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THE HISTORICAL EVOLUTION OF ADVERTISING AND PR ACTIVITIES IN THE CONTEXT OF MEDIA, JOURNALISM, AND THE DIGITAL BUSINESS ENVIRONMENT

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Herashchenko I. M. The Historical Evolution of Advertising and PR Activities in the Context of Media, Journalism, and the Digital Business Environment

The article examines the historical evolution of advertising and public relations activities and traces their transformation in relation to the development of media systems, journalism, and the digital business environment. The relevance of the study is determined by the intensifying commercial pressure on media organizations, the rapid growth of digital and algorithmically mediated platforms, and the ongoing integration of artificial intelligence into content production, audience targeting, and media relations, developments whose historical roots remain insufficiently systematized in a single integrative framework. The aim of the study is to reconstruct the principal historical stages through which advertising and PR activities have evolved in relation to media systems and journalism, and to analyze how each stage reshaped the boundary between these fields. The study addresses three research questions concerning the identification of historical stages, the changing relationship between advertising or PR practice and journalistic norms, and the implications of this trajectory for the contemporary digital business environment. Methodologically, the study employs a qualitative, historical-analytical review and synthesis of peer-reviewed academic literature published primarily between 2021 and 2025, combined with well-documented historical evidence on the development of advertising and public relations practice, organized through a three-step analytical procedure of extraction, chronological-thematic organization, and cross-checking against reported empirical findings. As a result, six historical stages are identified and characterized: the pre-professional era of press-agentry and early print advertising, the professionalization of public relations in the early twentieth century, the broadcast era of radio and television, early digitalization from the 1990s onward, platformization and social media, and the most recent stage of platform-based, algorithmic, and AI-driven communication. The findings indicate a consistent long-term trend towards structural and practical convergence between advertising, PR, and journalism across all six stages, intensifying in the platform and algorithmic eras through native advertising, agile cross-functional newsroom-communication structures, and shared digital competency requirements. The scientific novelty of the study lies in the integration of six distinct thematic strands of existing literature into a single, coherent six-stage historical periodization. The practical value of the study lies in its contribution to the managerial and organizational understanding of the digital business environment faced by contemporary media, advertising, and PR organizations, informing decisions related to organizational design, workforce competency development, and strategic responses to the ongoing algorithmic and AI-driven transformation of the media landscape.

Keywords: *advertising; public relations; historical evolution; journalism; digital business environment; media communication; digital public relations; algorithmic branding; artificial intelligence.*
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Геращенко І. М. Історична еволюція рекламної та PR-діяльності в контексті медіа, журналістики та цифрового бізнес-середовища

У статті розглядається історична еволюція рекламної та PR-діяльності та простежується її трансформація у зв'язку з розвитком медіасистем, журналістики та цифрового бізнес-середовища. Актуальність дослідження визначається посиленням комерційного тиску на медіаорганізації, швидким зростанням цифрових та алгоритмічно опосередкованих платформ, а також постійною інтеграцією штучного інтелекту у виробництво контенту, орієнтацію на аудиторію та зв'язки зі ЗМІ, події, історичне коріння яких залишається недостатньо систематизованим в єдиній інтегративній структурі. Метою дослідження є реконструкція основних історичних етапів, через які розвивалася рекламна та PR-діяльність стосовно медіасистем з журналістики, та аналіз того, як кожен етап змінював межу між цими галузями. У дослідженні розглядаються три дослідницькі питання, що стосуються визначення історичних етапів, зміни взаємозв'язку між рекламною або PR-практикою та журналістськими нормами, а також наслідків цієї траєкторії для сучасного цифрового бізнес-середовища. Методологічно дослідження використовує якісний, історико-аналітичний огляд і синтез рецензованої академічної літератури, опублікованої переважно між 2021 та 2025 роками, у поєднанні з добре задокументованими історичними свідченнями розвитку рекламної та паблік-рілейшнз практики, організованими за допомогою триетапної аналітичної процедури вилучення, хронологічно-тематичної організації та перехресної перевірки з опублікованими емпіричними висновками. У результаті визначено та охарактеризовано шість історичних етапів: допрофесійна ера прес-агентства та ранньої друкованої реклами, професіоналізація паблік-рілейшнз на початку XX століття, ера мовлення радіо та телебачення, рання цифровізація з 1990-х років, платформизація та соціальні мережі, а також найновіший етап платформної, алгоритмічної та штучно керованої комунікації. Результати дослідження вказують на послідовну довгострокову тенденцію до структурної та практичної конвергенції між рекламою, зв'язками з громадськістю та журналістикою на всіх шести етапах, яка посилюється в платформну та алгоритмічну епохи завдяки нативній рекламі, гнучким міжфункціональним структурам комунікації новин і спільним вимогам до цифрової компетентності. Наукова новизна дослідження полягає в інтеграції шести

різних тематичних напрямків існуючої літератури в єдину, узгоджену шестиетапну історичну періодизацію. Практична цінність дослідження полягає в його внеску в управлінське та організаційне розуміння цифрового бізнес-середовища, з яким стикаються сучасні медіа, рекламні та PR-організації, обґрунтовуючи рішення, пов'язані з організаційним дизайном, розвитком компетенцій робочої сили та стратегічним реагуванням на поточну алгоритмічну та штучно зумовлену трансформацію медіаландшафту.
Ключові слова: *реклама; зв'язки з громадськістю; історична еволюція; журналістика; цифрове бізнес-середовище; медіакомунікація; цифрові зв'язки з громадськістю; алгоритмічний брендинг; штучний інтелект.*
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The historical development of advertising and public relations activities cannot be examined in isolation from the parallel evolution of media systems and journalism. From their earliest institutional forms, advertising and PR have developed in a close, often tense, relationship with journalistic practice, competing with it for audience attention while simultaneously depending on media channels for distribution. Tracing this historical evolution helps explain why the boundaries between advertising, PR, and journalism remain blurred in the modern digital business environment [13].

The relevance of this problem is determined by several interconnected factors. First, the ongoing commercial pressure on media organizations has made the relationship between advertising revenue and editorial independence one of the central concerns of contemporary media economics. Second, the rapid growth of digital platforms, programmatic advertising systems, and algorithmically curated content feeds has accelerated processes of convergence that took decades to unfold in the print and broadcast eras. Third, the integration of artificial intelligence into content generation, audience targeting, and media relations is introducing a qualitatively new stage of this historical process, one whose implications for journalism, advertising, and PR practice are not yet fully understood. Consequently, a systematic reconstruction of the historical trajectory that produced today's converged media, advertising, and PR environment is not merely of antiquarian interest; it provides the conceptual foundation necessary for interpreting current organizational and professional developments.

Advertising and public relations are often studied as separate disciplines, each with its own professional associations, academic journals, and theoretical traditions. Yet a purely disciplinary approach risks obscuring the extent to which both fields emerged from, and continue to interact with, the institution of journalism. Newspapers financed by advertising, press releases written to mimic news copy, and, more recently, native advertising formats designed to resemble editorial content, all illustrate a persistent historical pattern in which commercial communication borrows the credibility, format, and distribution channels of journalism. Understanding this pattern requires a historical, rather than a purely functionalist, perspective.

The ***aim*** of this article, accordingly, is to trace the principal historical stages through which advertising and PR activities have evolved in relation to media systems and journalism, from early press-agentry and print advertising to strategic communication, digital public relations, and platform-based, algorithmically mediated marketing, and to analyze how each stage reshaped the relationship between advertising, PR, and journalistic practice within the broader digital business environment.

LITERATURE REVIEW

The scholarly literature relevant to the historical evolution of advertising, PR, and journalism can be grouped into several thematic clusters, each of which contributes a partial but complementary perspective on the overall trajectory examined in this article.

The *first cluster* concerns the evolution of public relations as an academic and professional field. E.-J. Ki, T. Ertem-Eray, and G. Hayden conducted a comprehensive review of digital public relations research, demonstrating that PR scholarship has moved substantially over recent decades from a narrow focus on publicity techniques toward broader strategic communication and relationship management [8]. Their analysis indicates that the academic conceptualization of PR itself has undergone a historical transformation that parallels changes in professional practice, with digital technologies acting as a catalyst for theoretical innovation in the discipline. This finding is significant for the present study because it suggests that the historical evolution of PR practice cannot be separated from the parallel evolution of PR theory; each new communication technology has generated not only new practices but also new scholarly frameworks for understanding them.

The *second cluster* addresses the blurring of boundaries between journalism, PR, and advertising directly. U. Russmann, S. Einwiller, J. Seiffert-Brockmann, L. Sturmer, and G. Reiter examine how these boundaries have become increasingly porous in contemporary media systems, arguing that journalists, PR practitioners, and advertising professionals increasingly share techniques, platforms, and even personnel [13]. Their work is particularly important for this article because it provides direct empirical support for the central claim that the historical development of advertising and PR cannot be examined independently of journalism's own institutional evolution. The authors note that this blurring is not a recent phenomenon confined to the digital era but has historical antecedents that stretch back to the earliest days of the commercial press.

A *third cluster* of research examines the changing skill and competency requirements of communication professionals. J. Bernhard, U. Russmann conducted a longitudinal analysis of PR job advertisements, documenting a steady increase over time in demand for digital, analytical, and platform-specific competencies [11]. This research is valuable because it offers a quantitative, time-series perspective on how digital transformation reshaped the professional profile of communication practitioners, complementing the more qualitative and historical accounts found elsewhere in the literature. Their findings show that the shift toward digital competencies was gradual rather than abrupt, occurring in step with the broader diffusion of internet-based communication tools across industries.

Closely related is research on organizational structures within contemporary newsrooms. J. Seiffert-Brockmann, S. Einwiller, N. Ninova-Solovykh, and D. Wolfgruber studied agile content management practices in corporate newsrooms, demonstrating that editorial and communication functions increasingly operate through cross-functional coordination rather than strict organizational separation [15]. This research illustrates one of the clearest institutional manifestations of the historical convergence traced in this article: the corporate newsroom model explicitly imports journalistic production logics into corporate communication departments, further dissolving the boundary between PR and journalism at the level of organizational design.

A *fourth cluster* concerns the digital competencies required of journalists themselves. S. Reyes-de-Cozar, M. Perez-Escolar, and P. Navazo-Ostua conducted a systematic review identifying data literacy, multimedia production, and platform-specific content adaptation as core components of contemporary journalistic practice [12]. Notably, several of the competencies identified in this review, particularly audience analytics and search engine optimization, are competencies historically associated with advertising and marketing rather than traditional journalism, providing further evidence of the cross-disciplinary convergence that forms the central theme of the present study.

A *fifth cluster* of literature addresses the most recent technological developments shaping advertising practice. J. Kim's research agenda on advertising in the metaverse illustrates how successive technological platforms, from print, to broadcast, to the early internet, to immersive and spatial computing environments, generate new historical layers in the evolution of advertising and PR activity [9]. Complementing this, R. Kozinets develops the concept of algorithmic branding through platform assemblages, arguing that contemporary marketing and service management operate through configurations of algorithms, data, and platform architectures that differ fundamentally from earlier, linear advertising and PR models [10]. Together, these two studies indicate that the historical process traced in this article is ongoing and, if anything, accelerating.

Finally, a *sixth and most recent cluster* of literature concerns the integration of artificial intelligence into PR and media practice. A. Kaleel and M. Alomari's bibliometric analysis of this emerging research area documents a rapidly growing volume of scholarly output addressing AI applications within PR and media, indicating that the historical evolution traced throughout this article is entering a further stage defined by automated content generation, algorithmic audience targeting, and AI-assisted media relations [7]. This bibliometric picture is reinforced by a systematic review of AI's impact on journalistic practices, news narratives, and ethical challenges conducted by A. F. Sonni, H. Hafied, I. Irwanto, and R. Latuheru, which documents a comparable acceleration of research output since 2020 and identifies algorithmic transparency, data privacy, and accountability as the most pressing ethical concerns raised by AI adoption in newsrooms, concerns directly relevant to the future of the advertising-PR-journalism relationship traced in this article [16].

A closely related and substantial body of research addresses native advertising specifically as the paradigmatic case of blurred boundaries between journalism and commercial communication. C. Campbell and L. J. Marks characterize native advertising as commercial content deliberately designed to adopt the format and editorial style of the surrounding publication, and identify both the opportunities this format offers advertisers and the ethical concerns it raises for audiences [1]. E. Schauster, P. Ferrucci, and M. S. Neill, drawing on interviews with journalists,

advertising professionals, and public relations practitioners, find that all three professions recognize native advertising as ethically troubling precisely because it erodes the boundary that has traditionally separated editorial from commercial content [14]. R. Ferrer-Conill's comparative study of legacy newspapers in Sweden, Spain, the United Kingdom, and the United States documents substantial cross-national variation in how native advertising is implemented, describing the practice as a form of camouflaging commercial content as independent journalism [5]. A follow-up comparative study by R. Ferrer-Conill, E. Knudsen, C. Lauerer, and A. Barnoy extends this analysis to the visual and design dimensions of native advertising, showing that news organizations differ considerably in how transparently they disclose the commercial nature of such content [6]. Complementing these findings, A. Cornia, A. Sehl, and R. K. Nielsen's interview-based study of European newspapers and broadcasters shows that editorial and commercial integration has itself become normalized within many newsroom cultures, no longer treated as an exceptional departure from professional norms but as an accepted organizational reality [2]. B. Eyada and A. Milla review the broader challenges and perspectives associated with native advertising as a marketing practice [4], while N. A. Dodoo, J. Wen, and L. Wu examine how audiences' regulatory focus and the language used in sponsored-content disclosures jointly shape consumer responses to native advertising, offering insight into the cognitive and persuasive mechanisms underlying the blurred boundary from the audience's perspective [3].

Taken together, these seven clusters of literature provide substantial empirical and theoretical support for the historical narrative developed in this article. However, a review of this literature also reveals an important gap: while individual studies address particular periods, technologies, or professional dimensions of the advertising-PR-journalism relationship, few attempt to synthesize these findings into a single, coherent historical periodization spanning the entire trajectory from press-agentry to AI-driven communication. This article addresses that gap by integrating the findings summarized above into an explicit periodization framework, presented in the Results section below.

AIM AND RESEARCH QUESTIONS

Building on the literature review above, the aim of this study is to reconstruct, in an integrated historical periodization, the principal stages through which advertising and public relations activities have evolved in relation to media systems and journalism, and to analyze how each stage has reshaped the boundary between these three fields within the broader digital business environment.

This *aim* is operationalized through three research questions. **RQ1:** What are the principal historical stages that can be identified in the co-evolution of advertising, public relations, and journalism, and what technological, economic, and institutional factors define the transition between successive stages? **RQ2:** How has the relationship between advertising and PR practice, on the one hand, and journalistic norms and organizational structures, on the other, changed across these historical stages? **RQ3:** What implications does this historical trajectory carry for the contemporary digital business environment, particularly with regard to the ongoing integration of algorithmic and AI-driven communication technologies?

Given the interpretive and synthetic nature of these questions, the study does not formulate statistical hypotheses in the conventional sense; rather, it adopts an exploratory, theory-building orientation consistent with historical and conceptual research in the social sciences and communication studies.

RESEARCH METHODS

The study employs a qualitative, historical-analytical research design based on the systematic review and synthesis of secondary academic sources. This approach is appropriate for the stated purpose because reconstructing a long-term historical trajectory requires the integration of findings from multiple disciplinary traditions, including communication studies, media economics, marketing, and organizational research, rather than the collection of new primary data.

The information base of the study consists of peer-reviewed journal articles published primarily between 2021 and 2025, supplemented by well-established historical facts concerning the development of advertising and public relations practice that are documented in the broader academic and professional literature on media history. Source selection prioritized studies that directly address the relationship between advertising, PR, and journalism, or that document specific historical or contemporary stages of this relationship, including studies on digital PR research trends, boundary-blurring between journalism and commercial communication, competency requirements in PR job advertisements, agile newsroom organization, digital competencies in journalism, metaverse advertising, algorithmic branding, and artificial intelligence applications in PR and media.

The analytical procedure followed three steps. *First,* the identified sources were read closely to extract findings relevant to periodization, that is, findings that could be associated with a specific historical stage or

transition in the advertising-PR-journalism relationship. *Second,* these findings were organized chronologically and thematically to construct an integrated periodization framework, distinguishing stages on the basis of dominant communication technology, the prevailing model of PR and advertising practice, and the corresponding structural relationship with journalism. *Third,* the resulting periodization was cross-checked against the empirical findings reported in the reviewed studies to ensure that each proposed stage was grounded in documented evidence rather than in speculative extrapolation.

As with any desk-research design based on secondary sources, this methodology carries certain limitations, which are addressed explicitly in the Discussion section. In particular, the reliance on English-language, internationally indexed publications may underrepresent historical developments specific to non-English-speaking media markets, including the post-Soviet and Ukrainian media environment, where the professionalization of PR and the commercialization of journalism followed a distinct, compressed historical trajectory after 1991.

RESULTS

Synthesis of the reviewed literature, combined with well-documented historical evidence, allows the identification of six principal stages in the co-evolution of advertising, public relations, and journalism, summarized below.

Stage one: the pre-professional era of press-agentry and early print advertising. The earliest institutional forms of promotional communication predate the emergence of PR as a recognized profession. Nineteenth-century press-agentry relied on techniques such as staged publicity events, sensationalized announcements, and direct payments to newspapers for favorable coverage, practices that blurred the line between advertising, publicity, and news from the very outset of the modern commercial press. The expansion of print advertising throughout the nineteenth century was itself closely tied to the economics of the newspaper industry; the so-called penny press business model, in which newspapers were sold below production cost and subsidized primarily through advertising revenue, established a structural dependency between commercial communication and journalistic production that has persisted, in modified forms, through every subsequent historical stage examined in this article. During this period, no clear professional or ethical distinction existed between what would later be classified separately as advertising, publicity, and news content.

Stage two: professionalization and the emergence of modern public relations. The professionalization of public relations is generally associated with the early twentieth century, when press-agentry and one-way publicity techniques gradually gave way to more structured communication practices oriented toward managing organizational reputation. This shift reflected the growing complexity of media systems, as PR practitioners increasingly needed to understand and work within the norms of professional journalism in order to secure coverage. Subsequent bibliometric research on the field's academic literature confirms that public relations scholarship itself evolved substantially over the following decades, moving from a narrow focus on publicity techniques toward broader strategic communication and relationship management [8]. During this stage, the first professional associations, codes of ethics, and formal training programs for public relations practitioners emerged, establishing PR as a distinct occupational field with its own professional identity, even as it continued to depend heavily on journalistic gatekeepers for the dissemination of its messages.

Stage three: the broadcast era and the deepening of media-advertising interdependence. The mid-twentieth century expansion of broadcast media introduced a new stage in this evolution, as advertising and PR activities adapted to radio and later television as dominant channels of mass communication. This period reinforced the interdependence between advertising revenue and journalistic production, since commercial media increasingly relied on advertising income to sustain editorial operations, a structural relationship that has continued to shape the digital business environment of media organizations to the present day. The broadcast era also introduced new formats of blurred commercial and editorial content, including sponsored radio and television programming, in which advertisers directly financed and shaped entertainment and, in some cases, informational content, further extending the historical pattern of interdependence established during the print era.

Stage four: early digitalization and the reconfiguration of communication channels. The emergence of digital technologies from the 1990s onward marks one of the most significant turning points in this historical evolution. Digitalization introduced new communication channels, new audience measurement tools, and new organizational skill requirements for both PR and journalism. Longitudinal analysis of PR job advertisements shows a steady increase over time in the demand for digital, analytical, and platform-specific competencies, reflecting how digital transformation reshaped the professional profile of communication practitioners [11]. In parallel, journalism absorbed practices historically associated with PR and advertising, including audience analytics and search engine optimization, further eroding the traditional separa-

tion between these fields [13]. This stage also saw the emergence of the corporate website and the corporate email newsletter as direct-to-audience communication channels that, for the first time, allowed organizations to bypass journalistic gatekeepers entirely for certain categories of information, a development with lasting implications for the balance of power between PR practitioners and journalists.

Stage five: platformization, social media, and organizational convergence. Within contemporary media organizations, the rise of social media platforms as central distribution channels produced new organizational models in which editorial and communication functions operate through agile, cross-functional coordination rather than strict separation. Research on newsroom-based corporate communication demonstrates that this organizational shift is closely tied to the broader digital business environment, in which media outlets must respond rapidly to platform algorithms, audience behavior, and emerging technologies, including artificial intelligence tools increasingly used in content production and distribution [15]. The digital competencies required of contemporary journalists reflect this historical trajectory as well. Systematic review of digital competencies for journalistic work identifies data literacy, multimedia production, and platform-specific content adaptation as core components of the profession today, competencies that developed directly out of the historical convergence between journalism, advertising, and PR practice traced throughout this stage [12]. It is during this period that native advertising and sponsored content formats, explicitly designed to visually and structurally resemble editorial journalism, become widespread, representing perhaps the most direct historical continuation of nineteenth-century press-agentry practices in a digital format.

Stage six: platform-based, algorithmic, and AI-driven communication. The most recent stage of this evolution is defined by platform-based and algorithmically mediated marketing environments. Research on advertising within emerging digital environments, including the development of advertising practices for the metaverse, illustrates how each new technological platform generates a further historical layer in the evolution of advertising and PR activity, extending the field's historical trajectory from print advertising and press-agentry toward algorithmically structured brand communication [9]. This trajectory is reinforced by research on algorithmic branding, which conceptualizes contemporary marketing and service management as operating through platform assemblages that fundamentally differ from earlier, linear advertising and PR models [10]. The most recent historical development within this stage concerns the integration of artificial intelligence into public relations and media practice. Bibliometric analysis of this emerging research area shows a rapidly growing scholarly interest in AI applications within PR and media, suggesting that the historical evolution traced throughout this article is entering a new phase defined by automated content generation, algorithmic audience targeting, and AI-assisted media relations [7].

Tbl. 1 (presented in summary form below, given the descriptive scope of the present desk-research design) synthesizes the six stages identified above according to three criteria consistently applied across the reviewed literature: the dominant communication technology of the period, the prevailing organizational model of advertising and PR practice, and the characteristic form taken by the boundary between advertising, PR, and journalism.

Stage 1, the pre-professional era, is characterized by the printing press and the penny press as dominant technologies, by press-agentry as the prevailing practice model, and by an almost complete absence of any formal boundary between advertising, publicity, and news. **Stage 2,** professionalization, is characterized by mass-circulation print media, the emergence of formal PR departments and agencies, and an increasingly codified, though still permeable, boundary supported by early professional ethics codes. **Stage 3,** the broadcast era, is characterized by radio and television, sponsored programming, and a boundary defined primarily through advertising-editorial separation rules within broadcast regulation. **Stage 4,** early digitalization, is characterized by the internet, email, and search technologies, direct-to-audience corporate channels, and a boundary increasingly contested by disintermediation. **Stage 5,** platformization, is characterized by social media platforms, agile cross-functional newsroom-communication structures, and a boundary blurred through native advertising and sponsored content. **Stage 6,** the algorithmic and AI-driven stage, is characterized by programmatic and generative AI technologies, platform assemblages, and a boundary that is, according to the literature reviewed, algorithmically mediated and, in important respects, no longer fully visible to the audience.

DISCUSSION

The periodization presented above provides a direct answer to RQ1, identifying six historical stages defined by shifts in dominant communication technology, the prevailing organizational model of advertising and PR practice, and the corresponding structural relationship with journalism. Several broader implications follow from this periodization.

With respect to RQ2, concerning the changing relationship between advertising and PR practice, on the one hand, and journalistic norms and organizational structures, on the other, the reviewed evidence indi-

Table 1

Historical stages of the co-evolution of advertising, PR, and journalism

Historical stage	Dominant communication technology	Organizational model of advertising and PR practice	Boundary between advertising, PR, and journalism
Stage 1. Pre-professional era	Printing press, newspapers, penny press	Press-agentry, early print advertising, paid publicity	Almost complete absence of formal boundaries between advertising, pub-licity, and news
Stage 2. Professionalization of PR	Mass-circulation print media	Formal PR departments, specialized agencies, professional communication practices	Increasingly codified but permeable boundaries supported by professional ethics codes
Stage 3. Broadcast era	Radio and television	Broadcast advertising, sponsored programming, media-dependent PR activities	Advertising-editorial separation regulated by broadcasting standards
Stage 4. Early digitalization	Internet, email, search technologies	Corporate websites, email newsletters, direct-to-audience communication	Increasingly contested boundaries due to disintermediation and direct communication
Stage 5. Platformization and social media	Social media platforms, digital content distribution systems	Agile cross-functional teams, corporate newsrooms, integrated communication structures	Blurring of boundaries through native advertising and sponsored content
Stage 6. Algorithmic and AI-driven communication	Programmatic advertising, algorithms, generative artificial intelligence	Platform assemblages, automated content generation, algorithmic audience targeting, AI-assisted PR	Algorithmically mediated boundaries that are increasingly difficult for audiences to identify

cates a consistent long-term trend toward convergence rather than separation. Even where formal boundaries between advertising, PR, and journalism were strengthened, as during the professionalization stage and the broadcast era, the underlying economic dependency of journalism on advertising revenue continued to link the two fields structurally. The digital and platform eras have, if anything, intensified this convergence at the level of everyday practice, as journalists adopt audience analytics and search engine optimization techniques historically associated with marketing [2; 5], while PR practitioners increasingly require the same digital and platform-specific competencies demanded of journalists [11]. This convergence has organizational as well as individual dimensions: the emergence of agile, cross-functional newsroom-communication structures documented by J. Seiffert-Brockmann and colleagues suggests that convergence is now built into the formal organizational design of many media and communication departments, rather than occurring only informally through individual skill overlap [15].

With respect to RQ3, concerning the implications of this historical trajectory for the contemporary digital business environment, the evidence reviewed in Stage 6 above suggests that the integration of algorithmic and AI-driven technologies represents a qualitative rather than merely incremental extension of the historical pattern identified throughout this article. Earlier stages of convergence, however extensive, generally still involved human editorial and communication professionals making discrete, observable decisions about content production and placement. In the algorithmic and AI-driven stage, both content generation and audience targeting are increasingly mediated by systems whose internal decision-making processes are not directly observable to audiences, and in some cases not fully transparent even to the organizations deploying them.

This has significant implications for questions of media literacy, disclosure, and regulation. If nineteenth-century audiences could, at least in principle, learn to recognize the conventions of press-agentry, and twentieth-century audiences could be taught through media literacy programs to distinguish sponsored broadcast content from independent editorial content, it remains an open question whether au-

diences in the algorithmic and AI-driven era possess equivalent means of recognizing when content has been algorithmically curated, generated, or targeted for commercial or reputational purposes.

The findings also carry implications for the economic sustainability of independent journalism. The structural dependency between advertising revenue and editorial production identified in Stage 1 and reinforced in Stage 3 has not disappeared in the platform era; rather, it has been reconfigured, with a growing share of digital advertising revenue captured by platform intermediaries rather than by the media organizations that produce editorial content. This reconfiguration, documented extensively in media economics literature beyond the specific sources reviewed here, represents an important boundary condition on the historical trajectory traced in this article and helps explain why many contemporary newsrooms have adopted the agile, cross-functional communication structures discussed above, at least in part as a response to declining traditional advertising revenue.

Several limitations of the present study should be acknowledged. *First,* as noted in the methodology, the desk-research design relies on a relatively small, though carefully selected, set of internationally indexed, primarily English-language sources; this may underrepresent historical developments specific to particular national or regional media systems, including the Ukrainian and broader post-Soviet media environment, where the professionalization of PR and the commercialization of journalism followed a distinct, historically compressed trajectory after 1991, combining elements of several of the stages identified above within a much shorter timeframe than in Western Europe or North America. *Second,* the periodization presented in this article, like any historical schema, necessarily simplifies a more continuous and geographically uneven process; the boundaries between the six stages identified here should be understood as heuristic devices for organizing the reviewed evidence rather than as sharply defined historical breaks. *Third,* because the most recent stage of this evolution, the integration of AI into advertising, PR, and journalism, is still unfolding, the periodization offered for Stage 6 is necessarily more provisional than that offered for earlier, more thoroughly documented stages.

Despite these limitations, the periodization developed in this article offers a useful integrative framework for future research. In particular, it suggests several directions for subsequent empirical study, including comparative historical analysis of PR and journalism professionalization across different national media systems, empirical audience-reception studies examining contemporary audiences' ability to recognize algorithmically mediated commercial content, and further bibliometric or content-analytic research tracking the ongoing integration of generative AI tools into advertising, PR, and journalistic practice.

CONCLUSIONS

The historical evolution of advertising and PR activities has consistently developed in close relation to the parallel evolution of journalism and media systems, moving through six identifiable stages defined successively by press-agentry and print advertising, professionalized public relations, broadcast media, early digitalization, platformization and social media, and, most recently, algorithmic and AI-driven communication environments.

Each historical stage examined in this article reshaped the boundary between advertising, PR, and journalism, generally in the direction of deeper structural and practical convergence, even during periods when formal professional and regulatory distinctions between the three fields were being strengthened. The cumulative effect of this long-term evolution is the highly integrated, technologically mediated digital business environment characteristic of contemporary media organizations, in which editorial, communication, and marketing functions increasingly share platforms, competencies, and, in the algorithmic and AI-driven stage, underlying technological infrastructure.

The scientific novelty of this study lies in the integration of findings from six distinct thematic clusters of the existing literature, spanning digital PR research, boundary-blurring studies, competency analysis, newsroom organization research, journalistic digital competencies, and emerging research on platform-based and AI-driven communication, into a single, coherent six-stage historical periodization. Whereas the individual studies reviewed in this article each address a particular period, technology, or professional dimension of the advertising-PR-journalism relationship, the periodization developed here provides an integrative framework capable of situating these individual findings within a broader historical trajectory.

The practical value of this study lies primarily in its contribution to the professional and managerial understanding of the digital business environment faced by contemporary media, advertising, and PR organizations. By clarifying the historical logic underlying the current convergence of these fields, the periodization offered here can inform organizational design decisions, including decisions about the integration of editorial and communication functions, workforce competency development, and strategic responses to the ongoing algorithmic and AI-driven transformation of the media and communication landscape.

Understanding this historical trajectory provides essential context for analyzing current organizational and professional developments in advertising, PR, and journalism, and offers a foundation for future research addressing the further, still unfolding integration of artificial intelligence into these historically intertwined fields. ■

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ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНЕ ЗАБЕЗПЕЧЕННЯ РЕАЛІЗАЦІЇ ЦІННІСНО-ОРІЄНТОВАНОГО МЕХАНІЗМУ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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Подолякін С. М. Організаційно-економічне забезпечення реалізації ціннісно-орієнтованого механізму стратегічного управління підприємством

У статті досліджено проблему організаційно-економічного забезпечення реалізації ціннісно-орієнтованого механізму стратегічного управління підприємством. Актуальність дослідження зумовлена розривом між декларуванням корпоративних і стейкхолдерських цінностей та їх фактичним включенням до системи стратегічних цілей, відповідальності, ресурсного забезпечення, управлінських інструментів і контролю. Метою статті є теоретичне обґрунтування та вдосконалення організаційно-економічного забезпечення шляхом формування його структурно-логічної моделі, визначення функціональних блоків і логіки комплексного оцінювання результативності. Дослідження має концептуально-аналітичний характер; використано аналіз і синтез, порівняльний аналіз, абстрагування, узагальнення та структурно-логічне моделювання. Уточнено зміст ціннісно-орієнтованого механізму стратегічного управління та запропоновано трактування його організаційно-економічного забезпечення як інтегрованої системи принципів, суб'єктів, ресурсів, організаційних взаємозв'язків, економічних важелів, управлінських інструментів і контрольно-аналітичних процедур. Сформовано модель, що поєднує блоки «ціннісні орієнтири – стратегічні цілі – організаційне забезпечення – економічне