Normality Analysis

The Kolmogorov-Smirnov and Shapiro-Wilk tests, as shown in Table 10, reveal p-values of 0.000 for all variables, which are below the 0.05 significance threshold. This indicates that the data is not normally distributed for Threat of New Entrants, Bargaining Power of Suppliers, Bargaining Power of Customers, Threat of Substitutes, PR Campaign Effectiveness, and PR Management Approaches. Given the violation of normality, non-parametric statistical tests, such as Spearman’s correlation and regression models, are deemed more appropriate for accurate analysis and meaningful interpretation of the relationships between competitive forces and PR effectiveness.

Table 10

Normality Tests						
Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Threat of New Entrants	.114	260	.000	.936	260	.000
Bargaining Power of Suppliers (Media & Amp; Influencers)	.105	260	.000	.940	260	.000
Bargaining Power of Customers (Public & Amp; Stakeholders)	.117	260	.000	.940	260	.000
Threat of Substitutes (Alternative Communication Channels)	.113	260	.000	.940	260	.000
PR Campaign Effectiveness	.117	260	.000	.944	260	.000
PR Management Approaches	.112	260	.000	.942	260	.000
a. Lilliefors Significance Correction						

Correlation Analysis

The correlation analysis presented in Table 11 reveals significant positive relationships between Porter's Five Forces and both PR campaign effectiveness and management approaches.

Table 11

Correlation Test				
Correlations				
			PR Campaign Effectiveness	PR Management Approaches
Spearman's rho	Competitive Rivalry	Correlation Coefficient	.778**	.854**
		Sig. (2-Tailed)	.000	.000
		N	260	260
	Threat of New Entrants	Correlation Coefficient	.804**	.858**
		Sig. (2-Tailed)	.000	.000
		N	260	260
	Bargaining Power of Suppliers (Media & Amp; Influencers)	Correlation Coefficient	.787**	.850**
		Sig. (2-Tailed)	.000	.000
		N	260	260
	Bargaining Power of Customers (Public & Amp; Stakeholders)	Correlation Coefficient	.815**	.816**
		Sig. (2-Tailed)	.000	.000
		N	260	260
	Threat of Substitutes (Alternative Communication Channels)	Correlation Coefficient	.791**	.822**
		Sig. (2-Tailed)	.000	.000
		N	260	260
	PR Campaign Effectiveness	Correlation Coefficient	1.000	.807**
		Sig. (2-Tailed)	.	.000
		N	260	260
	PR Management Approaches	Correlation Coefficient	.807**	1.000
		Sig. (2-Tailed)	.000	.
		N	260	260

** . Correlation is significant at the 0.01 level (2-Tailed).

Competitive Rivalry demonstrates a strong correlation with PR Campaign Effectiveness ($r = 0.778, p = 0.000$) and PR Management Approaches ($r = 0.854, p = 0.000$), suggesting that increased competition compels organisations to adapt their PR strategies. The Threat of New Entrants shows the highest correlation with PR Management Approaches ($r = 0.858, p = 0.000$), indicating that new competitors have a substantial impact on PR decision-making. Additionally, the Bargaining Power of Customers ($r = 0.815, p = 0.000$) and the Threat of Substitutes ($r = 0.791, p = 0.000$) also exhibit strong correlations, underscoring the importance of stakeholder influence and alternative communication channels. These findings confirm that Porter’s Five Forces play a significant role in shaping PR strategies and their effectiveness.

Regression Analysis

Influence of Porter’s Five Forces Model on Public Relations Campaign Effectiveness

As illustrated in Table 12, the regression model produced an R-value of 0.860, indicating a robust relationship between Porter’s Five Forces and PR campaign effectiveness. The R-Square value of 0.740 implies that 74% of the variance in PR campaign effectiveness is accounted for by the independent variables, including competitive rivalry, new entrants, media influence, customer power, and alternative communication channels. The high explanatory power underscores the significant impact of Porter’s Five Forces on PR success. The ANOVA results in Table 13 demonstrate that the regression model is statistically significant ($F = 144.886, p = 0.000$), confirming that the independent variables collectively influence PR campaign effectiveness. The low residual sum of squares (83.871) in comparison to the regression sum of squares (239.209) indicates a good model fit. The significance level ($p < 0.001$) further supports the conclusion that Porter’s Five Forces play a meaningful role in shaping PR outcomes.

Table 12

Model Summary				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.735	.574
a. Predictors: (Constant), Threat of Substitutes (Alternative Communication Channels), Threat of New Entrants, Bargaining Power of Customers (Public & Stakeholders), Competitive Rivalry, Bargaining Power of Suppliers (Media & Influencers)				

Table 13

ANOVA						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	239.209	5	47.842	144.886	.000 ^b
	Residual	83.871	254	.330		
	Total	323.080	259			

a. Dependent Variable: PR Campaign Effectiveness

b. Predictors: (Constant), Threat of Substitutes (Alternative Communication Channels), Threat of New Entrants, Bargaining Power of Customers (Public & Stakeholders), Competitive Rivalry, Bargaining Power of Suppliers (Media & Influencers)

As shown in Table 14, the Bargaining Power of Customers ($\beta = 0.321$, $p = 0.000$) exerts the strongest influence on PR campaign effectiveness, highlighting the critical role of stakeholder expectations in driving PR success. The Threat of New Entrants ($\beta = 0.253$, $p = 0.001$) and Bargaining Power of Suppliers ($\beta = 0.257$, $p = 0.001$) also significantly impact PR strategies, suggesting that media relationships and competitive pressures play a substantial role in shaping PR approaches. The model confirms that competitive forces strongly influence the outcomes of PR campaigns.

Table 14

Coefficients					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.179	.115		1.562	.120
Competitive Rivalry	.124	.067	.125	1.863	.064
Threat of New Entrants	.253	.073	.244	3.455	.001
Bargaining Power of Suppliers (Media & Amp; Influencers)	.257	.076	.057	3.757	.001
Bargaining Power of Customers (Public & Amp; Stakeholders)	.321	.067	.320	4.799	.000
Threat of Substitutes (Alternative Communication Channels)	.184	.069	.180	2.659	.008

a. Dependent Variable: PR Campaign Effectiveness

As presented in Table 17, Competitive Rivalry ($\beta = 0.269$, $p = 0.000$) exerts the strongest influence on PR management approaches, suggesting that heightened competition compels organisations to refine their PR strategies. The Threat of New Entrants ($\beta = 0.258$, $p = 0.000$) and the Bargaining Power of Suppliers ($\beta = 0.212$, $p = 0.001$) also have significant effects, indicating that media relationships and industry competition play a critical role in shaping PR management decisions. These findings confirm that PR management is significantly impacted by external competitive forces, necessitating strategic adaptability.

Table 17

Coefficients					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.106	.091	1.159	.248
	Competitive Rivalry	.269	.053	5.065	.000
	Threat of New Entrants	.258	.058	4.439	.000
	Bargaining Power of Suppliers (Media & Influencers)	.212	.060	3.525	.001
	Bargaining Power of Customers (Public & Stakeholders)	.195	.053	3.773	.001
	Threat of Substitutes (Alternative Communication Channels)	.116	.055	2.113	.036

a. Dependent Variable: PR Management Approaches

Discussion

The first key finding reveals a strong positive correlation between Porter’s Five Forces and PR campaign effectiveness. Specifically, competitive rivalry and stakeholder bargaining power emerge as major factors influencing PR success. The results suggest that as competition intensifies, organisations must amplify their PR efforts to differentiate their brands and maintain visibility among the public. This aligns with previous research emphasising the use of strategic communication in competitive markets (Özkan, 2015). Furthermore, customer power ($\beta = 0.321$, $p = 0.000$) was identified as the most decisive determinant of PR campaign effectiveness, highlighting the importance of stakeholder engagement and perception management. This finding corresponds with studies on the development of effective PR strategies rooted in audience engagement and confidence-building (Ngai et al., 2023).

Additionally, the rise of alternative communication channels, particularly digital engagement ($\beta = 0.184$, $p = 0.008$), supports the ongoing shift from traditional methods to digital communication (Valentini, 2015). According to (Aziz et al., 2024), leveraging social media, influencer marketing, and content-driven PR is crucial for companies striving to achieve effective results in a competitive and turbulent environment.

The second significant finding indicates a notable relationship between Porter's Five Forces model and its impact on PR management strategies, with competitive rivalry ($\beta = 0.269$, $p = 0.000$) and the threat of new entrants ($\beta = 0.258$, $p = 0.000$) being the most influential forces. This suggests that organisations operating in highly competitive environments, along with those facing new market entrants, must overhaul their PR strategies to remain relevant. The results align with studies advocating for agile, data-driven communication approaches to respond to evolving market conditions (Duhé, 2007). Moreover, the media bargaining power ($\beta = 0.212$, $p = 0.001$) underscores the critical role of media relations in PR management. Organisations that effectively engage with media outlets and influencers gain greater control over their brand narrative, enabling them to proactively manage public perception (Hughes et al., 2019). Additionally, the findings reveal that digital transformation and technological innovation have reshaped PR management, requiring organisations to integrate real audience analytics, social listening tools, and automated content strategies (Agarwal & Puppala, 2024).

The third major finding highlights the growing importance of digital adaptation in PR strategies, driven by the proliferation of alternative communication channels and media fragmentation. The study confirms that organisations leveraging opportunities such as digital storytelling, influencer collaborations, and AI-powered PR analytics can navigate the challenges posed by new entrants and operational pressures more effectively (Senyapar, 2024). The regression analysis further substantiates this by revealing that 82.3% of PR management strategies are influenced by Porter's Five Forces, emphasising the need for strategic adaptability. These findings align with previous research suggesting that PR professionals must move beyond traditional media reliance (Yuan, 2011). Ultimately, the study concludes that PR has evolved beyond mere media coverage, now requiring the integration of competitive intelligence, stakeholder engagement, and digital strategies to remain effective (Singh et al., 2024). This highlights the imperative for continual adaptation in PR strategies

to ensure organisational resilience and alignment with shifting market dynamics.

Conclusion

In a highly competitive business environment, PR plays a critical role in shaping brand reputation, stakeholder engagement, and strategic communication. Porter's Five Forces model is a valuable tool for understanding how competitive rivalry, media influence, stakeholder power, and alternative communication channels impact PR effectiveness and management. With the shift towards digital PR strategies and media partnerships, recognising these competitive forces is essential for PR success and resilience. This study aims to explore the influence of Porter's Five Forces on PR effectiveness, providing empirical insights on how organisations navigate competitive pressures through strategic PR management. Using a quantitative approach, the study surveyed PR professionals, marketing specialists, and business managers across various industries. Descriptive statistics, correlation analysis, and regression models were employed to assess the relationships between Porter's Five Forces and PR campaign effectiveness. The analysis, using SPSS software, revealed non-normal data distribution, leading to the use of nonparametric techniques and confirming the reliability of the measurement scales.

The results indicate that Porter's Five Forces significantly shape PR strategies, with competitive rivalry and stakeholder bargaining power being the most influential forces. Regression analysis showed that market dynamics account for 74% of PR campaign effectiveness and 82.3% of PR management approaches. The bargaining power of customers ($\beta = 0.321$, $p = 0.000$) emerged as the most decisive factor, highlighting the need for organisations to focus on stakeholder engagement and public perception management. Competitive rivalry ($\beta = 0.269$, $p = 0.000$) and media bargaining power ($\beta = 0.212$, $p = 0.001$) were also significant, underscoring the importance of proactive media relations. Additionally, the study highlighted the growing influence of digital communication channels, urging organisations to integrate multi-platform PR strategies. The practical implications of these findings stress the importance for PR professionals and business leaders to adopt data-driven PR strategies, enhance stakeholder engagement, and foster strong media partnerships. Organisations must also leverage digital transformation and alternative media channels to stay relevant in a dynamic media landscape. This study reinforces

the need for adaptive, strategic PR management to overcome competitive challenges and strengthen PR outcomes.

Limitations of the Study

Despite offering valuable insights, this study has some limitations. Firstly, the reliance on self-reported survey data may introduce response bias. Secondly, the focus on PR professionals, marketing specialists, and business managers limits the perspectives of other key stakeholders, such as consumers and journalists. Lastly, while the study examined Porter's Five Forces, it did not explore other external factors, such as technological advancements or regulatory changes, which could also impact PR management and campaign success.

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