BARCELONA PRINCIPLES V4.0

Barcelona Principle 1

Setting clear, measurable objectives is a critical prerequisite for effective communication planning, measurement and evaluation.

Barcelona Principle 2

Defining and understanding all stakeholder audiences are essential steps to plan, build relationships and create lasting impact.

Barcelona Principle 3

Comprehensive communication measurement and evaluation should be applied to all relevant channels used to understand and influence audience stakeholders.

Barcelona Principle 4

Effective measurement and evaluation of communication require qualitative and quantitative analysis.

Barcelona Principle 5

Invalid measures such as advertising value equivalents (AVEs) should not be used. Instead measure and evaluate the contribution of communication by its outcome and impact.

Barcelona Principle 6

Measurement and Evaluation Should report outputs, outcomes, and impact related to the organization and stakeholder audiences.

Barcelona Principle 7

Ethics, governance and transparency with data, methodologies and technology builds trust and drives learning.

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Introducing the refreshed Barcelona Principles V4.0

Welcome to the fourth iteration of the Barcelona Principles - our industry's global articulation of what best practice in communication measurement and evaluation should incorporate.

Since inception in 2010, the Principles have provided a compass for all PR & comms practitioners, evaluation vendors and consultants, researchers and students to guide the evolving practice of PR and comms on how to measure and evaluate its work in a meaningful, transparent, and outcome-driven manner.

Barcelona Principles V4.0 are an evolution, not a revolution. This is deliberate. They stand on the shoulders of the work of many comms giants. Hours of work and evolving thought have been put in to each iteration. The brief to AMEC's global workgroup was clear: build on what works, refine what needs modernizing, and ensure the Principles remain relevant. They must be robust, easy to understand and globally appropriate. The Principles must align with AMEC's other flagship resources - especially the Integrated Evaluation Framework (IEF) , the PR Planning Guide and the Measurement Maturity Mapper (M3).

The Principles offer a 'helicopter view' providing general description of best practice. the AMEC Integrated Evaluation Framework provides the practical steps to apply the Principles' guidance at any organization. AMEC's Measurement Maturity Mapper (https://m3.amecorg.com/) is the industry benchmarking tool allowing comparison of measurement and evaluation programs against industry norms in multiple sectors. In all cases these tools offer guidance and advice from an experienced, considered and unified voice of authority for how to produce impactful measurement and evaluation.

So, what's new?

- **Clarity and Practicality:** Each Principle has been refined for clarity, amended to ensure they remain relevant, and structured to flow appropriately. They are supported by practical "what to do" guidance. This makes them easier to apply and more relevant than ever to daily application.
- **More Aligned Structure:** The reordered sequence creates a better narrative flow that mirrors the steps of AMEC's Integrated Evaluation Framework. The Principles now start with objectives, stakeholders and audiences, move through planning to analysis and evaluation, and end with the critical importance of transparency, governance and ethics.

The mirroring of the Integrated Evaluation Framework's flow follows the logic of how users should implement best practice in real-world situations. The Principles have been color-coded to match their place within an updated framework graphic so it can be easily seen where each applies.

- **Modernized Relevance:** The update reflects today's complex communication landscape: from audience fragmentation and data governance to the impact of AI and the rising importance of stakeholder-focused impact. The language has been sharpened to emphasize what we know drives better communication success.

- **Subtle but Important Shifts:**
  - AMEC's guidance has never been to emphasize "outcomes vs outputs" but that credible measurement and evaluation should include both. Traditionally including the measurement and evaluation of outputs has not been the challenge. It's the measurement journey across "outputs and outcomes" that leads to the ability to demonstrate the organizational impact of communication activity.

  - From seeing audiences as endpoints to understanding them as co-creators of value with whom there exists a two-way communication flow. In true communication, audiences and stakeholders can, and often should, be active participants.

  - A word on terminology. Some academics prefer to use the term 'stakeholders' rather than 'audiences', because 'audiences' can imply a one-way 'broadcast' style of communications rather than a 'two-way' relationship-building dialogue. However, most in-house and PR teams tend to refer to 'audiences'. It is important that we use language with which most of the PR and comms industry is familiar. This maximizes understanding and adoption. We therefore use the phrase 'stakeholder audiences' to bridge this gap. The Principles stress the importance of using measurement and evaluation to engage in active and ongoing listening to stakeholder audiences. Doing so should inform planning and activity as well as gauge audience outcomes and impact.

  - From static campaigns to iterative, ongoing and responsive communication that can change over time. The Principles and the framework are not just for use on individual campaigns but should equally be applied in the ongoing communication cycle, ready to be iterated and learnt from for continual improvement, strategic refinement and better planning. This is now reflected in a new Integrated Framework graphic where the importance of feeding learnings into the strategy and planning cycle has been emphasized.

  - A stronger emphasis on the responsibility of ethics and governance, particularly around data sourcing and accuracy, the use of AI, and transparent methodologies.

  - What hasn't changed is AMEC's commitment to promoting best-practices, the credibility of our advice, and global expertise. The Barcelona Principles V4.0 continue to lead our industry on the journey beyond vanity metrics, to connect communication to real-world impact, and to elevate professional standards.

  - They are practical, accessible, and globally applicable. They stand up to academic scrutiny while maintaining their practicality for use in corporate and organizational settings. We know that there is a vast global community of students and practitioners who rely on them as a north star. The Principles must be rigorous and credible, but also applicable and useable. They can be applied at any organization of any size in any region - whether for a comms leader at a multinational, an inhouse regional comms pro, a PR agency account team, a media intelligence vendor, an AI focused start up, or a student of comms.

- By evolving the Principles in this way, we reaffirm our commitment to a more consistent, evidence-based, and accountable communications profession. One that is prepared to meet the challenges of today and tomorrow, as we all navigate an era defined by rapid change, uncertainty, and disruption.

- In this environment, communication must demonstrate its impact and value to the organization by showing how it delivers against objectives. Ensuring measurement and evaluation applies the Barcelona Principles will achieve this.

Sincere thanks to the working group that gave many hours of their time on this project. AMEC's work depends on the good-will and generosity of time given by its volunteers. These global professionals who span in house roles in business, government and Non-profits, academia and competing service providers have been exemplary. They are listed below in alphabetical order and my thanks are due to them all:

Jonathan Adams, Ana Adi, Michael Blowers, Lukasz Bochenek, Emmanuel Caisse, Edward Crossin, Ngaire Crawford, John Croll, Carlos Alfredo Diaz, Angela Dwyer, Camilo Espeleta, Catherine Fisette, Paul Hender, Esther Kagiri, Rob Key, Ben Levine, Yvonne Lo, Professor Jim Macnamara, Nicole Moreo, Sarah Myles, Philip Odiakose, Claire Pimm, Dave Reynolds, Khali Sakkas, Kristin Stippich, and Eswari Vasudevan

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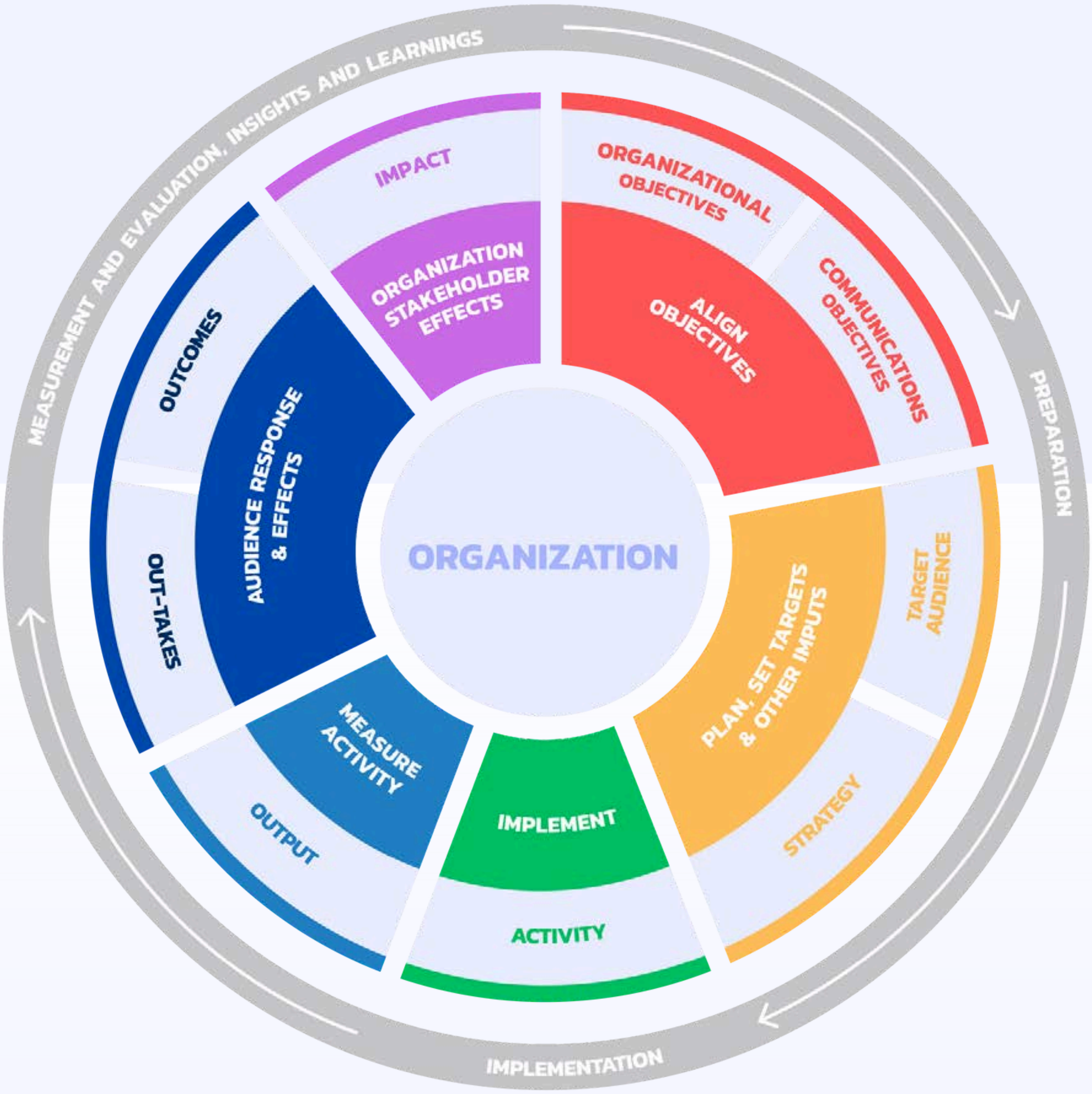
Applying the Barcelona Principles V4.0 to AMEC's Integrated Evaluation Framework



Barcelona Principle 1

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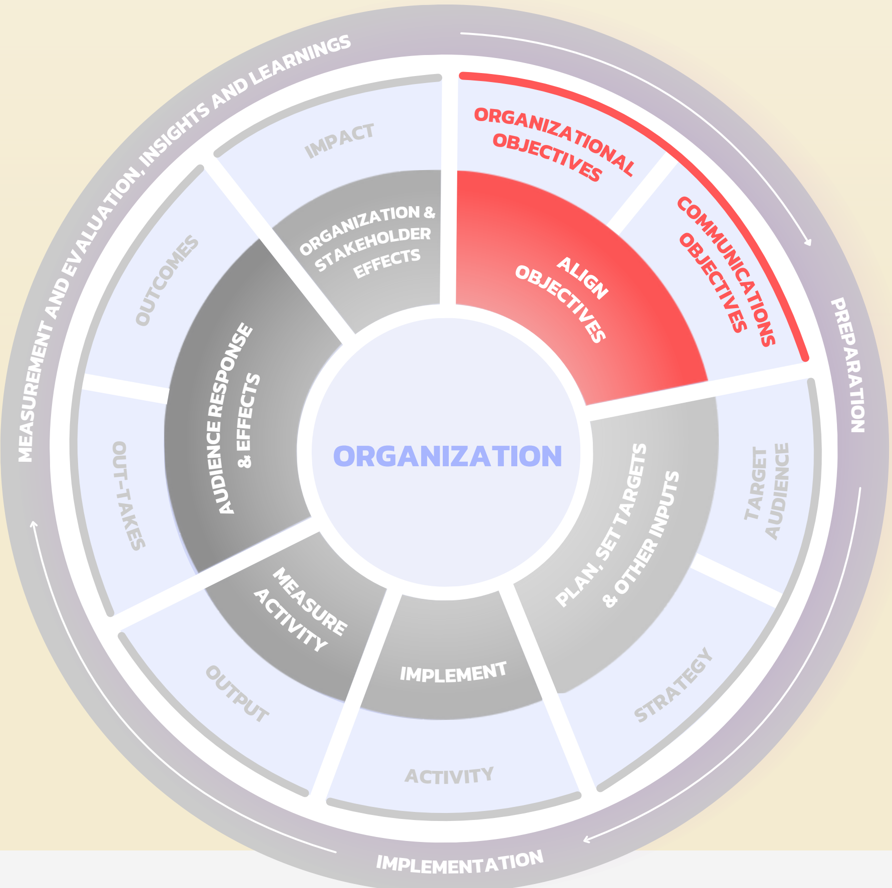
PRINCIPLE 1

Setting clear, measurable objectives is a critical prerequisite for effective communication planning,measurement, and evaluation.

Where we started:

2010: "Importance of Goal Setting and Measurement"
2015: "Goal Setting and Measurement are Fundamental to Communication and Public Relations"
2020: "Setting Measurable Goals is an Absolute Prerequisite to Communication Planning, Measurement, and Evaluation



Why it Matters:
Clear, measurable objectives should define what you want to achieve and act as an anchor for effective strategy, execution and evaluation.

Regular and iterative measurement of objectives ensures a clear view on what's working and where you might need to modify your approach.

Using the right data to set and measure objectives helps to ensure focus and communicate progress and achievement through your organization.

Objectives that are well-defined help demonstrate the role of communication in driving tangible impact beyond just media presence.

A clear framework for setting and evaluating objectives helps different teams (e.g., marketing, communication, analytics) work towards a unified goal rather than operating in silos.

Clearly defined objectives create a shared understanding among stakeholders, helping to demonstrate value and impact in an evidence-based manner.

Why it's evolved:
The principle evolved to simplify the language, and to create a stronger advocation for flexibility and adaptability of objectives. Objectives should be responsive, flexible and help to evolve communication during a campaign rather than only something static that is evaluated at the end point. The updated principal also advocates for objectives that are tied to both organizational performance and societal impact.

What to Do:
Principle 1 - "Setting clear, measurable objectives is a critical prerequisite for effective communication planning, measurement and evaluation."

• Objectives should be SMARTER (Specific, Measurable, Achievable, Relevant, Time-bound, Evaluated and Reviewed). Regular review is important to adapt to changes in the broader communication environment and best practice.

• Objectives should clearly define the changes that are sought and should be supported by clear evidence and benchmarking.

• Objectives should be defined before beginning a campaign or communication program.

• Consider the timeframe for each objective; what is realistic for the short-term vs long-term, and what may need to be iterative.

- Allow for flexibility and continual learning in the assessment of objectives to account for changes in audience response and new behaviors.

- Objectives should be continuously measured, where possible, during a campaign/year to help provide insights while communication is still active.

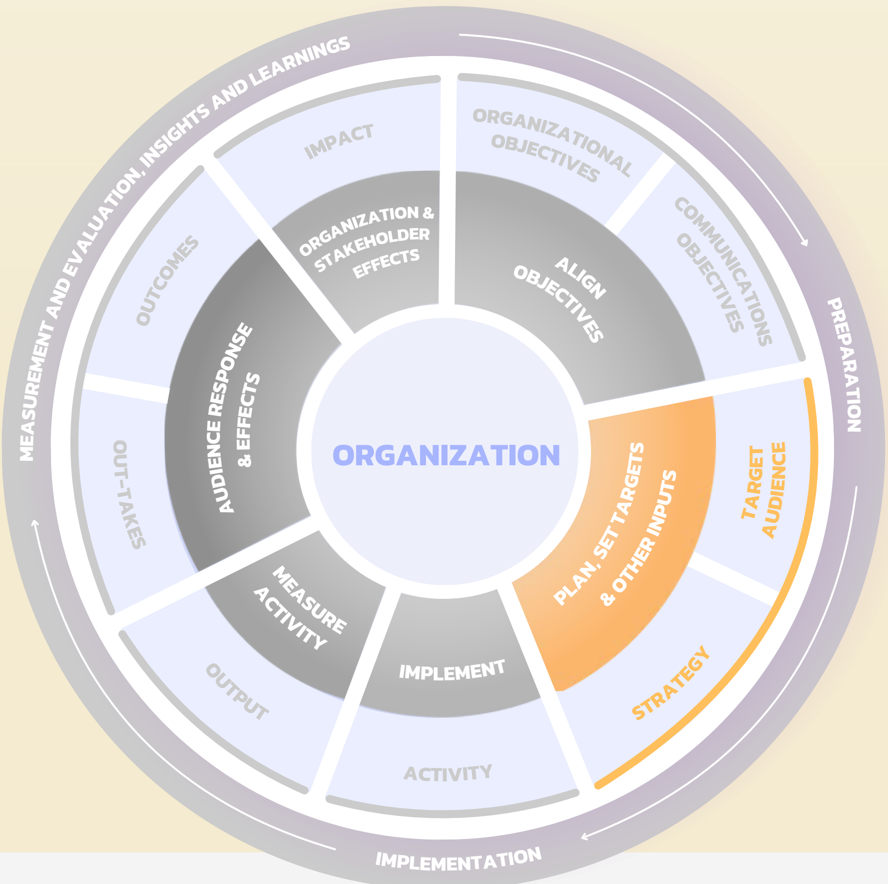
What not to do:
• Don’t retroactively fit objectives around results.
• Don’t treat objective setting as a one-time exercise.
• Don’t set conflicting or misaligned objectives across teams.
• Don’t only plan and measure objectives at the end of a campaign / activity.
• Don’t set objectives that are only focused on outputs / vanity metrics.
• Don’t set an objective without a view on how to measure it and what data would be most effective.
• Don’t set objectives that are vague and can’t be supported by clear data that links to a broader impact for an organization or its stakeholders and audiences.

PRINCIPLE 2

Defining and understanding all stakeholder audiences are essential steps to plan, build relationships and create lasting impact.

Where we started:

2010: "The Effect on Business Results Can and Should Be Measured Where Possible"
2015: "The Effect on Organizational Performance Can and Should Be Measured Where Possible"
2020: "Outcomes and Impact Should be Identified For Stakeholders, Society & the Organization"



Why it Matters:
For organizations to achieve their strategic objectives, they need to build trusted relationships with all of their stakeholder audiences. In an increasingly fragmented landscape with stakeholder audiences polarizing across political, cultural and socio-demographic dimensions, measurement and evaluation is essential to understand what resonates with each stakeholder and how they are influenced. Effective measurement and evaluation should be about listening to audience stakeholders to inform planning and activity as well as gauging audience stakeholder outcomes and impact.

Why it's evolved:
The latest version of this Principle puts more emphasis on the importance of understanding all stakeholder audiences, which was first introduced in version 3.0 of the principles in 2020. Since then, the evolving social, cultural, regulatory and media landscape has only reinforced the importance of building stakeholders into the heart of measurement and evaluation programs.
Previous iterations of the principles differentiated outcomes and impact across multiple principles. To be consistent with the Integrated Evaluation Framework and Measurement Maturity Mapper, Principle #6 will focus on joining up the journey from outputs to outtakes, outcomes and organizational impact.

What to Do:
Principle 2 - "Defining and understanding all stakeholder audiences are essential steps to plan, build relationships and create lasting impact."

Identify the audience stakeholder groups relevant to the communication objectives. These could include current and future customers, investors, employees, key-opinion-formers, local communities, trade associations, regulators and government representatives.

- Build audience research into the planning of communication activity as well as during and after the activity. Understanding what is likely to resonate and build engagement with each audience will boost chances of better outcomes and impact. Conducting research during the activity helps to identify opportunities and mitigate emerging issues. Research at the end helps to gauge the overall effect and, when linking 'post campaign' research to 'pre campaign' research, can show the demonstrable impact of the activity.

- Examine the broader landscape and environment in which key audience stakeholders operate. These could include the social and political environment, regional differences, competitive landscape, cultural moments and sector-wide issues.

- Understand all the ways audiences and stakeholders consume or are influenced by information and messaging. Define the paid, earned, shared and owned channels that most influence each key audience stakeholder group (see also Principle #3, below)

- Seek to understand how the audience stakeholder groups can influence each other - for example how employees represent a brand to customers or how experts can influence buyers or policy makers.

- Build processes to regularly listen to audience stakeholders and understand how their perceptions and attitudes change over time. Effective communication is more than one-direction, top-down 'broadcasting', with long term trust being built through two way listening and relationship building.

- Audience research can come from multiple data sources including, brand tracking surveys, customized primary quantitative and qualitative research, media databases and media auditing companies, website traffic tracking platforms, comments and other engagements on social media platforms, consumer research agencies and publicly available data sets. Seek to ensure that any biases in audience stakeholder data are identified and resolved – for example underrepresented audiences in certain data sources (see also Principle #7, below).

- Ensure that stakeholder listening and research respects all relevant data privacy and protection laws (see also Principle #7)

- Some research houses are offering research services involving 'synthetic audiences' where AI replicates the types of audiences that would be used, for example, in a focus group. Following Principle #7, it is important to be transparent when AI is used in parts of the research and evaluation methodology.

- For an in-depth explainer of how to identify stakeholders and audiences and how this fits into communication planning, please refer to the AMEC Guide to Planning[1] from the Interactive Evaluation Framework website. [2]

[1] https://amecorg.com/amecframework/home/supporting-material/planning/

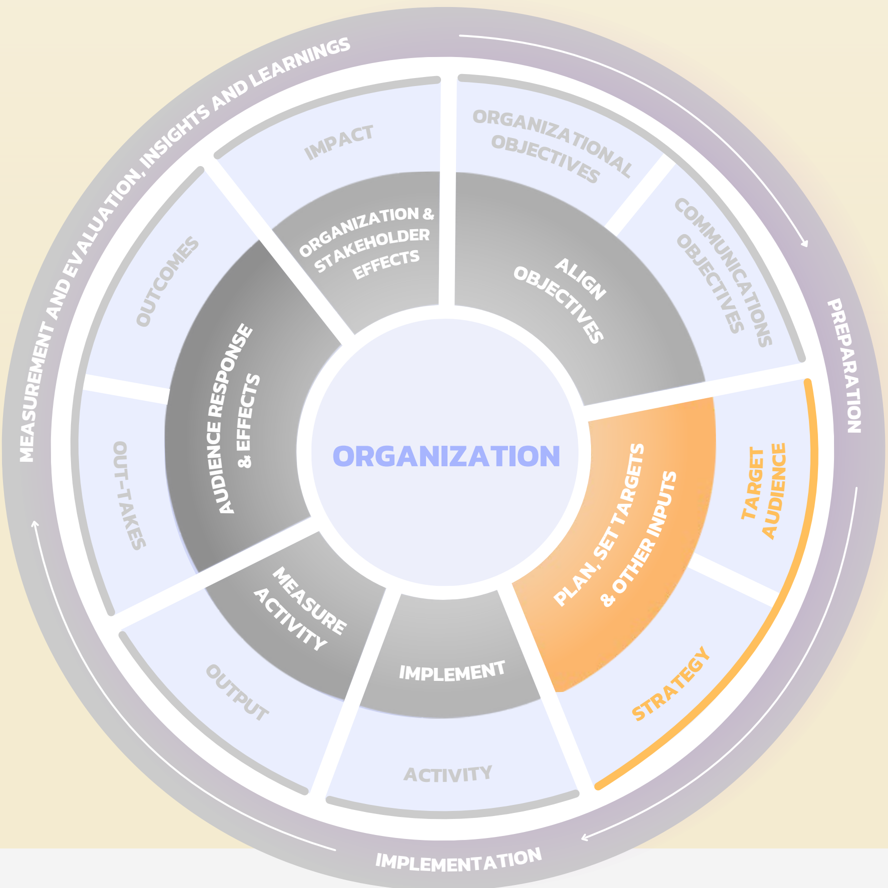
[2] https://amecorg.com/amecframework/

PRINCIPLE 3

Comprehensive communication measurement and evaluation should be applied to all relevant channels used to understand and influence audience stakeholders.

Where we started:

2010: "Social Media Can and Should be Measured"
2015: "Social Media Can and Should be Measured Consistently with Other Media Channels"
2020: "Holistic Communication Measurement and Evaluation includes All Relevant Online and Offline Channels"



Why it Matters:

- To ensure communicators achieve their intended outcomes - whether it's creating awareness, shifting perceptions, or influencing behaviors with internal and external stakeholders - measurement and evaluation plans must encompass all relevant channels.

- Without a holistic understanding of performance from thorough data collection, teams are unable to effectively learn, optimize, and prioritize in real-time or for future plans. They could also face challenges articulating how their investments created value for the business, ultimately leading to challenges in securing leadership support and resources.

Why it's evolved:

The media and communication landscape has shifted rapidly in the past five years with a decline in traditional news media outlets, the introduction of new social media platforms and advancements with generative AI. The principle needed to account for all relevant channels and content sources meaning the delineation of online and offline has become irrelevant. Organizations today are even reaching audiences through augmented reality!

In addition, it is important to clarify what makes a channel relevant by adding a note about audience stakeholders. With the demise of a "mass" media, they become the core driver of relevance for any channel and will only continue to increase in importance with personalized and tailored communication that is becoming more attainable and expected with technological advancements.

What to Do:

Principle 3 - "Comprehensive communication measurement and evaluation should be applied to all relevant channels used to understand and influence audience stakeholders."

Based on near and long-term communications objectives, ensure measurement plans and strategy account for all relevant channels that reach and engage key audience stakeholders, whether they are internal or external. Stakeholders include those to learn from and listen to, including contrarian voices.

Go beyond "coverage" or vanity metrics such as "likes" and "impressions". Gain a better understanding of the stakeholder ecosystem by focusing measurement on creating awareness, shifting attitudes/perceptions, or influencing behaviors, and other outcome-oriented metrics.

Measurement and evaluation should be deployed consistently across all relevant communication channels. Ensure that the plan and strategy accounts for the right tracking mechanisms in place to systematically collect channel performance data, considering both quantitative and qualitative metrics (see Principle 4, below). Consider integrating the data into a dashboard or report for executives and working teams. Map metrics for each channel, internal or external, that correspond to stages in the audience stakeholder journey at the output level and ultimately integrate to create awareness, attitudes / perceptions, behavior change etc.

Performance and audience stakeholder outcome / impact data (across earned, owned, paid, or organic) may include, but are not limited to the following channels:

- Traditional media / news
- Social Channels (X, TikTok, LinkedIn, Facebook, Instagram, YouTube, Reddit, Discord, etc.)
- Newsletters via email subscription or newsletter aggregators (e.g., Substack)
- Websites, Microsites or blogs
- Search data or AI search engine outputs
- Advertising (Programmatic, Display, etc.)
- Internal communication channels (e-mail, intranet, townhalls)
- Podcasts
- Influencers and content creators
- Email
- Ecommerce, Sales and CRM
- Events
- Surveys, interviews, letters and emails received, other market research informing listening

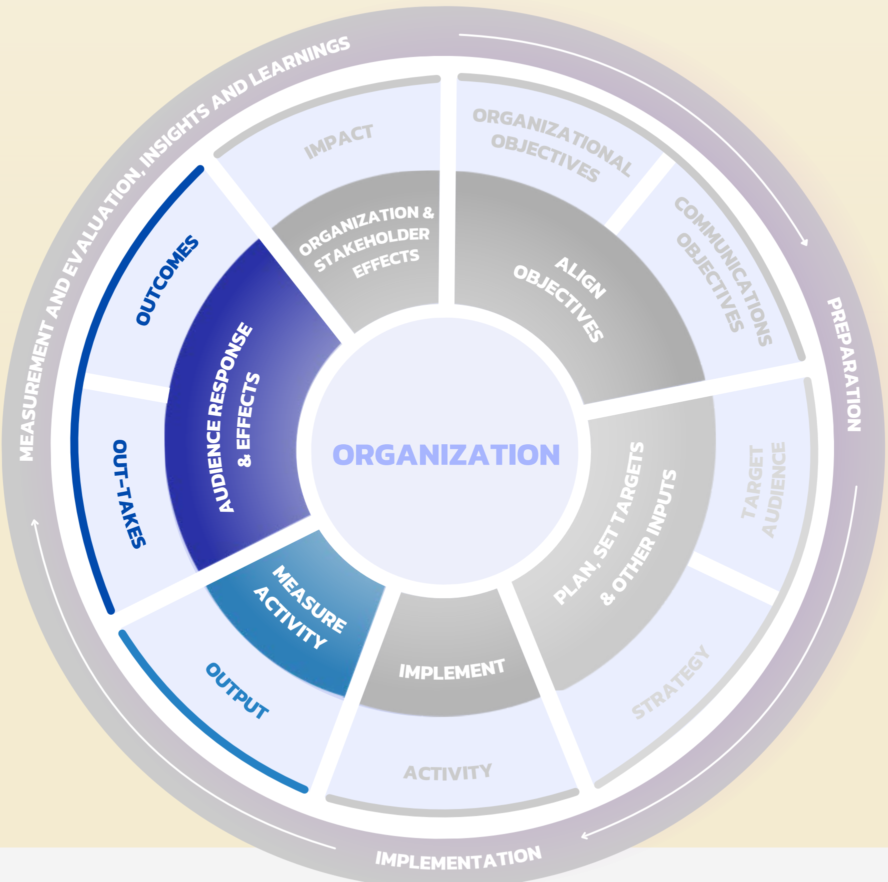
Stay up to date on resources for each channel to make sure the appropriate data is collected as thoroughly and as accurately as possible, including primary data sources like surveys, where applicable.

PRINCIPLE 4

Effective measurement and evaluation of communication require qualitative and quantitative analysis

Where we started:

2010: “Media Measurement Requires Quantity and Quality”
2015: “Measurement and Evaluation Require Both Qualitative and Quantitative Methods”
2020: “Communication Measurement and Evaluation Should Include Both Qualitative and Quantitative Analysis”



Why it Matters:
In an era increasingly dominated by dashboards, automation, and an abundance of quantitative data, it is easy for PR professionals to rely solely on numerical metrics. While quantitative data - the numbers, totals, and percentages from our content evaluation and other communication research forms - can quickly show the scale and reach of communication activities, qualitative insights – the explanations, context, and interpretations of the evaluation - are essential to understanding the true effectiveness and impact of our work. Numbers alone will not explain why something worked, resonated, or failed. Qualitative analysis provides the critical context behind the numbers, uncovering the motivations, perceptions, and sentiments of stakeholder audiences. When fed back into the communication planning process this information will ultimately guide smarter communication strategies and decisions.

Why it's evolved:
This principle has evolved slightly to reinforce the essential combination of qualitative and quantitative methods. By returning to the more compelling and definitive term "require," we emphasize that comprehensive and effective communication evaluation cannot be adequately performed without integrating both types of analysis. In addition, we have improved and clarified the guidance supplied below.

What to Do:
Principle 4 - "Effective measurement and evaluation of communication require qualitative and quantitative analysis."

Understand the methods clearly:

- Quantitative analysis involves counting and measuring numerical data. In media analysis, it includes metrics like the number of articles published, share of voice, and any other metric that doesn't involve a subjective decision being made on content – e.g. a human coder deciding whether a message has been delivered in content or not. This would a be a qualitative metric (see below). These numbers can provide clarity on the reach, frequency, and scale of activities, but on their own lack essential nuance and information regarding the success of the communication.

- Qualitative analysis involves interpretation, context, and insights derived from thoroughly reading, evaluating and understanding communication content and effect. Moving beyond content evaluation, qualitative approaches can also be applied to audience stakeholder research. They can help explain why certain outcomes happen and the significance behind the quantitative data. Beyond content evaluation, examples include interviews, focus groups, open-ended survey questions etc and can include metrics like audience sentiment and attitudes, underlying motivations, message resonance, and other audience reactions.

Combine both types of analysis:

- Be wary of relying exclusively on automated dashboards or numerical led reports, as they alone cannot explain the "why" behind the metrics. Ensure your communication evaluation includes qualitative reviews and insights to allow to follow the best practice advice of AMEC's Integrated Evaluation Framework.

Apply best practice:

- Consistently measure both quantitative and qualitative data over time to identify trends, patterns, and shifts in communication effectiveness.

- Use qualitative insights from the content evaluation and audience stakeholder research to explain quantitative findings clearly and persuasively, ensuring stakeholders understand the deeper context.

- Care should be taken in the use of AI and natural language processing as tools, particularly for generating qualitative data. Always complement this with human checks and analysis to validate accuracy, improve depth of understanding, and apply critically-thought interpretation.

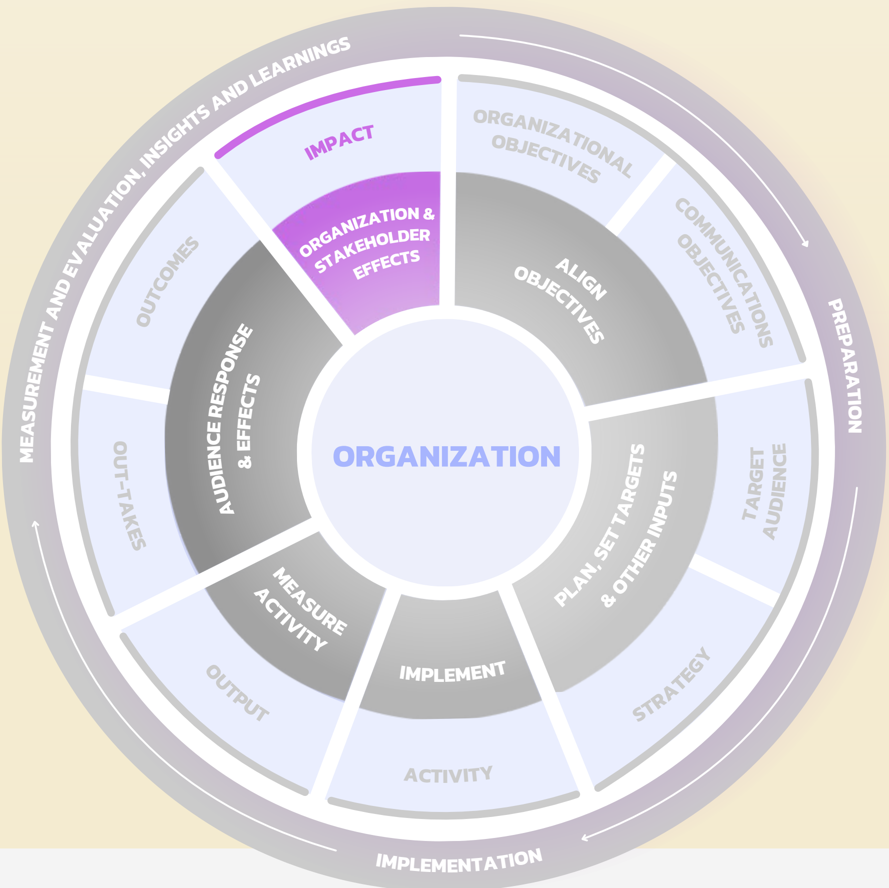
- Be transparent about the limitations of your methods and clearly communicate where additional qualitative context is required for meaningful interpretation.

PRINCIPLE 5

Invalid measures such as advertising value equivalents (AVEs) should not be used. Instead measure and evaluate the contribution of communication by its outcome and impact.

Where we started:

2010: "AVEs are not the value of PR"
2015: "AVEs are not the value of communication"
2020: "AVEs are not the value of communication"



Why it Matters:
AMEC advocates for the use of impactful measurement and evaluation methods that do not rely on invalid or outdated metrics such as Advertising Value Equivalents (AVEs). AMEC's Policy on AVEs[2] clearly defines its position on this issue and offers comprehensive guidance for member companies and organizations looking to improve their measurement and evaluation practices

Why it's evolved:
The principle has evolved to reflect a more positive approach. In addition to cautioning against the use of invalid metrics, the principle now sets out positive steps to use instead. The supporting documents have been significantly updated to provide deeper insights and practical resources that help organizations implement meaningful changes.

What to Do:
Principle 5 - "Invalid measures such as advertising value equivalents (AVEs) should not be used. Instead measure and evaluate the contribution of communication by its outcome and impact"

There are several effective strategies for adopting industry standards and phasing out AVEs (Advertising Value Equivalents) in your organization:

1. **Create an Awareness and Education Plan:** Implement a strategy to educate your team about the drawbacks of AVEs. AMEC's Maturity Mapper[3] (http://www.amecorg.com/m3) is a helpful tool for this process, as it outlines clear actions and identifies alternatives to AVEs and other vanity metrics.

2**. Engage AMEC Board Members:** Leverage the expertise of AMEC Board members to advocate for change within your organization.

3. **Showcase Award-Winning Case Studies:** Present examples of successful case studies to illustrate what effective measurement and evaluation look like within your organization.

4. **Develop a Checklist for Metrics:** Establish a simple checklist to evaluate your measurement and evaluation metrics. Questions to consider include:
- Is it valid?
- Is it endorsed by the industry?
- Does it help us make informed decisions?
- Does it assist in evaluating, improving, and learning?

AVEs do not pass these tests.

[2] https://www.amecorg.com/wp-content/uploads/2019/11/AMEC-Policy-on-Advertising-Value-Equivalent-AVEs-12-September.pdf
[3] www.amecorg.com/m3

The best tools and resources to help you transition to more accurate and in-depth measurement and evaluation include:

- AMEC's whitepaper, 22 Reasons AVEs (https://amecorg.com/2017/06/the-definitive-guide-why-aves-are-invalid/) are invalid. Please read and share.
- AMEC's Campaign to Say no to AVEs at (https://amecorg.com/say-no-to-aves/). Please sign up and support.
- AMEC's Integrated Evaluation Framework (http://www.amecorg.com/amecframework) and accompanying microsite, AMEC's IEF.
- The Measurement Maturity Mapper (www.amecorg.com/M3) which helps determine actions and alternatives.
- Measurement Month (https://amecorg.com/measurement-month-showcase/) events and industry conferences provide case studies and examples of other organizations who have phased out AVEs.
- Free pre-recorded webinars led by industry leaders (https://www.youtube.com/@amecorgks)

Positive actions to take:

- Introduce other industry-endorsed credible metrics alongside AVEs while phasing them out.
- Publicly commit to work with AMEC as a supporter of the international campaign to eradicate the use of AVEs.
- Introduce internal guidelines and training on why AVEs are an invalid metric so that your team are skilled and proficient in advising other forms of measurement.
- Use best practice frameworks and methods in your methodology, RFPs and award entries

If you must continue to provide a metric for the estimated cost and space of earned media:

- Avoid the word "value", "impact" or "ROI" to describe it
- Clearly and transparently define the limitations of the metrics and how they have been calculated. This includes any multipliers that have included in the calculations.

A note on AVEs: While AVE is a common term, the same metric might also be referred to as:

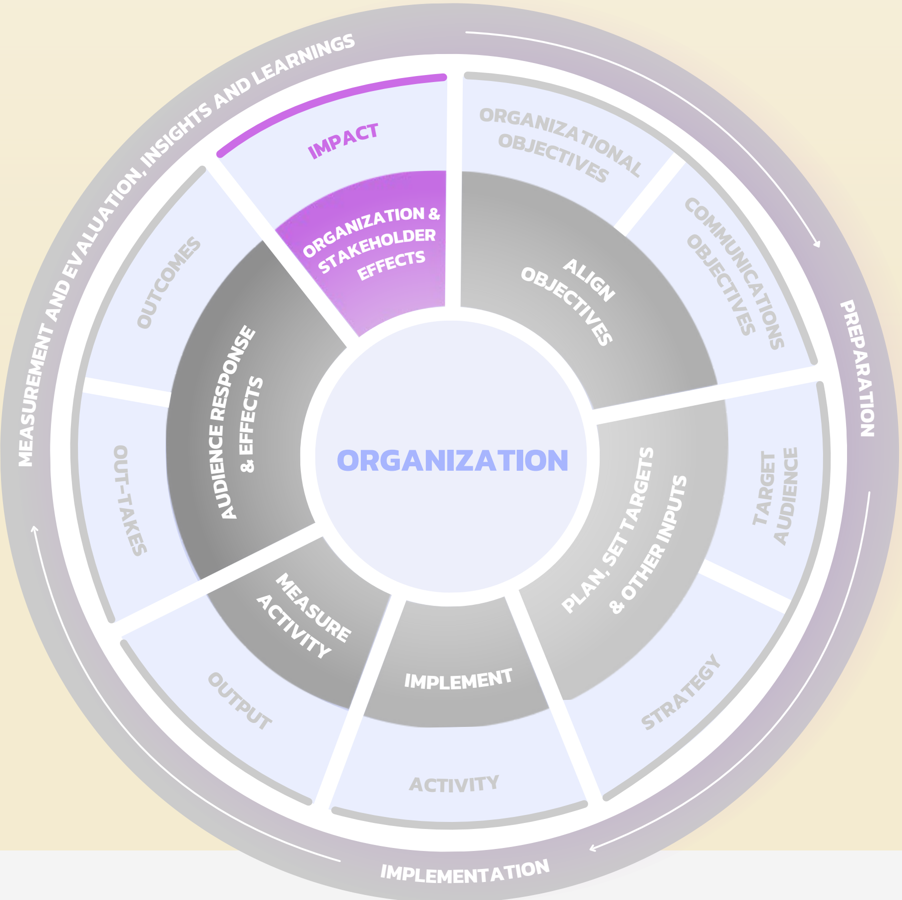
ACE: Advertising Cost Equivalent
ASR: Advertising Space Rate
EAV: Equivalent Advertising Value.
EMV: Earned Media Value
EVR: Editorial Value Rate
MAV: Media Advertising Value
PRV: PR Value
These are all essentially variations of the same flawed metric and should be avoided.

PRINCIPLE 6

Measurement and Evaluation should report outputs, outcomes, and impact related to the organization and stakeholder audiences

Where we started:

2010: "Measuring the Effect on Outcomes is Preferred to Measuring Outputs"
2015: "Measuring Communications Outcomes is Recommended Versus Only Measuring Outputs"
2020: "Measurement and Evaluation Should Identify Outputs, Outcomes, and Potential Impact"



Why it Matters:

- Evaluating outputs, outcomes, and impact ensures that communication activity is strategically aligned with organizational goals AND stakeholder needs, demonstrating a clear contribution to change. This emphasis requires reflection on what change vs desired change looks like and thus fosters accountability, supports continuous improvement, and helps leaders invest in PR and communication with confidence.

Why it's evolved:

- Since 2010, the field has evolved from emphasizing outcomes in addition to output metrics to recognizing a broader range of measurement elements - including clearly distinguishing longer-term measurable impacts from stakeholder-perceived impact. Communication measurement increasingly aligns with theory-of-change principles, emphasizing genuine stakeholder engagement, regular data checkpoints, and deeper qualitative insights into how stakeholders perceive and interpret the significance and desirability of communication-driven changes.

What to Do:
Principle 6 - "Measurement and Evaluation should report outputs, outcomes, and impact related to the organization and stakeholder audiences."

Communication outputs, outtakes, outcomes and impact should not be measured in isolation. Instead they should be reviewed in combination to understand the impact on the organization and its audience stakeholders.

Make sure your communication goals are aligned with your organization's strategy and objectives.

- Work with relevant departments to ensure alignment across the organizational goals focusing on what matters for the organization and integrating data where appropriate

- Ensure focus on impact for the organization both in business and stakeholder terms.

- Research and engage with stakeholders to understand the desirability and necessity of this change/business contribution among them.

- Identify outputs (the tangible products of your communication, such as materials produced, content generated or events held) and map them to outcomes (the changes in attitudes or behaviors that follow). Then observe the longer-term impact (broader social or organizational shifts). More information can be found in the AMEC Framework microsite.`

- Keep listening and adjusting communication strategies. Consider that unintended results (positive or negative) may alter the impact on stakeholders from the initiative; monitor and respond accordingly.

What not to do:

- Don’t treat outputs and outcomes as the same. Don’t make substitution error - e.g. media clip volumes and tonality of coverage do not equate to the effect on the stakeholder audience.

- Don’t forget input and activities. Organizational resources contribute to the outputs and outcomes. Consider these as benchmark and context. Accordingly, be sure to choose the right benchmarks appropriate to the organization.

- Don’t focus only on convenient or positive data. A holistic evaluation includes challenges and setbacks as well as different stakeholder and publics perspectives (not all stakeholders are aligned as a group and in relation to the issue at hand).

- Don’t discard unintended results: These results can also have an impact on corporate reputation and can require communication interventions

- Don’t treat measurement and evaluation as silos: all measurement elements should align with business and organizational strategies.

- Avoid binary thinking and assessment. In collecting and analyzing data, be guided by research principles and remember there is a shade of grey in most research results, especially in complicated communication environments.

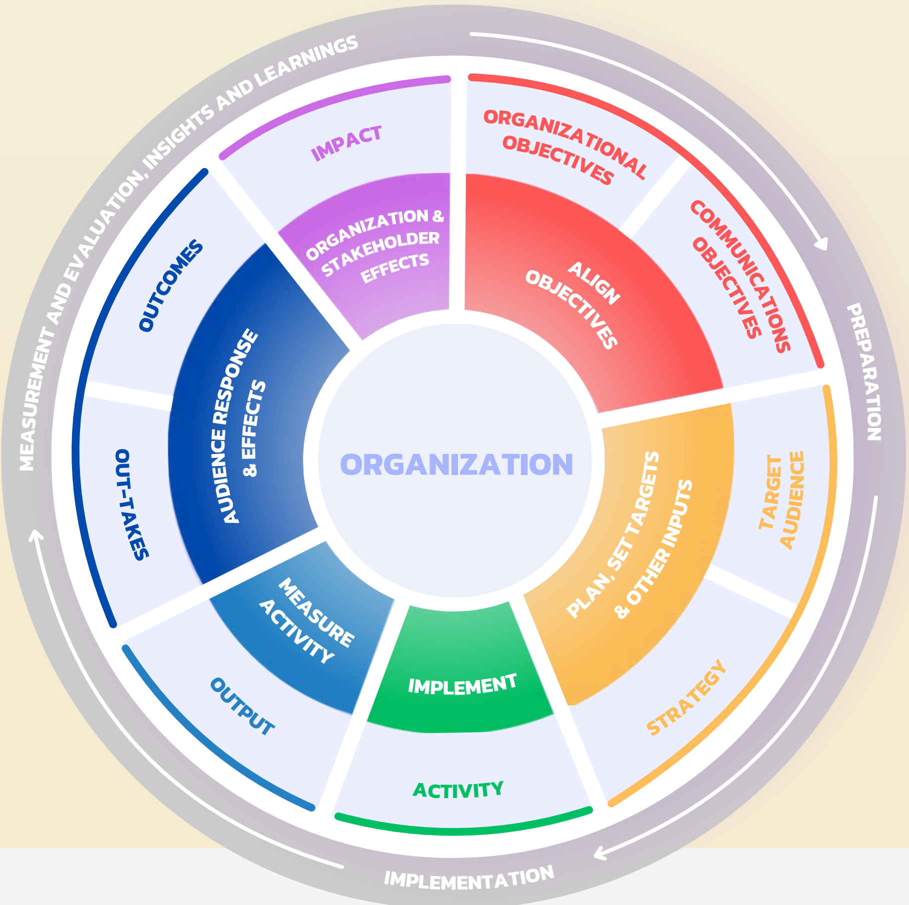
- Don’t ignore time horizons. Short-term ‘wins’ might not indicate long-term success or impact. Many PR driven impacts occur over a long, not short time horizon.

PRINCIPLE 7

Ethics, governance, and transparency with data, methodologies and technology builds trust and drives learning.

Where we started:

2010: "Transparency and Replicability are Paramount to Sound Measurement"
2015: "Measurement and Evaluation Should be Transparent Consistent and Valid"
2020: "Communication Measurement and Evaluation Are Rooted in Integrity and Transparency to Drive Learning and Insights"



Why it Matters:
This principle emphasizes the importance of personal integrity and corporate ethics, governance and transparency at all stages of the monitoring, measurement and evaluation lifecycle.
The capture and use of data and content for measurement and evaluation should follow the legal requirements of the regional jurisdictions to which they apply. This includes consistency with data privacy and protection laws and compliance around the capture and processing of copyright protected content.

As the development of artificial intelligence and other forms of automation is rapidly evolving, measurement and evaluation should be transparent about the use of AI and automation across the whole workflow. When using AI and automation there should be a commitment to data quality, performance observability and tracking and human-in-the-loop governance to build trust and ensure responsible usage. For more guidance, please check AMEC's website for the latest information on the Global Data Quality Initiative (https://amecorg.com/).

Why it's evolved:
The importance of transparency was built into Principle #7 from its first inception and the evolving communication and media landscape has only reinforced its relevance. The latest wording emphasizes that a transparent and ethical approach not only builds credibility and trust, but it also provides evidence-based insights that support learnings and improvement.

Over recent years, changes in regulation, such as data protection and copyright, and rapid development in technology, especially in artificial intelligence, have reinforced the importance of ethical behavior, transparency and governance in the capture and use of data, in research sampling and methodologies and in the use of artificial intelligence and other forms of automation in the research and evaluation workflow. The latest version of Principle #7, and the supporting commentary, makes this more explicit.

What to Do:

Principle 7 – "Ethics, governance and transparency with data, methodologies and technology builds trust and drives learning."

• An honest, open and transparent approach to measurement and evaluation delivers better evidence-based insights that should support learnings and improve the efficacy of communication by feeding into the strategic planning process.

• The credibility of measurement and evaluation is dependent on a transparent, integral and ethical approach. Communication professionals using measurement and evaluation should resist a pressure towards demonstrating a 'successful job' to clients and stakeholders, if this undermines the integrity of the research.

• Research, measurement and evaluation should be clear on the data sources used, and when subsets of data have been used, how the sampling has been applied. This should include how earned media content has been selected for analysis or how fieldwork has sampled respondents for primary research (where for example, some stakeholder audiences maybe under-represented).

• Measurement and evaluation programs should document their research methodologies, including commitment to quality assurance processes to mitigate bias and inaccuracies and build trust in the data and analysis.

• Research methodologies should have a clear policy on how to identify, classify and handle the trust levels in different information sources and channels - for example 'bot' social media accounts verses professional and high-credential journalists and news outlets.

• The capture and use of data and content should follow the legal and ethical requirements in the regional jurisdictions they apply to. This includes consistency with data privacy and protection laws and compliance around the capture and processing of copyright protected content.

• As the development of artificial intelligence and other forms of automation is rapidly evolving, measurement and evaluation should be transparent about the use of AI and automation across the whole workflow. When using AI and automation there should be a commitment to data quality, performance observability and tracking and human-in-the-loop governance to build trust and ensure responsible usage. For more guidance, Please check for the latest information on AMEC's website (https://amecorg.com) on the Global Data Quality Initiative