Measurement and evaluation of outcomes

A study of outcome measurement and evaluation in the Norwegian communication industry, and the attitude towards using standards.

Marte Vasbotten

Master thesis at the department of media and communications

UNIVERSITETET I OSLO

05.11.18

Measurement and evaluation of outcomes

Investigating the state of measurement and evaluation (M&E) of outcomes in the Norwegian communication industry and the attitude of communication professionals towards implementing standards.

2018

Measurement and evaluation of outcomes: A study of outcome measurement and evaluation in the Norwegian communication industry, and the attitude towards using standards.

Marte Vasbotten

http://www.duo.uio.no/

Trykk: Reprosentralen, Universitetet i Oslo

Abstract

This thesis examines the condition of Norwegian communicators when it comes to measuring and evaluating outcomes of communication activities. In addition, the thesis examines attitudes to introduce a standardized set of guidelines on measurement and evaluation in the industry. Barcelona principles already exist but have not been implemented as standardized yet in the industry. I have taken a comprehensive set of data sets by Alexander Buhmann and Peggy Brønn at BI Norwegian Business School in Oslo, in cooperation with the Norwegian Communication Association. I have analyzed this quantitatively using frequency tables. The findings show that respondents want to measure and evaluate more than they do by today, however that several factors help prevent it from being prioritized. While respondents want to measure more, there is skepticism to introduce standards for measurement and evaluation. The theory used is based on outcome measure, existing measurement models and standardization. feltet.

Sammendrag

Denne oppgaven undersøker tilstanden norske kommunikatører når det kommer til å måle og evaluere effekten av kommunikasjonsaktiviter. I tillegg undersøker oppgaven holdninger til å innføre et standardisert sett med retningslinjer på måling og evaluering i bransjen. Barcelona prinsippene eksisterer allerede, men har ikke blitt implementert som standardisert sett ennå i bransjen. Jeg har tatt utgangspunkt i et omfattende datasett gjennomført av Alexander Buhmann og Peggy Brønn ved Handelshøyskolen BI i Oslo i samarbeid med Kommunikasjonsforeningen. Dette har jeg analysert kvantitativt ved hjelp av frekvenstabeller. Funnene viser at respondentene ønsker å måle og evaluere mer enn de gjør per dags dato, men at flere faktorer bidrar til at det ikke blir prioritert. Samtidig som respondentene ønsker å måle mer er det en skepsis til å innføre standarder for målinger og evaluering. Teorien i oppgaven baserer seg på effektmåling, eksisterende målemodeller i bransjen og standardisering og kommer fra fagartikler og fagbøker på feltet.

Preface

Working on this thesis for the last two years has been both rewarding and challenging. It has been interesting to take a deep dive into measurement and evaluation, and I am sure the insight it has given me will be vital for the future.

First, I want to thank my supervisor Audun Beyer (Spring/fall 2017,Spring/fall 2018) for all the good advice and support, especially towards the last months of writing and for guidance in SPSS. I would also like to thank my co-supervisor Alexander Buhmann (Fall 2017, Spring/Fall 2018) for constructive feedback and knowledge about the topic of the thesis.

Thank you to the Norwegian Communication Association (NCA) for the master grant I received.

Thank you to Alexander Buhmann and the NCA for providing me access to the data set used in this thesis. I would never been able to collect such comprehensive data from that many respondents my self.

Thanks to my family, friends and boyfriend for all the support I have gotten during this project. To my best friend, Frøydis, especially for spending time proofreading and giving advice along the way.

And of course, the great group of fellow students for fun and frustrating times at Forskningsparken.

Table of contents

1 Introduction

In November 2016 I read an article in *Kommunikasjon (Haarde, 2016)* about communication professionals feeling they lacked skills needed for doing measurements of their communication activities. At this point I was at my first semester of my masters degree, and had an impression of measurement and evaluation (M&E) as an important part of a project process after learning about it at university. I had learned that to know what you are doing when planning an activity is it important to measure, and use previous measurement in the research before setting goals. After reading the article I started to look closer into M&E in the communication industry and found out that there was a field that was done quite little research on in comparison with other subjects in the communication field. The article from *Kommunikasjon* (Haarde, 2016) showed that Norwegian communication professionals lack skills and knowledge when it comes to measurement, which surprised me, as measurements are useful when wanting to know how the stakeholders perceive the organization. I was intrigued by the fact that what I thought was normal practice in the industry might not be that common at all. This shown to not only be a problem in the Norwegian communication industry, but also in the industry internationally. A global survey conducted by Cision®/PRWeek from 2017 showed that communication professionals are struggling to connect the dots between their content and their business results. This interested me since without results there is no way to know what parts of the activity that worked or to prove the management that communication is valuable for the organization. This was the start of my interest of M&E of communication activities, and the theme of my master thesis.

The work of a communication professional consists of several tasks to perform. This can include press releases and getting media coverage, making events, commenting on media requests, publish and create content for social media and own channels and doing crisis communication to mention some tasks. In most cases does these activities demand planning or a strategy. When planning it is important to do research on who the stakeholders are and what their attitude towards the organization is, and to get this information there has to be measurement of privious activites. Measurement and evaluation (M&E) are both important and relevant in many industries as it tells us if the activity done has had any effect for the organization and if the goals were reached. M&E can help see what could have been done better, how much money activites has generated for the organization or how it is perceived by the outside world or internally in the organization. As with any other organizational activity it is important to know if the resources spent on the activity was effective (Buhmann & Brønn 2018, p.3). M&E is important to provide internal accountability of communication departments as well as it gives an insight that can be used in future activities and strategies (Buhmann & Brønn, 2018, p.3). In the communication industry, M&E can be used as a tool for improvement as it maps out strengths and weaknesses in previous activities. Unlike many industries where activites can be measured quantifiable with use of numbers does the communication industry need to measure the change in attitudes or behaviour that requires qualitative methods. When measuring communication activities one would like to know how the outside world perceives messages that are sent out, how crises are handled and the positioing of the organization. These are factors can be difficult to measure with numbers, and require more comprehensive M&E than output measurement. This may take more time and resources than one have available, or at least this is a perception that seems to be common (Jones, 2014). The media industry has been influenced by globalization and digitization over the last decade (Arsenault & Castells, 2008, p.711-714). This has in many ways made it easier for communication professionals to communicate with stakeholders, measure spread on the internet and social media and publish content quickly and easily. However, it has also made it more challenging to position one self in a larger landscape and be able to control factors that may affect reputation. It has become easier for stakeholders to get information and make up an opnion with Google, social media and online newspapers that is updated continuosly (Arsenault & Castells, 2008, p.717). Therefore, it is useful to know and have insight on your surroundings as a communication professional. However, many of the existing tools have been borrowed from other industries like advertising and marketing that can be used to measure media covarage and activity on social media. A problem with these tools is that they usually look at the output, the amount of something, of an activity and not the outcome such as attitude and behaviour. There is little doubt that M&E provide a better insight into the work you have done and what it means to your business, however there are obsticales or other prioritziments made that is roadblocks for getting communication professionals to measure their activities (Macnamara, 2014, p. 8-12).

One of the biggest challenges a communication professional is facing today is making sure their activities create value and contribute to fulfilling their organizations goals (Zerfass, Verčič & Volk, 2017 in Buhmann & Brønn, 2018, p.3). It is alarming that studies around the world show a consistently low level of usage of M&E by communication professionals, given the funktien of M&E for accontability and improvement (Buhmann &Brønn, 2018, p. 3). The low level of M&E usage indicate that many communication professionals work without knowing exactly the landscape they are communicating in or what kind of effect their communication activities has. This thesis will look closer in to the state of M&E of outcomes and the attitude towards use of M&E standards in the Norwegian communication industry.

1.1 Measurement of outcomes

When measuring a communication activity there are plenty of options of factors to measure. These factors can be likes and followers on social media posts, media coverage and reputation. All of these factors can provide information and be used in an evaluation, but not all measurements can give the real value of a communication activity. Outcomes such as changes in awareness, knowledge, opinion, behaviour and attitude from the stakeholders give information on what effect the communication activity has and therefore also the value of the activity (Michaelson & Stacks, 2017, p.25). Outcomes can be measured with surveys, focus groups or interviews. It is difficult to know what to do in a communication activity if you do not know the attitude and behaviour of the stakeholders. The stakeholders can include everyone, not only the main target group of an activity. Because of this, is outcome measurement an important measure for communication professionals to do, instead of only doing for example output measurements as numbers from social media and media coverage. Another factor that is important to think about when doing measurements is that it should answer the goals. If the goals are connected to behaviour and attitude of the stakeholders this should be measured and evaluated. Outcome measurement is important for this thesis as focuses at the effect of the communication and can show the impact of the work.

1.2 Previous research and research contribution

There are several opportunities when it comes researching field of M&E in the communication industry. One way is to study the way organizations measure and evaluate, how their attitudes towards measurement are, who are the communication professionals that measure and so forth. Existing studies in the field looks into what communication professionals does when it comes to M&E, but there is a lack of studies examining the reasons behind why the professionals use measurement or not (Buhmann & Brønn, 2018, p.5). A report from Cision and PRWeek (2017) states that digital communication makes nearly all actions and results quantifiable, and that this should be used to expose weaknesses in strategies and tie it to larger business goals rather than proving own worth as a communicator. An obstacle in the industry seems to be that communication professionals use results from M&E to prove their worth rather than using the results to improve future activities.

The exciting research on standards is mainly focusing on standards in general and with examples from other industries than the communication industry. M&E standards in communication is a field that have not been explored much, but the International Association for Measurement and Evaluation of Communication (AMEC) work to provide practitioners with information about measurement and communications. AMEC was in charge of creating the Barcelona Principles that are a standardized set of principles used in the communication industry.

Alexander Buhmann, Assistant Professor at the Norwegian business school BI has collaboration with his colleague Peggy Brønn and The Norwegian Communication Association (NCA) made the survey used in this thesis. The survey explored the use of measurement and evaluation in the Norwegian communication industry. The survey shows that there is a lack of skills and knowledge on measurement amongst the respondents (Haarde 2017). This thesis is built on a survey that is already conducted. However, I believe the discussion and findings in this thesis may be relevant for further debates on the field of measurement and evaluation in Norway as it might uncover strengths and weaknesses. Hopefully, the results and this thesis can also be a part of increasing an interest for doing M&E of outcomes, and might inform more communication professionals about M&E standards.

1.3 Research questions and scope of the study

Based on what I have presented so far I have formulated three research questions that I will explore further. This master thesis will focus on the importance of M&E on outcomes and communication effectiveness. In addition to this the thesis will also look closer into Norwegian communicators knowledge and skills of M&E standards, and their attitude towards implementing M&E standards in the industry. The aim for this master thesis is to shed some light on how Norwegian communicators do outcome M&E to find the value of their communication activities, and their attitude towards standardized principles. The results, discussion and conclusion will hopefully contribute with a result that can be helpful when trying to get more communication professionals to do M&E of their activities. The data material in this thesis is based on a survey where Norwegian communication professionals that are members of Norwegian communication association have responded to their habits in terms of measurement and evaluation, and on the part how standardization of principles affect measuring habits. In this thesis the main focus will be on outcome measurements as that can tell us something about the attitude and behaviour of the stakeholders.

With that in mind these three research questions where developed:

RQ1: What is the state of outcome measurement and evaluation (M&E) in the Norewegian communication industry?

The first research question will help establish a general perception on Norwegian communicators behaviour and attitude when it comes to outcome M&E.

RQ2: What kind of obstacles and opportunities exists when it comes to advancing M&E in Norway?

The second research question aims to look closer into why communication professionals do measure and evaluate or if they do not. With this research question will this thesis look into what the respondents measure and how frequently they do so. This will tell something about their habits when it comes to M&E, and might reveal a pattern in what is not prioritized.

RQ3: What are the obstacles and opportunities of advancing M&E with specific regard to standardization?

The last research question looks at obstacles and opportunities as RQ2, but focuses on the standards used in M&E. This research questions will be answered with parts of the data that has not been published yet.

This thesis is based on data collected by Alexander Buhmann and Peggy Brønn in collaboration with the Norwegian Communication Association (NCA). In 2016 they sent out a survey to members of the NCA with the intention of mapping out the state of M&E in the Norwegian communication industry, and the attitude towards implementing M&E standards. The motivation for using an already existing data set is that that the survey used seeks to shed light on some of the same issues as this thesis addresses as well as providing me a wider spread of respondents than I would have the recourses to do my self. This was an opportunity

I had to take. The selection of questions from the survey that I use in the analysis can be found as Appendix 1.

1.4 Overview of the thesis structure

This thesis is divided in to six chapters, including the introduction chapter.
Chapter 2: Measurement and evaluation in the industry. This chapter seeks to give a historical overview over measurement and evaluations in the communication industry and explain the processes of a communication activity. This chapter is not explicitly related to research questions like the theoretical framework, however the chapter addresses factors that are fundamentally important to understand the industry and why things are done the way they are. This chapter will also present other data and research done on the same subject.
Chapter 3: Theoretical framework. This chapter will present relevant theory and models on measurement, evaluation and standards in the communication industry. The theoretical framework focuses on the project process of a communication activity, M&E industry standards, outcome and output measurements and the difference between those two types of measurements.
Chapter 4: Method and data. This chapter will explain my choice of method and the data set used in this thesis. I will debate the advantages and disadvantages on using an already existing data set and explain the methodological set the thesis is based on. I will address variables that go into the analysis and technician I have chosen to use. This chapter will be finalized by an account of validity, reliability and generalization.

Chapter 5: Analysis of the data. In this chapter I will present and discuss the findings from the data set. This will be presented in cross tables and be analysed in a quantitative way. Some of the questions from the open-ended question will be presented with quotes and be analysed with a qualitative method.

Chapter 6: Discussion and conclusion. In this chapter the findings from the analysis chapter will be seen in a context of the theory. This chapter will also conclude with the findings, acknowledge limitations with the thesis and present ideas for future research.

2 Measurement and evaluation in the Norwegian communications industry

Jim Macnamara (Paarlberg 2015) once claimed in an interview with *The Measure Standards* that there is not an option to not do measurement and evaluation (M&E) in public relations - unless we are mind readers. We do not know what to do in communication before we measure and evaluate our activities (Paarlberg 2015). Measurement and evaluation are therefore an essential part of PR work to know what we are doing as communications professionals. When measuring communication activities one can use standards and follow them as guidelines. It exist many organizations on global and national levels that work to implement standardized principles for M&E. This is will allow the communication professionals to easily compare results from previous activities, legitimize their work to the management and map out what parts of the communication activities that work. With international standards it will also help the communication industry to get professionalized as standards provide evidence of the validity of the research process in combination with best practice (Michaelson & Stacks, 2017, p.19-20). The communication industry consists of communication professionals with many different academic backgrounds as communication and information studies are a quite new direction within academia. Many communication professionals come from backgrounds such as journalism and economy (Larsson, 2012, p. 19; Tench & Yeomans, 2014, p. 144-145).

Communication is a relatively new professional activity and as the industry continues to expand worldwide there is a greater demand to get universal agreements on concepts, models and theory on the field (Watson and Noble, 2017, p .1-2). M&E is something that has been discussed in the communication industry, especially over the last decade. This is a result of globalization, new communication technology and a new type of activism from the stakeholders that can give negative publicity (Ihlen, 2011, p. 48). As I will get into later in the analysis chapter, only half of the respondents measure the outcomes of their communication activities. There can be many reasons why communication professionals not measure. The lack of knowledge in the field might be a reason as M&E is not a set norm in the industry and the fact that communication professionals come from different academic backgrounds and do not have the same references. Therefore, standards are useful for communicators to know how they should pursue the measurement process (Michaelson and Stacks, 2017, p.20). Standardization of measurement will give professionals guidelines on how to measure and evaluate their work. The international Association for Measurement and Evaluation of Communication (AMEC) has a mission of education and innovation in PR and communication M&E (AMEC 2016). In 2010 AMEC launched the Barcelona Principles established by the communication industry to measure efficiency of communication campaigns (Leggetter 2015). The principles were updated in 2015. The Barcelona principles 2.0 are a set of seven guidelines set by academics and professionals to help communication professionals measure efficiency and value of the work (Tench & Yeomans, 2014, p.169). The principles and standards will be presented in the next chapter. A standardized set of guidelines can also help the communication industry to get more professionalism when you have something you should follow to research the best result possible (Michaelson & Stacks, 2017, p.20). Professionalism can be gained from objectivity and high standards of conduct and performance (Tench & Yeomans, 2014, p. 107)

2.1 Measurement in the communication industry – a historical overview

M&E have always played a more central role in fields such as advertising and marketing, which bases a lot of their work on numbers and quantitative data (Michaelson and Stacks, 2010, p. 37). They can for example base their measurements on reach and likes from social media. Lately, it has become more increasingly important for communication professionals to measure the effect of their work over the years to prove the effect of their work to the management of the organization (Duhigg 2012). As in advertisement and marketing communication professionals can also measure the reach of a post on Facebook, numbers of people on an event or number of followers on Instagram when measuring outputs. The problem with this might be that it does not necessarily give a picture of the positioning of the organization or what the stakeholders think of them. The numbers on social media does not necessarily give any answer if the goals were reached. The society is in constant development in terms of technology, politics, globalization and it is important for an organization to protect their actions. With a digital and global world it is easier for stakeholders to express their opinions, which gives communication professionals more comprehensive job to do when it comes to maintaining reputation and interest of the organization (Tench & Yeomans, 2014, p.77). To find out if the reputation is maintained, if the stakeholders feel heard or if the message sent out was read the way it was meant to measurement is important. M&E as means of assessing communications effectiveness is nothing new (Noble and Watson, 2017,p. 17). The start of measurement in the communication industry can be dated back many years in time. “As far back as the early 19th century, social scientists have been creating measures of human behaviour and measures that predict those behaviour.” (Michalson and Stacks, 2017, p.65). In the 1930s evaluating systems, testing, measuring and analysis was an integrated part of the advertising industry. Methods from the advertising industry were also used to measure communication and PR activities (Michalson & Stacks, 2017, p.6) In the 1950s a company called “Group Attitudes Corporations” (GAC) was bought up by the PR firm Hill & Knowlton. GAC worked as a daughter company who did research and measured for clients of Hill & Knowlton (Stacks and Michalson, 2017, p. 7). Scott Cutlip and Alan Center was in 1952 the first to write about measurement of PR in an academic publication. Four years later Institute of Public Relations (IPR) was established. For the past 60 years they have worked to get research on measurement in the communication industry on the agenda. However, IPR struggled in the beginning to get the support from the industry on research and measurement to be considered as an important part of the work (Tench and Yeomans, 2014, p. 13-14)

At the end of the 1960s and the start of 1970s it was written more books and articles that addressed PR and communication measurement and evaluation (Watson, 2011, p. 5). Cutlip and Center, David Dozier and James Grunig was among the academics with an interest in the field. In this period the difference between advertising and communication became clearer when it came to measuring. Advertising had more control over the message in media than what communication had. The communication industry therefore needed methods of measurement that was more adjusted. Even though there was an increasing interest for the field, the competence did not reflect this. (Michaelson & Stacks, 2017, p. 6).

In the 1980s and 1990s research and analysis agencies specialized on measurement and evaluation of PR outcomes. However, the agencies were most interested in media surveillance and media coverage. The competence and scientific methods for measuring efficiency of communication were almost non-existing. In the 1990s several communication organizations started to make articles and conferences discussing the issues. AMEC was founded in 1997. They wanted to be a forum and an international network to share knowledge and science on the field. In 2010 AMEC held a conference where 200 international PR academics and professionals together agreed on the Barcelona Principles that should set a standard for how to measure and evaluate in the industry (Tench & Yeomans, 2014, p. 169; AMEC 2016)

Today, years later, the topic of measurement is more relevant than ever as there is a need for showing results and important to map out where the organization stands in the society. Measurement has been debated and researched throughout the last decades, and the knowledge is spreading. A lot is happening in the academic field, and many practices are following (Volk, 2016, p.963). One could argue that communication professionals measure to show the organisation the value of their work – for the management as well as to improve their own work. A key conclusion on the field of M&E in communications seems to be that professionals still rarely measure the effect of their communication level (Buhmann, Likely & Geddes, 2018; Zerfass et alm, 2017, in Buhmann & Brønn 2018, p. 5). Existing research on the field of M&E is mostly based on descriptive empirics that tells what the practitioners are doing and not doing. A consequence of this is, there is a lack of empirical evidence on communication professionals' attitudes toward M&E (Buhmann & Brønn, 2018, p.5).

A strategic way to work is to measure and evaluate communication activities to see if the goals and objectives have been achieved. These evaluations will thus provide information on adjustments and changes in future measures to improve (Falkheimer et al., 2016). Research, planning and measurement is simply the best way to demonstrate the impact of public relations when helping an organization achieve its goals (CIPR, 2011, p.8). Measurements and evaluation from previous activities also helps us do research for the next activity planned. Evaluation is an established part of the planning. Planning an activity that contains several stages of the evaluation when one or more of a variety of methods are used to determine if decisions can lead to a specified set of results (Khakee 1998).

2.2 Organizations and associations

There are several international organizations and associations for M&E in the industry. Some seek to educate practitioners, such as the AMEC. Other organizations measure and evaluate for or in cooperation with large organizations: such as the reputation institute (RI) who evaluates the reputation of large brands and organization, but also on cities and countries. RI evaluates organizations with a measuring tool named Globak RepTrak ™ Pulse that measures the degree of admiration, trust, good feeling and overall esteem that stakeholders hold about organizations (Tench & Yeomans, 2014, p.191). Agencies all over the world measure organizations reputation through RepTrak. In Norway this is done by the agency Apeland in collaboration with BI professor Peggy Brønn. They do reputation measurement as well as making the ranked list nationally (Vasbotten, 2016, p.9, Tench & Yeomans, 2017, p. 169).

AMEC launched the Barcelona Principles, which will be properly presented in the next chapter that is a standardized set of principles for practitioners to follow when measuring and evaluating. The Barcelona Principles are set as international guidelines to create a similar perception in the industry. The Global RepTrak ™ Pulse is also the most used tool international when it comes to measuring reputation. International standards and ways of measuring create a global understanding (Tench & Yeomans, 2014, p. 169). In Norway The Norwegian Communications Association (NCA) is the largest professional interest organization for communication practitioners. The association has around 4000 members from all over the country in the private and public sectors (Kommunikasjonsforeningen, 2017).

2.3 Measurement in the communication industry

The discussion on measurement and evaluation in communication industry has been lifted in recent years even though it is one of the oldest research topics in corporate communication. In this section I will provide a brief summary of Norwegian debate on measurement of communication efficiency and present several international organizations that work with measurement and evaluation.

In 2009, Nils Apeland wrote in the magazine *Kommunikajon* that Norwegian communicators must stop looking at measurement as just numbers and facts, and starts to use it as a strategic tool (Apeland, 2009). He claimed everything could be measured and it did not have to be complicated. His suggestion was that an organization should perform three types of analysis on a regular basis: costumer satisfaction analysis, reputation analysis and organizational analysis. Together, these three analyses would give a good foundation to be able to document the effect of the activity or work done. For the purpose of this thesis and communication professionals the reputation measurement is the most relevant, however both organizational analysis and costumer satisfaction can also get results from outcome measurement.

Measurement of communications is, as mentioned previously, a topic that concerns communication professionals worldwide. Many big organizations seek to shed light on the subject and find out why so many communication professionals do not measure their work, and if they do how do they use the results. Mapping the state of M&E is important to get an understanding of the priorities of communication professionals. The dataset from the survey is use in this thesis gives insight in how the state is in Norway, but it can be helpful to look at other global surveys as well for comparison.

The recent Cision®/PRWeek (Earned Media Rising 2017) global survey shed light on challenges and trends in the communication industry. PRWeek is a leading source of news, analysis and features in the communication industry, and Cision is a global software provider for PR and marketing. The survey had a total of 425 respondents that are at a senior level from both agencies and in-house. The respondents are from the U.S, Canada, U.K, France, Germany, Sweden and China which give a wide spread of different respondents. This survey looks closer in to how a better understanding of contents impact on consumer behaviour elevates the communication function. The survey shows that communicators struggle with connecting the dots between content and business results. Without being able to show results it is more difficult to get more resources. Lack of metrics seems to be a reason that it is difficult to prove the effect of the work. The survey shows that 3 out of 4 respondents feel the communication industry can do a better job of measuring and proving its impact on business objectives. Nevertheless, 58% of the respondents claim they do not have a good sense of what people do after they consume the brands content.

PR News has also done a research report in collaboration with PublicRelay named “The stateof Data-Driven Communications Strategies” (Goldstein 2017-2018). This report aims to look into how data are collected and how it is used. This report claims that the data collected by communication professionals needs to be taken to the next level, and not only be used to prove a value. The report states that digital communication makes nearly all actions and results quantifiable, and that this should be used to expose weaknesses in strategies and tie it to larger business goals rather than proving own worth as a communication professional. The report contains a survey conducted in October-November 2017 and the respondents consisted of communication professionals at director level, and separately at the VP level and above.

On the question “How prepared are you with data to make decisions?” 74% of the respondents say that “I sometimes have good data, but the quality is not consistently reliable”. The CEO of PublicRelay said, “If you are going to defend your work to the CEO, you’d better invest in a solution that actually gives you reliable insight” (Goldstein 2017-2018). The report shows that the respondents think that accuracy and insightful data is the most important change they want in their way of measuring and evaluating.

In Norway NCA wishes to put pressure on the Norwegian communication industry to make them better at measuring the effect of activities and show the value of the job they are doing. The association has created a selection that will map out how impact is measured today and prepare proposals for improvement measures. This is done in the light of the newly revised Barcelona principles - International Driving Rules for better communication measurements (Haarde 2016). NCA has M&E as a prioritized area of interest (Revaa, 2016). If one can not document the value of the work done it is easy to be considered irrelevant and be a victim in the organisation in cut of staff and budgets. Measuring can help legitimize your work (PR-operatørene, 2017).

Measuring reach, followers, likes and ad-value is not always a way of measuring that will give an insight or correct data. An example can be followers on Twitter where several of your followers can be fake or inactive. This might give your ad or campaign a completely different value. Return of investment (ROI) is often used in marketing communication, but it has no great purposes for communication, as it focuses more on advertising value rather than the content. For a communication professional it will be valuable to map out the landscape and different opinions of stakeholders rather than a total value. The consequence of using ROI is that the results will be wrong, but still be used. This is a problem in the industry (Aaneland, 2013).

AMEC has a framework with four ways to measure: Outputs (1) are the direct and quantitative numbers that can uncover people’s interest in a campaign, outtakes (2) are the long term and qualitative goals like knowledge and feelings attached to a campaign, outcomes (3) measure the change in attitude or action after a campaign and at last impact (4) that looks if the organization has made better sales or positioning on their market share.

(AMEC Framework, 2016) The framework is designed to work across different communication scenarios and channels: paid, earned, shared and owned (PESO), commercial to public sector, consumer to business-to-business, campaigning to lobbying. (AMEC FAQ`s, 2016). Although the framework can be used after a campaign, it is helpful to use it in real-time to plan in advance and follow the activity as it develops. One thing that seems to come back in articles about measuring is a clear goal from the beginning. Communication is never the goal itself, but is used as a tool to achieve it. Therefore, the effect should be based on the goals you want to achieve. The goals have to be clear and measureable before you start communicating (Aaneland, 2013).

2.4 Chapter Summary

With a globalized world and digital platforms such as social media and comment sections on online media we have a closer and more interactive audience than ever. This can give both advantages and disadvantages. It is easier to have a conversation with stakeholders and distribute information quick if that is needed. It also gives stakeholders more power, which means that communication professionals lose some control, and as we cannot always predict how the stakeholders will react to the activities and communication from an organisation. M&E is therefore a good tool to know what we should do and how the stakeholders react.

Surveys conducted on M&E shows those communication professionals who struggle to find the link between their content and business results. Some of the surveys presented also reveals that a lot of the data collected from M&E done by communication professionals is not of good quality. This might be an effect of measuring for legitimizing our work instead of looking at how the effect can benefit the organization. Using measurement methods from other industries, such as marketing, can also give results from a project but might still not be relevant to the goals. If the measurements do not answer to the goals this will have an effect on the evaluation and the way the project or action is perceived. The analysis chapter will look further in to exactly why and how measurements are done.

The aim of this chapter has been to map out how the industry relies on measurement and evaluation today here in Norway, but also globally. To illustrate this, I have used the foremost organizations within communication and measurement internationally, but also examples from Norway. A lot of standards and framework used in communication measurement are made globally and aim to get a worldwide understanding. This chapter presents the state of measurement globally through other surveys and data, and presents some of the existing research on the field. This is an important foundation to have before the theory is presented and the data set itself is to be analysed and discussed.

3 Measurement, evaluation and standardization

In this chapter, I will establish and discuss the theoretical perspectives and terminology used in the thesis or relevant for the thesis. Several existing models and theories regarding measurement, evaluation and standards will also be presented. As mentioned in the introduction, the thesis focuses on theory relevant to communication practice as the research questions seek to examine the respondents' behavior and attitudes concerning the measurement of outcomes and implementation of standards in the communication industry.

3.1 Measuring and evaluating a communication activity

In *Evaluating Public Relations (2014),* Watson and Noble states that it is crucial to measure and evaluate if you want to know the effect and outcomes of a communicative activity. This statement is also supported by other academics such as Jim Macnamara (2015). In other words, the measurement and evaluation of a communication activity will help determine if it was successful or not. The parameters for the M&E have to be established at an early stage when planning an activity if you want to know the effect. Evaluating the project at a later time can be challenging if there are no measured results. Therefore it is crucial to have a plan for evaluating the effect of the project (Larsson, 2012, p.245.) An organization should plan to coordinate projects, function rationally and control the routines, both at an organizational level and at the communication level (Larsson, 2012, p.127). Tench and Yeomans (2014) integrate planning, communication tools and evaluation as a part of the measurement process. When planning a communication activity, it is important to set goals and objectives that are measurable and can used in an evaluation when looking for the effect after the project has finished (Tench & Yeomans, 2014, p.152). Planning and executing an activity are processes that are tightly connected and every step is important to complete. The measurement should examine whether the goals were achieved; this will then be discussed in the evaluation. In many cases communication projects and activities are deemed as finalized after they have been executed. However, some might argue that without measuring and evaluating the project process is not really completed, even though the audience will not see any difference as the two finals steps are most often for internal use (Stacks & Wright, 2017, p. 38). Donald K. Wright, professor at Boston University, went even further when he stated "if you don't have research on the front end and evaluation in the back end, it isn't PR" (Wright 1990, in Stacks

& Michelson, 2017, p. 38). M&E is also important to facilitate insights and learning, and to enable communication departments to improve and contribute to strategy development in their organization (Buhmann & Likeley, 2018 in Buhmann and & Brønn, 2018, p.3). Since organizations has a central part in our lives and in the public sphere, is it important to have a critical look at their communication activities. A critical view is about identifying values and interest. In addition, understanding the critical view will help you as a communication professional to be aware of the critical perspective, which will make you more aware of political and ethical issues (Ihlen & Robstad, 2004, p 169). Based on this we can say that as well as showing management that the resources spent has had an effect, carrying out M&E can be valuable for communication professionals in terms of planning successful projects in the future.

Going forth there is a need to identify and separate the two terms; *measurement* and *evaluation.* Measurement is simple to implement, as it is a scientific process to know the properties of an object. When we say we measure something it means that we are establishing a ruler or standard that allows for comparisons and interpretations of "data" obtained from those measures (Stacks 2017, in Stacks and Michalson 2017, p. 52). There are different tools for measuring, for example a speedometer, to measure the speed of a moving vehicle, a bathroom scale to measure a person's weight and a thermometer to measure the temperature of an object. In its simplest form, measurement is an observation. From a business perspective, measurement is most often used to track financially related variables. From a communication perspective, measurement is less precise because the data is soft, and therefore not as easy to observe. Hard data is data that can easily be categorized and are accurate. With soft data it will say that it is not easy to achieve an accurate measurement. Stakeholders have opinions and feelings that can be difficult to transfer into numbers or accurate categories. That does not mean that soft data cannot be measured, but is one reason why investment in communication measurement has suffered. With the other measurement tools mentioned we measure how fast, heavy or warm something is based on a standard. However, when we do not have a set standard to measure by, we probably also need operationalization

Evaluation is the final part of the project and is an important part of the process (Stacks and Michalson, 2017, p 53). Evaluation is when you consider whether a plan or process to be a success or a failure. It is not crucial to have results from measurement to evaluate these projects, however, an evaluation process become easier when measured results are available

(Watson & Noble, 2014, p. 18). In some cases the evaluation is crucial to know the effect or to summarize as not all projects are easy to measure or measure accurately. While evaluation is both an on-going and end-of-campaign process, a thorough review of all communication activity should be undertaken regularly, this does not need to be as frequent, but can be done on a yearly basis (Tench & Yeomans, 162).

Evaluation is an activity based on research, and any progress has to be underpinned by an understanding of research models. This means that professionals should have a basic understanding of models used in research (Watson and Noble, 2017, p.35). When a measurement or evaluation is done, an analysis can start to compare it to other activities based on the execution or the goals set. In some cases the evaluation can be easy — for example, if the goal was to achieve a change in a law and this happened, it can be ruled as successful. Another example can be a project where the goal is changing an attitude in a community. The effect of this can be a challenging to evaluate because it will both take longer and be harder to measure (Tench & Yeomans, 2014, p.161).

Communication professionals might work as a spokesperson for the organization. They plan and execute communication activities to build relationships, minimize damage and spread information. In many cases the content of the information is already known in the industry, but can be adjusted when published by communication professionals in a manner that is ready to be published and with the right angle for the stakeholders to read (Ihlen, 2011 p.77-78; Tench & Yeomans, 2014, p. 49). The difficulty when measuring an activity is that it is not easy to separate if it is the message; the quality of how the message is presented or the way that the message is presented that gives the outcomes as it does. Often there is a combination. As mentioned, the information in many cases already exist, in the way that communication professional has to work with the information they get from the organization rather than creating it from scratch. Therefore, a task might be to communicate information that already is negative. In this case the outcome might be negative, even though the communication professional has communicated in the best way possible.

"Building in evaluation focuses effort, demonstrates effectiveness and efficiency and encourages good management and accountability. However, research shows that there is still a limited amount of evaluation done in the public relations industry and it is fraught with debate and difference" (Gregory and White 2008, in Tench & Yeomans, 2014, p 161).

As Gregory and White states, there is a limited amount of M&E done, even though it is important to demonstrate effectiveness and accountability. One reason why this is the case could be that communication professionals do not know how to measure and evaluate their communication activities.

3.2 Standards and standardization of M&E

Standards can be a helpful tool or guideline when it comes to measuring communication activities. This thesis seeks to get an understanding of obstacles and opportunities that comes with getting M&E standards in the communication industry. This can help the associations that are trying to implement standards in the industry get an understanding of the industry's general knowledge level and attitude towards standards is.

As mentioned at the beginning of this chapter, measurement is a standard in it self. So what is the difference between measurement and measurement standards? To understand standardization of M&E in the communication industry there is first a need to explain what a standard is. The *Oxford English Dictionary defines* standard as "an idea or a thing used as a measure, norm or a model in comparative evaluations" (Oxford English Dictionary n.d). Standards can be used as a set of guidelines when measuring. A standard should be the norm that is followed. Standards are used to get a mutual understanding on how things are done, both in an organization, but also on an international level. One can define a standard as a type of rule meant for common use (Blind, 2004 in Brunsson, Rasche and Seidl, 2012, p 615). In the communication industry this means that all communication professionals use the same standards when it comes to M&E of a communication activity. The standards that have been set will help the communication professionals define what needs to be measured (Michaelson & Stacks, 2017, p. 18-19). It will be easier to determine the performance of a public relations campaign and on a foundation of standards that is the same for every one in the industry (Thorson et al, 2015, p. 3). Standards are important, because they can help us to determine whether or not a communications goal is being met or if there is a need to change the course of a campaign to obtain a set objective (Thorson et al, 2015, p. 4). The difference between measurement and measurement standards is that there are several ways to do measurement, but the standards are more of a set of guidelines or optional rules to follow. Measurements can be done on for example outputs and outcomes. With a standardized set of guidelines of

M&E, it will be easier for a communication professional to know what to measure, and what to look for. Michalson and Stacks (2017, p. 204) mentions a list of reasons why standards are important in communication measurement and evaluation; standards are necessary conditions for professionalism, standards tells us what to research, standards provide the only way to effectively provide comparative evaluation (Stacks, 2016 in Michalson and Stacks 2017, p.204). Michalson and Stacks then divide standards into three categories. First; ethical standards that address how researchers should approach research the participants and the nature of business. Then measurement standards that address how data should be created assessed and evaluated. Third and last, evaluation standards that provide the researcher with a tool that allow him or her to compare results to others (Michalson and Stacks, 2017, p.204).

In order to make standards known communication professionals have to be engaged. Standards created by private organizations may lack formal authority (Ahrne et el., 2007 in Slager et al, 2012 p.777). A way around this might be to collaborate with organizations and associations that can provide the authority needed. Slager et al. (2012,p.777) summarize engaging as work that serves to create the knowledge and expertise needed to legitimate standards. They identify two types of engaging work: convening and educating. Convening refers to the creation of collaborative arrangement with the goal of solving a particular problem (Dorado, 2005, in Slager et al. 2012, p. 777). In Slager et al´s context *convening* work aims to create loose alliances with an external third party of experts. Educating work serves to provide companies with knowledge by monitoring the behaviour of standards; this is done by other organizations (Dorado, 2005, in Slager et al. 2012, p 777-778). In Norway the Norwegian Communication Association (NCA) work to educate communication professionals with courses and articles about different subjects from the industry, amongst them are M&E (Kommunikasjonsforeningen, 2017).

There are many different measurements found in social sciences literature that could be adapted to public relations. Unlike academic research that can take months or years to conduct, communication professionals operate with a much shorter timeline to prepare and measure and have to do things as they go along. To make the process of measuring and evaluating more effective it is helpful to have guidelines to follow (Michalson and Stacks, 2017, p. 64).

Standards form a prominent part of most modern organizational life, but their study as a product of organizational activities is still in its infancy (Brunsson & Jacbosson, 2000; Seidl, 2007, in Slager, Gond and Moon, 2012, p. 765). Approaches to measurement and evaluation of public relations effectiveness have evolved since the start of the practice (Watson, 2012; Michaelson & MacLeod 2007, in Thorson et al, 2015, p. 5). Establishing guidelines and international standards to professionalize the industry, as well as improving the quality of communication activities, is something the communication industry have worked on for many years. A number of scholars and practitioners have come together to identify standard approaches for measurement and evaluation in public relations with the aim of creating a level of measurement consistency across the profession (Thorson et al, 2015, p. 3). The International Association for Measurement and Evaluation of Communication (AMEC) has, in collaboration with communication professionals worldwide, established standards for the communication industry. These standards are named the Barcelona Principles. The standards have been developed to make it easier to evaluate and compare results of the communication activities. This is to help the practitioner to see if the work has had any effect or impact. The movement towards standardization is an attempt to push back against the inconsistency of methods developed by internal communication teams and the often-proprietary measures packed by public relations agencies. Although the movement towards standardization is integrated in many organizations world wide, it is not yet known to what extent organizations are aware of actually adopting recommended measures (Thorson et al, 2015, p. 5). Thorson et al predict that the organizations and communication professionals that are most innovative and proactive are the ones who most likely adapt the standards. Many communication professionals might not be familiar with M&E, and standards can make it easier for communication professionals to start measuring their work. The Barcelona principles can help make sure the measurements are of good quality.

3.2.1 The Barcelona Principles

AMEC did in 2010 agree with 200 communicators and academics worldwide, to seven principles for standardization of measurement. The Barcelona Principles states that goal setting and measurement are fundamental in any public relations program (Watson and Noble, 2017, p.119). The principles represent the first international understanding of standards when it comes to measuring communication campaigns. The principles are relevant for this thesis as they are made for helping professionals with M&E, and the principles are tried implemented as international standards. The survey used in this thesis also asks the respondents about their knowledge to standards and the Barcelona Principles. This will be important when I discuss the third research question later in this thesis on what the obstacles and opportunities of advancing M&E are, with specific regard to standardization.

In 2015, Barcelona Principles 2.0 was launched, which is a reworded version of the original principles. Barcelona Principles are a good example on how to standardize measurement in the industry. The principles work as guidelines for communication professionals and represent the first internationally agreed set of standards on the measurement of communication campaigns (Tench & Yeomans, 2014, p.169). The Barcelona principles (AMEC 2010) stress that media measurement "requires both quantity and quality", such as output and outcome measurement (Tench & Yeomans, 2014, p.175). In a presentation from the Barcelona-conference AMEC claims that the goals must be SMART; specific, measurable, achievable, relevant and timely (Macnamara, 2005, 9). SMART is probably the most common term associated to objective setting (Watson and Noble, 2014, p.119). Watson and Noble (2014, p.199) mean that the SMART objectives should frequently be regarded as an ideal to aspire to rather than practical propositions in all circumstances. If the goals are SMART it gives a good foundation to be able to measure and to follow the Barcelona Principles. The principles are considered foundational in specific measurement programs as they define goals and objectives, and not only intend to demonstrate proof of performance, but also be help to continuous improvement. How familiar a communication professional is to the Barcelona principles might say something about how updated the person is at the measuring field (Leggetter 2015).

Some critique the Barcelona Principles for not going far enough and that the principles are too common sense working advice and is to simple for standards, as for example setting goals, measuring social media and being transparent (Doyle, 2010). The critique is that the standards should be more advanced and that the Barcelona Principles are things that a communication professional should know already. The Principles are not yet implemented fully in the industry and not known to all communication professionals. Pauline Draper, chair of the IPR commission on measurement, has confirmed that there are no plans to run a communication campaign for the principles to be more known to professionals. She believes that discussions at industry events and communication through IPR and PRSA network would spread the word and get communicators to follow and implement the principles (Doyle, 2010). The seven

Barcelona principles (Tench and Yeomans, 2014, p.175) state important things to remember when measuring, so the content of the principles will be found in the rest of this chapter.

3.3 It all starts with goals and objectives

When discussing M&E we often talk about planning and goals, as this is necessary to know what to measure. Larsåke Larsson (2012, p.109) believes that any person with the intention to carry out a communication activity must have an ambition and a goal. Without a goal it should be reconsidered if the activity should be completed at all. Before starting a communication activity, one must first assess whether the activity you intend to complete is at all necessary to achieve the objectives or goals you have set. A communication activity can be executed in many ways and on different terms. An activity can be done as a routine, something that has always been done in the organization, it may have a production agreement or a decision maker might want it a certain way. It is therefore important to map out why the activity should be done and what goals it wishes to achieve (Larsson, 2012, p.110). A goal does not have to be advanced, but it has to be clear. There is a need to explain and separate the two terms: goals and objectives. The terms "goals" and "objectives" tends to be used interchangeably, as they are quite similar. But there is a difference. Goals provide a framework for decision-making behavior, but are too broad when it comes to making day-to-day decisions. Objectives are statements emerging from the goals of an organization, and are narrower and can be used to deal with a problem or evaluate if it is solved (Watson and Noble, 2017, p. 122-124). Goal setting and measurement should be fundamental aspects of any public relations programs.

"The setting of goals and the selection of measurement criteria are "fundamental aspects" of PR Programs. They should be as quantitative as possible and link to the "who, what, when and how much" the PR programs indented to affect" (Watson & Noble 2017, p 32).

As Watson and Noble state in the quote above, goal setting is fundamental when it comes to measuring an activity. Watson and Noble (2014, p. 119) claim that one of the main weaknesses in communication planning is objective setting and divide it in to three main problems. The first one is that the objectives that describe the activity (eg. Organize a press event) rather than an end point. Secondly, objectives are too vague that they are useless as success or being able to measure. Finally, there needs to be a clear link between the success criteria established in the objectives and the data gathered to evaluate the success of the activity (Watson and Noble, 2014, p. 199). Goals and objectives should be the first step in the measurement process. It is important that they are measurable so it is possible to see the effect of the activity (Tench and Yeomans, 2014, p. 152).

As a communication professional it is important to make sure the goal is relevant for the organization as well as in reach of achievement (Larsson, 2012, p.122). A goal should have a purpose and should also be measurable. An example on this can be if the Department of Health and Social Care wants to make a change in number of the population smoking (Grønmo, 2011, p.369), than a goal can be to decrease the sale of cigarettes with 10 percent. Another example can if IKEA want to show their work on sustainability and with a goal to increase stakeholders view of IKEA as a sustainably organization. These examples show goals that are relevant for the organization as well as for the purpose of the activity. The goals are also measurable as they their goals are changes that can be compared with the start point. All communication activities should have some connection to the organizations main strategy, as the goals in some way should provide benefit to the organization. If the goals or objectives of an activity have no connection to the organization strategy Larsson (2012, p. 109) claims there is reason to execute it. The goals set in the planning process comes from the goals, and are used in further measurement (Watson and Noble, 2014, p 124). It is also important to set objectives with the target audience in mind. The target audience might affect what the best way to communicate is, what channels to use or the type of activity. To reach a goal you might have one main target audience, but it is crucial to pay attention to how other stakeholders might react to the communication activity you plan to do (Larsson, 2012, 145-146). To plan an activity or set goals it is useful to have insight on where the organization stands and what the stakeholders think. We have a lack of insight from our pervious activities that informs future business or organization strategy (Macnamara, 2014, p.12). This is because there is a lack of M&E in the industry, and M&E provide insight. Insights are often gained when multiple pieces of information and perspectives collide. Insights generally do not emerge from a single data set; they often emerge from conflicting, contrasting or combining data (Macnamara, 2014, p.10). Having enough data is important to be able to conclude with what insight that comes forms an activity. You also need something to compare the data with it with. Having the right data a general sense does not produce insights, but it is enough to have good data (Macnamara, 2014, p. 10). When concluding with insight there is also a need to reflect on the positioning in the industry or the view the stakeholders has on the organization. This can lead to changes in the strategy if the insights show a need for change. In advertising, the biggest concern is if the target audience is affected or not. However, communication covers a wider field and if someone reacts on the message sent out it can be damaging for the organization. Communication professionals work to achieve the overall strategic goals as well.

When measuring it is important to know what was the goal of the activity. Often, there will be a difference between measuring short term, mid term and long-term goals. Short-term goals may be easier to measure as they might not be as complex as long-term goals such as reputation. Those goals should not be compared with the same parameters (Apeland, 2018) as they are not the same. With that said it is not that black and white. Short-term impact measurement often consists of smaller activities and can be factors as increasing sales and followers. Long-term impact could be reputation, which is a result of all organizational activities (Larson, 2012, p. 112; Tench & Yeomans, 2014, p. 405)As all activities should have some goals that are linked to the corporate strategy to legitimize the activity, and these need to be measured to see if the goals where reached (Larsson, 2011, p.111).

In order to know if you have achieved your goal, you need to be able to measure the work you have done. Watson and Noble (2007, p.81) argue that there is no easy way to measure the impact of communication activities. It all depends on a variety of tools and techniques to properly assess the impact of communication (Watson & Noble, 2007, 81). Like in any other business function, it is important in communication to know whether the planned activity has done what it set out to do, and if not — why? All planned approaches emphasize the importance of on-going monitoring. Throughout its duration, communication professionals will have regularly check to see if the activity is on track or not (Tench & Yeomans, p161).

Jim Macnamara, professor in communication at University of Technology Sydney published the Pyramid Model of PR Research in 1992 that will be presented later on in the chapter. In the pyramid Macnamara identify communication in three levels; inputs, outputs and outcomes. The pyramid illustrates that a big part of the measurement and evaluation work should start early in the process of a communication activity (Macnamara, 2005, p. 16-26). This means that planning can be integrated as a part of a measurement model, and that measurement is not necessarily something that is only at the end of an activity. According to Lindenmann there are no perfect model for measuring the effect of public relations, but to measure it is crucial that there are goals and objectives. There should also be a plan on what effect they want and how that should be measured. Evaluation needs to be in consideration before the work starts (Lindenmann,1993). Even though no communication model may be perfect, they are still important tools that can guide and help when doing M&E. For this thesis are outcomes and outputs the important factors that can be seen in the different models.

3.4 Measuring outputs and outcomes

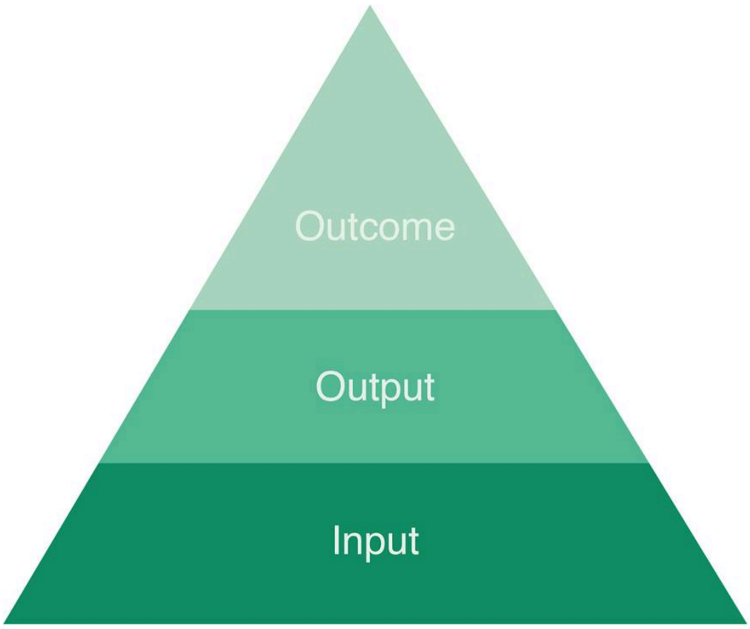
When talking about measurement there are a lot of different terms and categories to separate in. In this thesis the two most relevant categories are *Outputs* and *Outcomes*. The data in this thesis mainly focus on in what matter the respondents measure outcomes, their attitude towards using outcome measurement and their measurement behaviour. Output measurement is included in some of the questions as a lot of the respondents claim that they measure their outputs.

Communication professionals rarely perform M&E on the outcome level as they experience barriers such as lack of management resources, lack of skills and knowledge, or lack of standards on how to perform M&E on a communication activity (Macnamara, 2015 in Buhmann & Brønn, 2018, p.3). The first and the second research question seeks to find out the state when it comes to M&E in the Norwegian communication industry, but also what kind of obstacles and opportunities that comes with.

3.4.1 Communications models for measurement

Even though many communication professionals have adopted measurement tools from industries such as marketing and advertising it does exist communication models for measurement. When measuring content that can be transferred in to numbers it is easy to use tools that can make graphics and such. When it comes to activities that need to be measured with other approaches it can be useful to use models. A lot of communication actives needs more than output measurements out of numbers as not all communication activities can be transferred in to numbers (Macnamara, 2014, p. 5-7)

Jim Macnamara, Scott M. Cutlip and Walter Lindenmann are often mentioned as big and important contributors when it comes to research on M&E in the communication industry. They have developed models to make it easier for the communication industry to measure effectiveness of their work. AMEC have also created a model when it comes to measuring communication activities.



Model 1: Jim Macnamaras Pyramid of PR Research

The model above shows a pyramid made by Jim Macnamara (2005) to show the stages of PR research. *Inputs* looks at quality of message, channels preferred by target audience and etc, *Output* refers to numbers of reach, likes, messages sent and other factors that can be counted with numbers. At the top of the pyramid we find *Outcomes* that looks at change in behavior and attitude amongst the respondents. For this thesis the two most important measures to look at is outcome measurement and output measurement as they are used in questions in the survey. Outputs and outcomes are often key elements in measurement models. Throughout this thesis output and outcome measurement will be important, there is therefore a need to separate the two terms, explain what they mean and look at the differences between them. Outputs are often measured with quantitative methods; outcomes can be measured with both quantitative and qualitative methods. The Barcelona Principles state that M&E require both qualitative and quantitative methods, noting that numbers does not tell the whole story of human feelings (Macnamara, 2014, p, 12). We try to measure communication and PR with scientific models, but to understand the way communication is perceived there is a need to have a humanistic approach, and not scientific. The difference here is that humanistic approach is important to understand the stakeholders, as they are human. It is difficult to transfer opinions, behavior, feelings and attitude that are human feelings into accurate numbers. This does not mean communicators should not use quantitative data as this can give an indication on what the activity has achieved and the effect of the communication, but to get an insight on what the stakeholders and shareholders actually think there is important to use qualitative methods as well.

3.4.2 Outputs

Output measurements calculate, record or arrange the results of an activity, effort or a process that can be put in to numbers *(*Output measure, 2018*).* An output measure measures the spread of the message. Output is measurement of the number of communication products or services distributed or reaching a targeted audience, or both (Michalson and Stacks, 2017, p. 25). An example is likes on an Instagram post or number of people attending an event. Output measurements can be used to prove the value and is often used in marketing and other industries where results can be measured in numbers.

Lindenmann (1993, p. 7) include outputs as a basic in one of his three levels in the measurement yardstick. This is outputs like media coverage and amount of people reached. Scott M. Cutlip includes outputs as the second level after planning and before impact in the PII-model (Cutlit, Center & Broom 1999, 372). In other words one can say that even though outcome measurement is what shows the effect of communication as it looks at attitude, behavior and opinion, can also output measurement be an important part of the process of measuring as it gives information on for example social media activity that can be used in comparison with the outcome results.

A normal way to measure outputs in public relations is to see how much the communication activity has been reached out too, and how many understood the message (Macnamara, 2014, p.13). This might be simpler when you have social media campaigns than a bigger campaign that wants to achieve change in behavior. If your organization has had any media coverage it is normal to measure it by dividing it in to positive, negative and neutral coverage. (Macnamara, 2014, p.15) This might be the most common way to measure is it often since it does not necessary require much effort or money (Michaelson & Stacks, 2017, p. 25). It is good to measure outputs of communication activities because it can give numbers on reach and an indication on how well the audience responds to the activity. This is useful information in addition to outcome measurement. If outputs are the only thing that is measured it can be a problem in the evaluation as the goals might include more than output measurement.

3.4.3 Outcomes

Outcome measurement looks at quantifiable changes in awareness, knowledge attitude, opinion and behavior as a result of a communication activity or a campaign. An outcome is an effect, consequence or impact. (Michaelson & Stacks, 2017, p. 25) Instead of focusing on the mediating variables that affect business outcome, public relations counted simple indicators of distribution (Michaelson & Stacks, 2017, p. 53). Communication researchers and academics assess outcomes based on measurement systems that will predict behavior (Michaelson & Stacks, 2017, p. 63). This can be evaluated by using econometrics. Econometrics is a way to evaluate if an activity is contributing to the goals of an organization (Tench & Yeomans, 2014, p. 174) It is a statistical technique that can separate out the different influences of an outcome and quality the effect of each. For example, to see what parts of a campaign that was most effective and contributed to the goals of the organization. In communication this is mostly associated with marketing communication. It requires a large budget, technical expertise and historical data, which make it often not prioritized or possible (Tench & Yeomans, 174-175).

It should be clear that communications outcome that has a direct impact on business goals and goals are non-financial by nature (Tench & Yeomans, 2014, p. 175). This means that communication acts as a mediator or as an impact factor on the final result of a campaign or work. These dissemination factors are something not easily organized, but they are potentially observable. An example of this is reputation. As mentioned can reputation be measured, and that is a result of different factors that have an impact in how stakeholders look at the organization. When an organization does well in a reputation measure this is a result of the way the communication professionals have handled information and executed communication activities. Communication initiatives focus on perceptions that stakeholders and the target audience have of the organization, brand, business, single member or anything (Michalson and Stacks, 2017, p. 62)

3.4.4 Measuring social media

A lot of communication from organizations happens on social media, as this is where it is easiest to communicate with many of the stakeholders. In communication, we use different types of media that are described in the P.E.S.O model; paid, earned, shared and owned media. Paid media is communication content that is paid for such as sponsored content, Google Adwords, promoted posts on social media. Earned media is the "classic" media coverage such as newspaper articles, television interviews, reviews etc. Shared media refers to the social channels owned and run by someone else that you use to share content such as Facebook and Twitter. Owned media is the things you publish in your own channels such as website, blog, newsletter etc. An activity often have a mix from the PESO models in what channels is used, all depending on what the activity is and who the organization are (Smith, 2016; Phillips 2016). Social media gives the opportunity to share earned media such as an article with stakeholders, paid media as promotional posts and so forth. Social media also opens up for conversation and interaction with the stakeholders. Therefore, social media is crucial to measure when evaluating a communication activity. However, when measuring social media to get the effect of communication, it comes with obstacles. One of the obstacles is measuring the communication and transferring it into what the return of investment is. This can change the whole intention of the communication activity from the beginning. Social Media shows only a part of what a stakeholder thinks or believes of an organization. It is difficult to read an accurate opinion out of likes and followers. Though it can be helpful to use the comment section when measuring, will it not be completely representative since not everyone will comment and you might just get the ones that agree or disagree in a high level (Haugseth, 2013 p. 120, 139)

The growth of social media and rise of "big data" approaches offers new challenges in terms of standardized M&E. Social media is a good platform for the organization to communicate with stakeholders, make engagement and can be used to get a better reputation or build social capital (Haugseth, 2013, p. 59). Social media measurements remain simple with numbers of likes, follower and reach. It is largely unknown how- and to what extent public relations departments are attempting to measure their performance across these new digital platforms (Thorson et al, 2015, p.5). Measuring social media and big data might give you some insight on how many people the project reached and from this get an idea of whether the work did well, but it is challenging to find out if this has had any effect. Reach, followers and likes can also be inaccurate with fake accounts, or such that makes the results misleading (Tench and Yeomans, 2014 p.178-179). The problem with measuring reach and likes on social media is that is can influence in a large scale, but the measurements done tells us little of what the stakeholders think (Chau et al 2012 in Watson & Noble, 2017 p. 148)

3.4.5 Return of investment

When an organization wants to know the effect of its work, money is often used as an important factor. They want to know what projects can ensure the organization will make money and contribute to a positive financial situation. Return of investment (ROI) is a performance measure used to evaluate the efficiency of an investment or to compare efficiency of different investments (Michaelson and Stacks, 2010, p. 37; AMEC). ROI measures the amount of return of an investment relative to the cost of the investment. In the communication industry ROI is often used in marketing communication. ROI might be an important factor for the organization, however, not all communicative activities can trace back to direct financial changes, or with measurable numbers at all (Larsson, 2012, p. 91). There are existing metrics tools in the industry that attempts to measure communication and coverage in to money value. When talking about ROI there is often linked to Advertising Value Equivalencies (AVE). Advertising Value Equivalency (AVE) is a measure that has been used in the PR and communication industry to measure the benefit from the media coverage of a communication activity (Michealson & Stakcs, 2010, p. 121). It measures how much value the media coverage has given. The problem with AVE is that it tries to measure the return of investment (ROI). AVE is driven through an algorithm that summarizes the value of click through rates, traffic generated and etc. Critique of AVE is that is inaccurate, as it does not actually measure what outcomes the activity has, but outputs. Communication can be measured to find out ROI, but the ROI will not be accurate as the main goals of communication normally is not increasing sales but better reputation and relationship with stakeholders (Tench & Yeomans, 2014, p170-172). Svein Leirgulen said (Leirgulen 2015), it is not the ROI we should be interested in as communication professionals it is the return of the communication (ROC). The ROC has to be taken into consideration when choosing how and what to measure.

Reputation and relationships are human factors that are difficult to transfer into numbers and money value. It is problematic to measure the relationship between an organization and stakeholder because it is a relationship. This is difficult to transfer into value in numeric terms since it depends on other things than numbers. Human interactions, relationships, feeling, attitudes, loyalties, perceptions and engagement is not easy to transform into quantification and some things cannot be explained in a scientific term. (Macnamara, 2014, p. 6)

Macnamara said (2014, p. 7) that searching for numbers to define our work and value is like we are trying to measure air with a ruler. Defining the value of communication may not be as easy as defining the value of the work in other industries as it is difficult to define value. This does not mean that the work is not valuable. Even though this way of measurement has been criticized is AVE still a way of measurement that is used quite often in the industry (Trendkite, 2018) (Watson 2011 in Tench & Yeomans, 2014 p.170). AVEs is used to measure the value of an advertisement, but it has been used in the communication industry as well to see the value of press, likes and reach (Michaelson and Stacks, 2017, p.121). The problem with measuring communication with an advertising measurement is that communication is not the same as advertising. Instead, there have been attempts to define PR ROI or a return of communication (Watson and Noble, 2014, p. 167; Leirgulen 2015)

A lot of communication theory state that we use marketing tools in our communication measurement. In marketing, many measurements are based on numbers or data from activities that can easily be transferred to numbers. However, the marketing industry may have the same issue as the communication industry when it comes to measuring long-term impact. Long-term impacts should be measured as an investment, not an expense. Long-term impacts is often a result of the total view of an organization, such as reputation, that is a consequence of all activities, projects and the standing of the organization (Larsson, 2011, p.111-112). As the Barcelona Principles state, social media can and should be measured consistently with other media channels. Measuring the effect of the organizational performance is important as it gives information on strengths and weaknesses of the organization. The Barcelona Principles also state that organizational performance can and should be measured where possible. Organizational performance does not only look on communication activity, but how the organization is performing on many different levels. The effect of organizational performance can be transferred into financial value, but more important it can be transferred in to reputation that tells us how the stakeholders perceive the organization.

3.4.6 Measurement of reputation

Reputation measurement is one common way to measure outcomes. On a macro level reputation is one of the most important factors to measure. Reputation gives an insight on the effect of the organizational performance and an overall attitude towards to organization. RepTrak is a standardized measuring tool when it comes to reputation measurement, and as it exists on a national and international it is easy to compare the organization to other organizations in the country. Reputation is a total of all the impressions from the stakeholders, and is valuable knowledge for a communication professional to posses. However, reputation measurement demands many resources such as money and time. Measurements of reputation are therefore often outsourced. As mentioned in the second chapter is RepTrak made by the Reputation Institute a normal way to measure reputation. A lot of organizations outsource this to agencies that use the RepTrak way of measuring which is the standardized way of measuring reputation nationally and internationally. This is an example of a way of measuring that also shows value for the firm. Reputation comes as a result of communication, corporate social responsibility and the actions of the organization. (Tench & Yeomans, 2014, p.191) The RepTrak also ranks the organization on a national base, which gives an indication on how ones are doing compared to other organization. The RepTrak test scores the organization on 23 attributes within seven dimensions: Products and services, CSR, work environment, innovation, management, ethics and economics (Tench & Yeomans, 2014, 191; Apeland 2018). When showing results to management we often talk about money, but when it comes to reputation it cannot be compared to sales as it the total impression a stakeholder has of the organization. Reputation has become more important as good reputation can be "make it or break it" with all the competition that exist in the job market. To survive with a bad reputation as a new organization or company is almost impossible (Vasbotten, 2016) as the stakeholder view has become more important.

It is important to understand the way the stakeholders look at the communication activities and the organization when measuring, because the perception is reality (Macnamara, 2014, p. 5-6). If the stakeholders have a perception of the organization it does not matter what the reality is because the view of the organization affects the reputation and positioning for the organization (Tench & Yeomans, 2014,p.184).

3.5 Summary

Measurement and evaluation should be established in an early stage as planning the communication activity. To be able to measure an activity there should be clear and measurable goals with a grounding in the over all strategy. One problem with measurements is that not all measurements respond to the goals or the strategy. This is for example output measurements such as AVE or measures that looks at number of likes, reach and so forth on social media. In addition to outcome measurement they can be useful to compare the results from likes and response on social media to attitude. However, output measurement alone can be inaccurate and the evaluation can conclude with results that do not say any thing about the effect the activity has had. Outcome measurements look at the impact the activities has had on the stakeholders, which is valuable information for the communication professional when evaluating the activity or as research for a new activity.

There can be difficult as a communication professional to know exact how and what to measure, therefore has some associations worked on a standardized set of M&E principles to be implemented in the industry. The Barcelona Principles are created to set a standard on what should be measured. For example that goal setting is fundamental for measurement and that outcomes should be measured rather than only outputs. The principles are to make sure that communication professionals measure the right things to answer their goals. In addition will M&E standards increase the professionalism of the industry.

4 Method and data

In this chapter I will explain the methodological approach in this thesis. Methods are strategic approaches for solving problems and for reaching knowledge (Everett & Furseth, 2012, p.128). First, I will explain and discuss the data material I have used. This is necessary since the data set already exists from a larger survey conducted by BI in collaboration with the NCA and is not conducted by me. As I have not conducted the survey myself, I have made a selection from the dataset on what was relevant to use in this thesis. Then I will discuss the methods used, and why I have chosen the selection I have. Finally, I will discuss the use of different variables and analysis methods that follows in the next chapter.

4.1 Data material

I gained access to the data material after being in contact with the NCA, who got me in touch with Alexander Buhmann, Assistant Professor at BI. This thesis is based on data material from a survey conducted by NCA with BI, in 2016. The data collection was conducted in 2016. The survey was sent out to the over 4000 members of NCA, and received 423 respondents. The respondents consist of people who work with communication in different sectors and type of firms and in different types of levels in Norway. The survey was conducted over web and sent out to via mail to the members of the NCA. That there are 423 respondents means that only 10 percent of the NCA members responded, which is a quite low number. Even though only 10 percent of the members responded it is a much bigger spread of respondents with different responsibilities in the industry and geographically than I would have managed to collect my self for a quantitative analysis. The respondents have a wide spread geographically, in background, gender and type of responsibilities in the industry. This gives a wide spread of respondents, however the respondents present a representative selection of NCA members and might not be a wide spread of communication professionals. There might be a difference in knowledge, attitude and behaviour amongst the NCA members and the rest of the Norwegian communication industry.

Building the thesis on this data material has some great advantages, but also some disadvantages. The access to this data material gives a larger sample than I probably would have achieved if I conducted a survey myself. It has helped me get a wide range of respondents that would have been difficult to achieve because of financial, technical and time consuming difficulties. The questions from the survey are also made by experts on the field and have theoretical grounding. The survey consists of 23 questions; however for this thesis I have made a selection out of those 23 that I believe will help me answer the research questions. The selection of questions and analysis of them can be seen in the Appendix 1. A disadvantage is that parts of the data material have already been published, but I also have access to the unpublished part of the survey. The unpublished material covers the subject of standardization of measurement and evaluation. With that said, this thesis looks for answers in other contexts than done before and still contribute with some new reflections and reasoning. A data set of this size opens up for a number of different opportunities to discover and research. Even though the data set gives me a larger number of respondents than I might would achieve myself, it has to be clear that the respondents are representative for NCA as they are members their. However, the results can give an indication on the state of M&E and obstacles that all communication professionals in Norway can face.

Questionnaire surveys are often used to map behaviors and attitudes, and occasionally to measure knowledge (Østbye et al 2013, 136). In this thesis there is a need to map out behavoir, attitutde and knowlegde. Behavior issues are about mapping what the respondent has done, but can be extended to include questions that cover something he has observed (Østbye et al 2013,p. 142). Questioners gives to oppurtonity to measure the answers in numbers, but as in this survey are there used some open ended answers that can help uncover parts that the respondents feels like is missing. A questionnaire like the survey used in this thesis, helps map out behaviour and attitude of a high number of respondents. However, it is more difficult to follow up the respondents as they have answered this independently online. The survey used as foundation for this thesis and the data used consists of both multiple choices and open ended answers. One thing to have in mind is when the respondents have to answer what they think of statements or get questions it can be received leading and angled in a way that the respondents may have answered what they believe is expected. The statements can be formulated in a way that the respondents think it is reasonable to agree. This is a common error in surveys and has to be taken into consideration when analyzing. One also have to bear in mind that even though the respondents seem positive to the statements about industry standards it does not necessarily equal that they want to implement them or use them, it just tells us that they are positive to the statements (Grønmo, 2011, p.369-370).

4.2 Data analysis

As mentioned earlier this thesis is based on a quantitative dataset from a survey conducted by BI in collaboration with the NCA. The underlying motivation for data collection will affect how the survey is designed and conducted. The survey´s intention is to map out the state of measurement and evaluation in the Norwegian commination industry and look into obstacles and state of standardization of measurement. Even though I could have designed a more fitted survey to this thesis as I do not use all of the content from the dataset, are the questions I use relevant and help me answer the research questions. These theses focuses on the data on outcome measurement, but have included some data on output measurement as well. In addition do the third research question seek to find out obstacles that come with implementing M&E standards in the industry. How the survey is conducted should not be an issue for this thesis, as we both seek to shed light on the same obstacles and the survey is thorough.

We use quantitative analysis as a method when the material can be treated as numbers or can be counted (Østbye et al 2013, p. 161) A survey attempts to document current conditions or state of affairs (Gunter & Jensen, 2012, p. 242). This dataset comes from a questioner that seeks to document the state of M&E in the Norwegian Communication industry. A survey consists of a numbers of questions and usually retrieves information about people who answer. These are often referred to as respondents (Østbye et al 2013, p.137). These answers can then be seen in numbers and percent when looking at how many that has answered the different answers. One thing that has to be taken into consideration when using an online survey to collect data is that the respondents might answer and addresses issues they have not thought about before. This is because they are asked to take a stand on different issues. So if they answer they believe there are obstacles one cannot assume that this is an issue that has been bothering the respondent, they might just agree to what is presented in the survey. That is a weakness when using questionnaires that the strength of opinion and willingness is difficult to measure accurately.

4.3 Qualitative data analysis

As mentioned earlier is most of the data from the survey quantifiable, but there is also some of the data that is qualitative. The open-ended answers in the survey can be analysed both quantitatively and qualitatively. The open-ended answers give more insight to the subjective opinions of the respondents. This will be analysed with a content analysis. Therefore, I will also code and categorize the answers so I can use them quantitatively. Even though few respondents answered the open-ended questions it might give an insight to thoughts about what they think of M&E and standards that the other questions have not covered. Having a qualitative analysis of some of the answers will also give a better understanding of some of the respondents as they have put it down to words them self, and also give a better insight for how this works in practice and what to look for in further research. Open-ended questions have no set alternative. In a structured questioning survey most questions are closed, but it can also include some open questions. It is easier to handle closed questions both for the respondents and for the interviewers or owners of the survey. There are often drop of respondents in open-ended questions as the respondents may not feel like using time to respond or may not have anything to add (Grønmo, 2011 p. 167). Østbye et al. (2013, p. 22) believes that qualitative data often are more rich and varied than quantitative studies. The weakness of qualitative studies is that it collects information from a low number of sources. In this thesis 10 per cent of the respondents answered the open-ended question.

4.4 Quality of the study

There are several keywords that are useful when assessing the quality of research. These are especially useful when it comes to quantitative research (Østbye et al 2013, p. 25). Validity and reliability are important factors when it comes to quality of the data. Generalization is another factor that can provide quality, if the data can generalize the field it is a huge advantage and can make the data more valid.

When using data one would seek on validity of the data. Validity is primarily about the relevance of data and analysis in the forefront of data. Validity is a term that can be difficult and precise to a comprehensive wording, but simply explained means validity to measure against what one aims to measure (Østbye et al 2013, p. 26). Without the validity of the data there are no reason for using it. This data set already existed when I started working on this thesis. The data is valid if it measures what one seeks to measure. The data set consist of a twenty-three questions and I therefor made a selection showed in the appendix of the questions that would help me answer the research questions. Grønmo (2011, p. 231) claims that when you are considering if the data is valdit or not it will be a consideration if the data collected are good and on point with the intentions of the study in mind (Grønmo, 2011, p. 231). Reliability refers to the trustworthiness of the data material (Grønmo, 2011, p 220-221; (Østbye et al 2013, p. 27). High reliability presupposes that the survey and data collection provide reliable data, if not the data will not be valid or relevant for the reasearch questions. The data set can be highly reliable, but still not valid if the it is not relevant for the research question (Grønmo, 2011, p.221). The data is from a survey done by to well-known organizations and experts on the field that makes the data reliable. To be able to generalize the respondents need to be representative for the industry. Eventhough the spread of resepondents work in a lot of different sectors and with different backround they have the common factor that they are all members of the NCA. This means that the data can be generalized to the members of the NCA. However, there might be some differences between the communication professionals who are members of the NCA and the ones that are not. Generalization is also a term that goes back in several stages in a research process. It's about whether the data is transferable or not and is representative of the research you make (Østbye et al 2013, p. 28-29). If the collection of respondents have a wide spread it might be easier to generalize the data since more respondents can make the data more representative. One obvious advantage with the data set used in this thesis is that it gives me the opportunity to generalize the findings to the NCA members and see this in a context to the Norwegian communication industry. There is a need to separate the NCA members from the rest of the communication industry as the data can be generalized for members of the NCA, but that does not necessarily mean that it can transfer to the whole industry. The NCA members are provided with information and courses on what happens in the communication industry, and this have an effect of their knowledge on M&E and standards is unknown. However, the separation between NCA members and the rest of the industry has to be taken into consideration. As the respondents in some way are generalizable for the industry, the one thing that separates them from the rest of the communication professionals in the industry is their membership in NCA.

Statistical generalization is based on probability theory and implies that differences between the sample and the universe are in principle due to coincidences (Grønmo, 2011, p. 86). In this case will that say that the data is generalizable to the members of NCA. However, the data can be used as an indication of the state of M&E is in the Norwegian communication industry.

The quality of the study can also be seen from an ethical point of view. The respondents used are anonymous, as they usually are in questionnaires. Questionnaires are usually stored and interpreted at aggregate level which means you only see how a given category of people distribute relative to a given variable, for example how many years of education the respondents have or how old they are. One can say that the most ethical challenge in terms of quantitative research is that it can provide static images of entire categories of people. The statistics provide some answers as to why this is the case, or shows relationships in the lives of individuals. This dataset seeks to map out the state of measurement and evaluation, and most likely, there won't be any ethical issues with categorizing people (Fangen 2015). As mentioned in the start of this chapter as the data material already conducted by the association NCA and the institution BI. Both organizations are credible and are experts on the field of communication. NCA as they seek to inform and educate about communication, and BI as an institution of education with experts on PR and measuring on board on this survey.

The study has good quality and is reliable and valid, however the data can not be generalized to the whole industry as their might be a difference in the knowledge and behaviour of communication professionals that are a member of NCA and the one what are not. The data is generalizable for NCA members, but data will never be hundred percent representative. Almost regardless of the type of observation method used, there is a deviation between reality and what we as researchers can observe and analyse. If some of the respondents have misread the question or feel like the question is leading in some way it will not be easy to separate here, is it is difficult to know (Grønmo, 2011, p. 168). There might also be respondents answering different that what they do in real life as some respondents answer what they believe they think others want to hear rather than the truth. This deviation is usually called measurement error. No measurement can be completely perfect (Østbye et al 2014, p. 25) this must be taken in consideration of the analysis and discussion of the data.

4.5 Discussion of the variables

Based on that BI and NCA conducted the survey, is it necessary to describe which variables I want to use in the analysis and why. The level of the variable will say something about how nuanced and informative the goal is (Grønmo, 2011, p. 114), for example with age there is a need to cover all ages as well as separating them into categories that make sense in the analysis of the measurement. The variables used are nominal, ordinal and scale levelled. In the data set I am building my assignment, most variables are ordinal. This means that the variables have a ranked order of values (Gunter, 2012, p.241). For example, never, rarely, sometimes and always arranged in a specific order where the answers are clearly ranked. Some of the variables are nominal which means the values are mutually exclusive category. For example, in-house team, outside communication consultancy or measurement vendor/supplier where the values clearly cant be ranged (Grønmo, 2011, p. 115). Several of the variables have the intention the map out the state of measurement and evaluation, but some of the variables also seek to find out the attitude and experience the respondents have. I have chosen to use a wide spread of the variables of the reasons that (1) this is not my own data set and someone has already done the job of collecting the data, and (2) I want to look further into the reason why the communicators do as they do. The selection of questions and the analysis can be found in the Appendix. Most of the analysis and tables will be in the Appendix, but some of the data will be presented in tables in the text as well The variables seek to find the state of outcome measurement in the Norwegian communication industry and compare attitude, experience and behaviour of the respondents This will also tell us something about the level of knowledge and skills the respondents have when it comes to outcome M&E and standards. I have chosen to start with the question that looks into whom of the respondents that measure their outcomes. These results will be the foundation of most of the analysis. Further, I will look into if the respondents who do not measure but want to measure, what the respondents actually measure and what obstacles they are facing when it comes to M&E. Finally, I will look at the respondents' knowledge about standards and the Barcelona Principles.

4.5.1 Attitude variables

Several of the variables in from the data set concern the attitude of the respondent. Asking the respondent an attitude question can be problematic for the goal of getting valid and reliable answers since a persons attitude only exists in the head of the respondent, and the respondent can also answer what they think is expected from them. However, this does not mean that these types of questions should not be included; as they can still help us see the bigger picture on a specific subject (Østbye et al. 2013, p. 143-144). This can also help in a comparison with the experience variables to see if there are any gaps between attitude and behaviour, or attitude and knowledge. Attitudes do not predict behaviour, but they provide a reasonable guide on their behaviour or how they want to behave (Tench and Yeomans, 2014, p.208). This is important when it comes to the field of M&E and standards is it as an academic field that still require more research. Several of the variables used from the survey explore what attitudes the respondent have regarding measurement, evaluation and standardization. Attitude variables are essential as this thesis seeks to find out the attitude the respondents have to M&E and implementing standards. Attitude variables are also good to use when looking at the behaviour and experience of the respondents.

A good attitude to posture is to ask three types of questions: (1) if the respondent has an attitude, (2) what direction the attitude has, (3) the strength of the attitude (Østbye et al, 2013, p. 144) As this data is from a survey with mostly multiple choice answers I can map out the attitude of the respondents. Without questions about how strongly they feel about measurement it is difficult to know the exact strength of their attitude towards M&E. This is also difficult to know as we do not know if the respondents would also claim to have a stronger attitude than the reality. The survey has covered if there is an attitude and what direction it has. However, there are no data that explains the strengths and willingness in their attitude. For example in question to, showed in figure 2 I am not currently doing so, but I would like to routinely measure the outcome (changes in our stakeholders attitude, opinions or behavior) resulting from out communication activities the respondents that do not measure were asked if they wanted to start measuring their outcomes. Even though the respondents claim that they want to start doing outcome measurements, there data does not show how willing or motivated they are to start measuring outcomes.

4.5.2 Experience variables

Variables regarding experience and behaviour seek to look at the personal experience the respondent has to the subject or field. The attitude variables can say something the respondents think about a something, however the experience variables bring substance since the respondent may have experience on the field. When the respondent has experience it can tell us something about what they do, but so can the fact that they don't have experience with the variable as well. In this thesis with the data set it would tell how experienced the communication professionals are with M&E and their level of knowledge to M&E and standards. Experience and attitude variables can together uncover if there are any misperceptions on a subject by checking what the attitude is towards it, and if they actually have any knowledge about it or have experienced it (Østbye et al. 2013, p. 143-144). In the analysis chapter several of the variables used regards experience. In this thesis this can be seen in for example the comparison with the knowledge and experience the respondents have towards standards and what their attitude is towards implementing standards in the industry.

4.6 Data analysis

Now, I will explain the analytical methods underlying the analyses in the next chapter. Most of the data used are quantitative. That will say that survey used consists of most of the questions with set response options, but also has some questions with an open-ended answer possibility. Some of these will be analysed qualitatively, but also encoded and used in a quantitative analysis. This gives the opportunity to see if there is anything the survey has missed out on in the questions, and get a more personal response from the respondents. An obstacle with using open-ended questions and encoding is that these types of questions are optional and not every respondent responded on it. The respondent number is therefore lower than on the other variables used in the quantitative analysis. Therefore it has to bear in mind that the results from the open-ended question might not be generalizable. However, the issues stated in the open-ended question could pinpoint out important factors that has be taken in to consideration that has not been included in the survey. Quantitative data refers to data that can be quantified or counted, whereas qualitative data on the other hand is experience material that is not appropriate to count. Quantitative data will comfortably cover fewer characteristics of a large number of devices, while qualitative data will go more in depth but with more numbers of devices (Østbye et al 2013, p.22). The advantage of having many units in this thesis is that the result can be more representative of the industry and answer better on the research questions. This thesis seeks to map out how the state of measurement and evaluation is today, and what the communicators are missing in their measurement work rather than going in-depth on how the measurement and evaluation is done. Relevant parts for the analysis will be found in Appendix 2 that shows SPSS analysis that is relevant for the findings in this thesis.

4.7 Summary method and data

In this chapter I have presented methodological approach and data for this study. This thesis is built on a quantitative approach, with a small qualitative addition from the survey conducted by BI in collaboration with NCA. This approached is chosen as it gives me the opportunity to generalize the data and with using a dataset that already exist that is larger than I would have achieved on my own depending on time and resources. It has to be notated that the data is generalize the members of NCA, and not all communication professionals in Norway. This is because there might be a gap in knowledge, attitude and behaviour between the NCA members and the rest of the communication professionals in Norway. However, it is reasonable to believe that the results can give an indication on the state of M&E in the Norwegian communication industry as the NCA members are a part of the industry, and if there are obstacles facing them it is likely that other communication professionals have the same obstacles. There is a lack of studies when it comes to M&E and the use of standards in Norway, even though this has been a topic in the academic field for several decades. It is important to map out the opportunities and obstacles in the industry when it comes to outcome M&E and implementing standards. This thesis seeks to find out the level of knowledge and skills, and also the attitude and behaviour on M&E and especially M&E of outcomes. The method and data chapter of this thesis has explained the approaches used in the selection of the data used and how the analysis is executed. The data selected looks at the respondents' attitude, experience and behaviour and focuses on outcome measurement and standardization. Output measurement is also included as a comparison to the outcome measurement. All together will this tell something about the state of outcome measurement today, the knowledge and skills of the respondents and the attitude they have towards change and implantation of standards. The data is mainly presented in frequency tables as that is a way that presents the results in way that is easy to understand (Østbye et al 2013, 178). The frequency tables come with the exception of the qualitative data from an open-ended question in the survey that is included to look at opinions from the respondents on standardization that they did not feel like the survey questions covered. The quality of the thesis is discussed in the light of its validity, reliability and generalization. As the study has 423 respondents from all across Norway with different roles as communication professionals is it reasonable to believe that this thesis can be generalize the NCA members with a perception of the open-ended question that had a low response rate. However, the open-ended question has pointed out concerns from the respondents that are valuable to be aware of when wanting more communication professionals to measure outcomes, and use standards for their M&E routines.

5 Analysis and findings

This thesis looks into Norwegian communication professionals' habits and attitude towards measurement, evaluation and standards. To investigate this I have completed a quantitative analysis of the data set in the statistical computer program SPSS using frequencies and cross tables, as explained in the previous chapter. The open-ended question from the survey has been used in a qualitative analysis to look closer into opinions of the respondents. The qualitative question is included to see if the respondents have answered anything the survey did not cover and if they raise any problems that is relevant to discuss. With a quantitative analysis we have the opportunity to uncover tendencies and give a statistical description. In comparison with qualitative methods a quantitative method is defined and decided before the data collection starts (Neuendorf, 2002, s. 11). The first research question seeks to understand the state of M&E of outcomes in the industry. The second research question will look closer into the obstacles and opportunities that come with outcome measurement. In this chapter will the respondents' habits of doing outcome measurement will be compared to their habits of doing output measurement. The third and final research question will look at the knowledge attitude towards standards and implementing the Barcelona Principles in the industry.

5.1 The state of outcome communication measurement and evaluation in Norway

The first research question aims to investigate *the state of outcome measurement and evaluation of communication in Norway.* The purpose of this question is to map the routines the respondents have on M&E of outcomes on communication activities. This chapter will look at strengths and weaknesses of their routines and obstacles that they face, which can be used as a foundation for implementing standards, which will be presented later in this chapter. Outcome measurement is important to measure as it looks at what kind of impact the communication has had rather than for example outputs that looks more at the channel used. First, I will look into how many of the respondents that measure their outcomes routinely as a part of their job. Secondly, I will look into if the ones who do not measure their outcomes want to change their routine. This is important as one of the biggest challenges facing communication practitioners today is providing sound evidence that their activities create value and contribute to fulfilling their organizations goals (Zerfass, Verčic, & Volk, 2017 in Buhmann & Brønn, 2018, p. 3)

The focus of the thesis rests on measurement of outcomes as that shows the effect the communication has had on the stakeholders and the organization. The effect of a communication activity and to see if the goals are reached are the reasons that communication professionals should to measure their outcomes. As in any industry the professional should seek to work and improve in the best way possible. This chapter will also include the respondents' habits when it comes to measures of outputs since many tools used in the industry measures outputs and this type of measurement is more common. All together, the results from the respondents on outcome measurement and output measure tell us what is measured in the industry, what is prioritized and what the measures are and can be used for. I will start to look into the basic statistics of how many of the respondents that measure and evaluate their outcomes, and then look further into what they actually measure and how they use it. This part of the chapter will look into the experience the communicators has with measurement. All together, this part of the analysis will make a foundation for the rest of the analysis and later on in the in the next chapter of discussion and conclusion. The second research question "*what are obstacles and opportunities when it comes to output measurement?*" will look closer into the habits the respondents has on measurement, and compare outcome measurement against output measurement.

5.1.1 Measuring outcomes

Outcome measurement should be used when wanting to see the effect of a communication activity. That effect comes from the relationship between organization and stakeholders, or from an activity and stakeholders. If a communication professional wants to look at the effect of communication activity then he or she have to measure the behaviour, opinion and attitude of the stakeholder (Watson & Noble, 2014, 147-148). These measures will tell if the activity was successful, or maybe uncover weaknesses in the communication, relationships or at the organizational activity. Relationships between organization and stakeholders is an important value, but it is difficult to measure in numeric terms as it concerns human relationships, and therefore, the outcomes should be measured to get most accuracy and be most useful (Macnamara, 2014, p. 6). Stakeholders are everyone that is affected in one way or another, so it is not enough to look at the target audience. In a world with social media, stakeholders can virtually be everyone. This means that the organization has to consider possible everyone as stakeholders (Tench & Yeomans, 2014, p. 54). Outcome measurement should therefore be an obvious action to know the effect and get a better understanding of the relationships with stakeholders and to know how to communicate on the next activity.

First, there is a need to map out how many of the respondents that measure and evaluate outcomes of their communication activities routinely. Outcomes are factors such as attitude, opinion and behavior of the stakeholders (Michalson & Stacks, 2017, p. 25). These factors are also often formulated in the goals that are set when planning an activity. As presented in the theory chapter goal setting is important, and without goals there is really no reason to complete an activity. Therefore, it is reasonable to believe that the goals also should be measured to see if they were reached for it to be any reason to do the activity. Outcomes look at the actual effect of the content in the communication and the impact is has had rather than the publication or communication tool used.

The first question in the survey asks the respondents to answer "Yes" or "No" on the statement: *Is it part of my job to routinely measure the outcomes (changes in our stakeholders attitudes, opinions or behavior) resulting from out communication activities*. The analysis shows that about half of the respondents are measuring outcomes of communication activities routinely as a part of their job, and the other half is not. This is evidence of a split industry when it comes to measuring the outcomes of communication activities. It has to be clear that this question maps out if the respondents measure outcomes such as attitude, opinion and behavior in the stakeholders, not if they measure anything at all. The question also ask if it is a part of their job to do routinely outcome measurement, so there is a possibility that a larger group of the respondents have completed outcome measurements, but that they do not consider that as a part of their job. The routine of output measurement will be presented later in the chapter as a comparison to their routine on outcome measurement.

Outcome measurement gives more accurate information than output concerning the effect of the activity and if that had any kind of impact on the stakeholders. Only half of the respondents measure outcomes of communication activities as a part of their job, which does not necessarily provide us that much information of why they as they do. However, it indicates that it is not a norm in the industry to measure and evaluate outcomes from communication. Stacks and Wright (2017, p. 38) argue that without measuring and evaluating the project process is not really completed. As measuring and evaluating goals is an important project process and therefore is it relevant to find out reasons to why this part of a project process is excluded with approximately half of the respondents. This is an important question to rise in order to understand the reason behind the behavior. It should be taken into consideration that this figure does not tell us anything about their measuring frequency or what outcomes the respondents who answered "yes" measure. "Yes" does not necessarily mean that the respondents measure all outcomes, or if they do it once in a while. One of the figures later in the chapter maps out how frequently and what type of outcomes measurements the respondents do, and also in comparison with output measurement. The comparison between outcome measurement and output measurement will show the state of M&E in Norway in a way that shows what the respondents prioritize to measure in their activities. The frequency level of outcome measurement will also provide us with the information on how often the respondents that answered that they measure outcomes do so.

The respondents that do not measure the outcomes of their activities do most likely have a reason not, whether it is intentional or not. One reason why the respondents do not measure their outcomes can for example be if they are not motivated to measure the outcomes of their activities, or if they do not see the value in having measurements and evaluation that shows the effect of their work. The respondents might not know how outcome measurement can prove value of their work in another way than outputs can. Therefore, it is imperative to look closer into if the respondents who do not measure their outcomes want to change their measurement routines, or if they are happy with not doing outcome measures. This can tell us something about their satisfaction of their measurement routines and the results of their measurements as they are now. If the respondents feel like they do not have to measure outcomes to know the effect or to have knowledge about their stakeholders this is also useful information concerning the importance of M&E. The digitalization of the world has in one way made it easier to know what the stakeholders think since they can react on social media, and some of the stakeholders might be easier to map out than it was before the time of social media. Output measures can therefore give a kind of indication on what they think. However, an indication of what the stakeholders think might not be enough to know weaknesses and strengths and what part of the communication that was good or what that needs to improve.

The respondents that did not measure outcomes was separated out in a follow-up question were they are asked if they want to start measuring outcomes routinely. This can tell us if they want to change the routines of their measurement of communication activities. The respondents were split into the two categories; the answers "Yes" and "No" figure 2, below, on the statement: *I am not currently doing so, but I would like to measure the outcomes (changes in our stakeholders attitudes, opinions or behavior) resulting from out communication activities).*

Figure 1. I am not currently doing so, but I would like to routinely measure the outcome (changes in our stakeholders attitude, opinions or behavior) resulting from out communication activities.

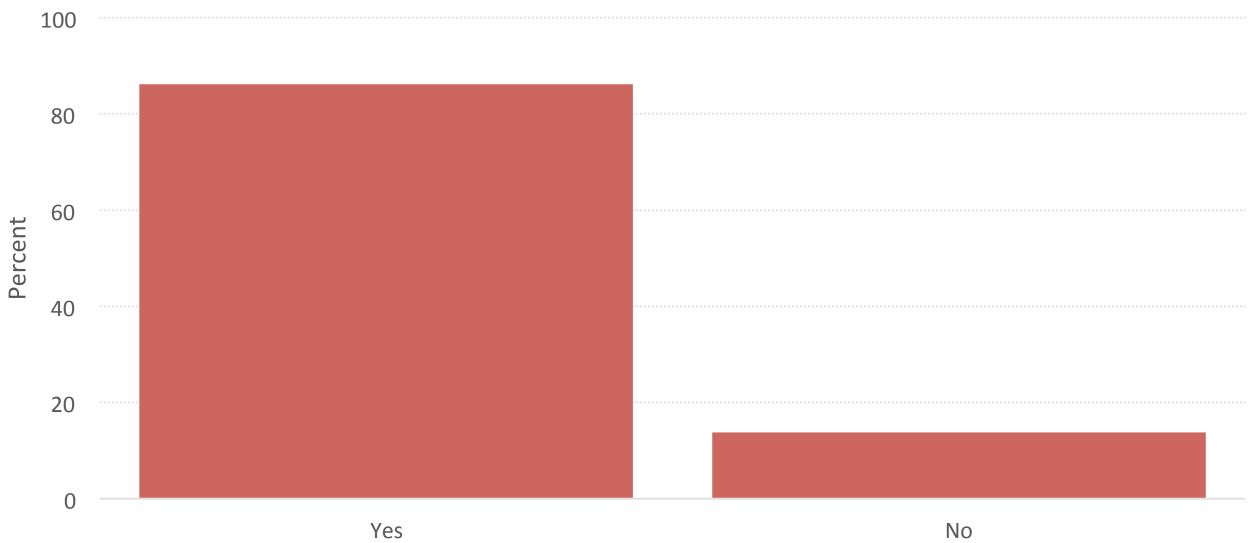


Figure 1. Total: 186, Yes: 160, No: 26 Missing: 237

Figure 1 contains the respondents that answered that they did not measure their outcomes routinely in the first question presented. 86 percent of the respondents that do not measure outcomes today would like to start measuring the outcomes routinely resulting from communication activities. If we change the wording we can see that almost 9 out of 10 that answered this question want to start doing outcome measurements. This tells us that the respondents seem positive and willing to measure their outcomes and there also seems to be a general consensus amongst the respondents that measurement of outcomes provides value of their activities. Therefore, the reason that these respondents are not measuring outcomes is most likely a result of them not seeing the value of that type of measurement. Only 14 percent of the ones that does not measure outcomes does not want to start, that equals 7 percent of the total amount of the respondents that answered the survey. Those 7 percent might feel like they are happy with the way they work today and do not see the value of outcome measurement and if that can have any impact on their work.

The idea of doing measurement can seem good for the respondent and they can answer “yes”. However, that does not mean that they will start to measure outcomes, but there is reason to believe that they might to so. There must be another obstacle than seeing the value or motivation that is the reason for the respondents not to do their measurement. The respondents seem to like the idea of measuring their outcomes, which is a good start when wanting to increase the number of communication professionals who measures outcomes. The fact that the respondents seem positive to start doing outcome measurements can be seen as a strength in these results, even though the weakness of the low number of respondent who measure is a big obstacle for the industry to handle. The state of measurement of outcomes among NCA members is very split and there are reasons to believe that outcome measurements are not completed regular or consequent. One reason might be that the background and job description of communication professionals vary between jobs and consists of many different tasks (Larsson, 2012, p. 60). This can in many ways be positive that there is a lot of room for creativity, adjusting the work to what is on the agenda and doing different projects. The negative side of this is that the industry has in many ways been hiding away from showing results with using the complexity and time adjusting work as an excuse not to measure. The claim that measurement is difficult to do on communication as not everything can be transferred in to numbers (Michaelson & Stacks, 2017, p 54-55) is also an excuse that can have been underlying in the industry.

Now that the state of measuring outcomes among NCA members is established the next step is to map out what kinds of obstacles the communication professionals are facing when measuring their outcomes. It is also necessary to look into how the respondents measure outputs versus how they measure outcomes, as this will tell us something about the habits of the respondents.

5.2 Obstacles and opportunities with measurement and evaluation of outcomes

The second research questions aims to investigate what kind of obstacles and opportunities exists when it comes to measuring outcomes. This question will also help us understand more about the state of measurement in the Norwegian communication industry and it therefore contribution to the first research question. This question will help map out what kind of roadblocks the Norwegian communication professionals face in outcomes measurement, and why only half of the respondents measure their outcomes of communication activities. In this chapter, I will investigate what kind of obstacles the respondents have when it comes to outcome measurement. I will then look into what the respondents measure and how frequently they do so. Earlier in this thesis, I have separated outcome and output measurement, and that comparison will be made in this chapter as well.

The low share of respondents who do measure their outcomes will give an indication that there are some roadblocks when it comes to outcome measurement. This part of the analysis seeks to examine what communication professionals know about outcome measurement, and the skills needed to perform such measurements. This part of the chapter will also look further into the two types of measures; outcomes and outputs. When looking at what the respondents are actually measuring it can tell us something about their way of working, what they prioritize and what is not prioritized. Outcome measurement and output measurement habits of the respondents will be compared to look if there are any differences. The patterns from the result will tell us what type of measurement that is used most. The variables are used to investigate the attitude of the respondent when it comes to measuring outcomes, and also to look into their habits of frequency and what type of measurements they execute.

5.2.1 Obstacles of outcome measurement

Privious research show that communication professionals rarely perform M&E on the outcome level because they experience barriers on how to perform sophisticated outcome M&E (Macnamara & Zerfass, 2017; Hon, 1997; e.g, Xaviera, Johnstona, Patel, Watson & Simmons, 2005 in Buhmann & Brønn, 2018, p. 3-4). It is reasonable to believe that this indicates a low level of knowledge on how to do outcome measurement as communication professionals find it difficult to know how to pursue outcome M&E. In 2017 the European Communication Monitor (Goldstein 2017-2018) reported that 75 per cent of European communication professionals identified inability "to prove the impact of communication activities on organizational goals". This report tells us that three out of four European communication professionals do not measure in a way that show the impact of their activities (Macnamara, 2014, p.2). In other words outcome measurement seems to be difficult for many communication professionals. Thus, it is reasonable to believe there are some obstacles that they are facing concerning outcome measurement. Most of the respondents that said they did not measure outcomes today, wished to measure the outcomes of their work in the future. When asked about challenges to M&E in form of how strongly they agreed or disagreed with each statement there were a few challenges that seemed to be more significant than others. 55 per cent of the respondents believe there is a lack of resources (such as budget, staff etc) and that the lack of tools was partly to extremely challenging. Only 22 per cent thought the management was a challenge. When being asked about the lack of standards in the industry, 44 per cent of the respondents found it partly to extremely challenging. With close to half of the respondents feeling there should be standards in the industry, it can legitimize the need for standards. Although, as the Barcelona Principles already exist, the need for standards can be put into question is they do exist. Lack of resources can be lack of prioritization in the budget from the management, even though only 22 per cent see the management as a reason for not prioritizing measurement. One other thing can be the prioritization from their department or agency. Most of the respondents seems to agree that measurement is important, but as it is not necessary to execute a communicative activity. Buhmann and Brønn (2018, p.16) concluded that the respondents believe that measuring outcomes is a smart thing to do, it has value and benefits and they would do it if they could. However, they do not feel any pressure to carry it out. Therefore, one can assume that instead of using resources on measurement, the resources are used to start a new activity. The last part of the project that is measurement, might also not be prioritized because it feels more important to get another communication activity done in time. One major problem with this is that you never really know if the activity was successful or what you did was right if you do not have any insight from previous activities. As the 55 per cent of the respondents feel like the lack of resources is an obstacle when it comes to measuring outcomes, they might look at outcome measurement as something that is both expensive and time consuming. The communication professionals might prioritize to spend the resources on a new activity rather than doing outcome measurement.

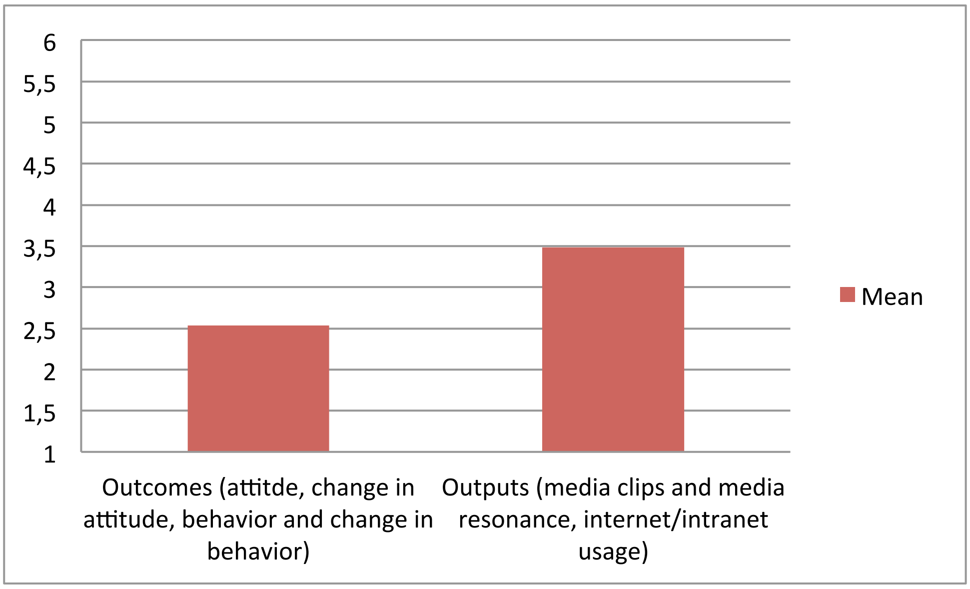
One paradox that appears in the data set is that 64 percent of the respondents' claims that they do not have the skills to routinely measure outcomes. However, 50 percent of the respondents say that they measure outcomes routinely. This means that there are several of the respondents that measure their outcomes, measure without knowing how to do so. This indicates that some of the measures executed are not systematic and are done more randomly (Haarde 2016). This gives an indication that there is a lack of knowledge when it comes to M&E and outcomes measurement and that the respondents are not sure how to do the best measurement on their activists. If the respondents do not know how to perform the best outcome measurement, is it reasonable to believe that that can be one reason that they do not do outcome measurement or do outcome measurement frequently. This is an important finding that indicates that several of the respondents that measure outcomes do not really know if they are doing it the right way, or measuring the right outcomes or parts of the activity. The lack of knowledge is therefor not only important amongst the ones that do not measure outcomes, however it is an obstacle that can be found in the whole industry whether or not the communication professionals measure outcomes.

Even though measurement and evaluation has been discussed in the academic field of communication for several decades (Macnamara, 2015, p.1) it does not seem to have a big impact on the industry. How to do M&E should be an important knowledge and skill for the communication professionals to have as it can improve future projects and activities with information on the stakeholders, and as it should be an integrated part of any activities to see if the goals are reached. The respondents might not be prioritizing to measure outcomes consequently or at all. Since this data set is quantitative there is no clear answer to why 14 percent claim to not have the skills to measure outcomes, but still do so. There is a need to say that the respondents have answered if they measure outcomes, and not if they measure in general. The respondents that have answered that they measure outcomes, without having the skills might have done measurements on request from the management to show the effect of their work. Another reason that they measure outcomes and say they do not have the skills can be that they feel like they are not skilled enough when it comes to measuring. One way it is problematic that communication professionals do not feel skilled enough to measure their outcomes, as this shows the effect of the activity. There is clearly a need for more knowledge and skills among Norwegian communication professionals when it comes to M&E of outcomes. The lack of knowledge and skills on outcome measurement can also be a reason to do more output measurement as that can demand fewer resources and in many cases be done with tools that are easy to learn and use. However, as I show in the next section there are more people measuring outputs than outcomes in the material.

5.2.2 Outcome measure vs output measurement

Now that I have established the amount of respondents that measure outcomes and the obstacles that come with, I need to map out what they measure in general to see if there is some kind of pattern or tendencies. Finding patterns and tendencies will help map out the positioning of the organization and look at strengths and weaknesses when it comes to outcome measurements. In this thesis I have separated measurement into output measurement and outcome measurements. As presented in the theory chapter the communication industry have borrowed M&E models and tools from the advertisement industry and marketing industry for decades. These models and tools focus mainly on output measurement, as marketing and advertisement professionals needs measure outputs to see if their goals are reached. One contrast between outcome and output measurement, is that the output measure is by nature varied by the tactics employed and therefore demand different techniques depending on the tactic used (Tench & Yeomans, 2014, p. 175). Jim Macnamara (2015, p. 2) identify that there exist 30 or more metrics used for measuring PR and communication. One of the questions in the survey asks respondents how often they measured the following variables the last 12 months: media clips and media resonance, internet / intranet usage, project costs, audience comprehension, satisfaction of internal customers, attitude, attitude change, behavior, behavioral change, quality of workplace, impact on street target, impact on intangible resources (knowledge, reputation, etc.) and impact on financial budgets. The first question the respondents were asked if they measured outcomes routinely, this refer to measurement of attitude, opinion and behavior of their stakeholders. The question about frequency of different variables includes other factors than outcomes such as outputs with media clips and Internet usage. In this question the respondents may have given more than one answer, as this is to map out what they do measure. I have chosen to split this question in to two sections. One that is outcome measurement, and one that is output measurement as that is the two types of measurement this thesis focus on. Outcome measurement includes this selection: attitude, attitude change, behavior, behavioral change, impact on intangible resources, (knowledge, reputation etc.). The output measurement includes this selection: media clips and media resonance, Internet/intranet usage, and audience comprehension. The respondents also had to answer how often they measured. This can also give an indication on how often the different measures were executed, and not only if they have been done or not. This will help map out a larger picture of how the measurement routines of the respondents looks like and insight on what types of measurement they prioritize. Approximately half of the respondents claimed that they did outcome measurement of their communication activities. However, that does not mean that they do outcome measurements frequently or on every project.

Figure 2. Mean of frequency on outcome and output measurement



1=Never 2=Almost never 3= occationally 4= Sometimes 5=Frequently 6=Always

This figure shows the respondents' split into the two categories outcome measurement and output measurement. The figure also shows how frequently the measurements are executed. The respondents crossed of on all the types of measures they do and how frequently they do them on the different types of measurement. This means that a respondent can have answered several types of measures. This figure is included to illustrate how much more frequently the respondents measure their outputs than they do measure their outcomes. The theory presented has shown the importance of measuring outcomes to show the effect therefore is this a finding that tells us something about the measurement habits of the respondents. Outcome measurement is the measurement that shows the effect, and as the Barcelona Principles state that output measurement should be done in addition to outcome measurement. One obvious observation when looking at the figure is that there are more respondents that measure outputs than outcomes, and this is done more frequently. This comes with both strengths and weaknesses. Strengths can be the possibilities for getting more communication professional to measure outcomes can be good when the respondents already measure outputs. The weaknesses that come with this figure are that there is a big difference between output and outcome measurements. In other words, measurements will not necessarily be performed to look at the effect of the communication or to see if the goals are reached.

One reason that the respondents do output measurement more frequently measure of outcomes can be many. The world has become more digitalized, and so has the communication of the organization. Social media is often the channels used for sharing own articles, media mentioning, advertisement and other relevant content. This means that social media is quite important and relevant for a communication professional to reach stakeholders. That might also be a reason that a lot of the respondents measure outputs such as likes, reach and people attending to look at how many they have reached. Historically speaking, the communication industry has borrowed tools from marketing and advertisement (Michaelson & Stacks, p. 6). Media clips, internet usage and forth, are typical output measurements that are often measured with marketing and advertisement tools. According to a study of 520 communication professionals worldwide (Wright et al in Thorson et al., 2015, p. 8) is placement in the target media the most preferred measurement. It is easier to measure the number of press releases written, or updates to the website or Twitter, than it is to measure the impact of these activities (Thorson et al., 2015, p. 8). The problem with measuring these outputs is that it is the channel used and how well it reached the stakeholders that are measured, not the communication. When measuring communication it should done be to see if the communication goals were reached and to see the attitude, behavior or opinion to the stakeholders.

If the only measurement done is on outputs, it will only tell if it were reached by many and liked by anyone. AVE is a tool that can help communications departments separate negative, positive and objective feedback from media articles and put it into what value that article has had for the organization. The same problem occurs here, as it is not the communication that is measured, but the money value. Communication measured in money value is not only inaccurate, but it has no value for the communication professional, as money value on an article is rarely a goal in an activity. Output measurement can be useful for marketing or sales whom measure likes and views against sales numbers. However, in communication output measurement can be a great supplement to outcome measurement to see if there is any connection with the behavior of the stakeholders and activity on social media. Or else, output measurement will be inaccurate and misleading, as it does not measure the effect of the communication. Media clip and media resonance and internet/intranet use seems to be what the respondents measure most frequently. 60 percent of the respondents says that they always measure media clips and media resonance. This can be articles on press releases that the communication professional has sent out, or articles that mention the organization. Even though the media clips can be categorized into positive, negative and objective perceptions in addition to reach and likes, it does not really tell anything about the impact it has had. For example, someone might not like an article that the organization has been mentioned in, but without it having any effect of his or her view on the organization. 56 percent of the respondents says that they always measure internet-/intranet usage. Internet/intranet usage can easily be done with programs that show visits and reach. However, this is just numbers that tell little about the content of the communication. These output measurements are can be done with low cost and little time spent and is easy to do (Tench & Yeomans, 2014, p. 175-176) and can therefore be a reason why the respondents do them. It has to be mentioned that the results from output measurement is not useless, but to see the effect of communication it has to be seen in comparison with outcome measurement. The problem is that the percentage and the frequency of outcome measurement is very low in comparison with output measurement. What and why are the things that are measured and evaluated. Measurement needs to have grounding in the goals, and the goals should have grounding to the strategy in some way. In this way will the M&E done see if the goals had any effect and if the activity was necessary or had any gain for the organization. As the second Barcelona Principles state *Measuring Communication Outcomes is Recommended Versus Only Measuring Outputs (*Leggetter, 2015). This is because the outcomes gives information about attitude, behavoir and opinion. Output measurement can be included to show the effect on social media and the media coverage, and this can be used in comparison to the outcomes as well.

The institute of Public Relation (IPR) has worked for over 60 years to get more research on M&E in the communication industry on the agenda (Tench & Yeomans, 2014, p. 13-14). Even though the interest in the field to get more tools for communication and M&E has increased over the last decade, it does not reflect on the competence of communication professionals. That can be seen in these results that the measures they do most frequently is measures that is often done with tools from marketing and advertisement industry. Another reason why the respondents do more output measurements can be that it is often easier and less time and money consuming. However, one thing that does not explain communication professionals doing output measurement with out doing outcome measurement, is that it rarely can relate to the goals of the activity. Unless if the goals are output goals, for example increase numbers of followers, likes and sharing.

One type of outcome measurement that is especially common in larger organizations in Norway is reputation measurement. Reputation measurement gives information of the positioning of the organization has with stakeholders and maps out strengths and weaknesses. Measuring reputation gives the opportunity to look into the attitude and opinions from all the stakeholders and to see if there are any changes in behavior or attitude. Reputation measurement is often outsourced to an agency that use RepTrak which is a tool made by the reputation institute to measure different attributes of the organization and summarize those attributes in to the reputation of the organization (Tench og Yeomans, 2014, p 191). RepTrak is the most common way to measure reputation world wide, and as they measure on the same attributes it makes it possible to compare results across boarders. In Norway, it is the agency Apeland in collaboration with BI professor, Peggy Brønn (Apeland, 2018) that executes the RepTrak. The results are ranked on a national level that gives the opportunity to compare with other similar organizations. Analysis performed in Norway the last years shows that the ability to create *"good feelings"* have the greatest impact on the stakeholders view on the organization (Apeland, 2007, p. 50). To create good feelings with the stakeholders they need to have a positive view of the organization and the activities, and to get this information it is necessary to measure outcomes. Outcome measurement provide the attitude and opinion of the stakeholders, and also if there is a change of behavior amongst the stakeholders. These results can also be compared to the output results from the same year to see the connection of outcomes and outputs.

The Barcelona Principles state that output measurement should be done in addition to outcome measurement. For example, the reputation can be connected to likes on Facebook and media clips to see the connection between those two measurements. This can also be a reason that the results from the survey show that the respondents measure outputs more frequently and that more respondents do so. Output measurement can also be used on smaller activities, and output might be used in larger campaigns and activities. If most of the outcome measurements of communication in an organization are outsourced, it is natural that the respondents do not have the knowledge or skills to complete outcome measurement if they do not complete it themselves. That nuance is important to get in this thesis, that not all projects or activities is of that size that communication professionals spend resources to know the outcomes, but it can still be interesting to look at the outputs as they are easier to measure. With that said, the knowledge and skill level concerning outcome measurement is still lo, and for the industry to improve M&E this needs to increase. Some associations believe that standardization of M&E will help the communication professionals to be better at measuring their activities.

There might be some of the respondents that outsource outcome measurement to agencies, which can mean that they have outcome results that they have not conducted themselves. This thesis looks at the skills of the respondents on measurement and evaluation of outcome, and not the total amount of measurement done in an organization. The next part of this chapter will look into standardization of M&E, what knowledge the respondents have about standards and the Barcelona principles and their attitude towards implementing them in the industry.

5.3 Standardization of measurement and evaluation

I will now focus on the third and last research question that concerns the standardization of measurement and evaluation. ***What are the obstacles and opportunities of advancing M&E with specific regard to standardization****?* This will be seen in comparison with some of the data presented previously in the analysis. Standardization of M&E is relevant in this thesis as higher standards and expectations on M&E will help professionalize the industry. Brunsson and Jacobsson (2000, p. 1 in Slager et al, 2016, p.765) describes standardization as an instrument of control, which in this case can provide the communication professionals control and structure over their results. M&E standards will also be useful guidelines for communication professionals to use when testing if their goals were reached, it also might provide communication professionals the knowledge and skills needed to measure outcomes as 65 percent of the respondents feel like they lack skills when it comes to M&E of outcomes. First, I will look into the attitude the respondents have towards standards. Secondly, I have made a small selection from the open-ended question where the respondents are asked if there are other things that are important to define to get M&E standards generally accepted in the communication industry. Finally, I will look into the knowledge and skills the respondents have towards the Barcelona principles, which are tried implemented in the industry as M&E standards.

As has been explained in the theory chapter, standards are norms and guidelines for communicators when it comes to measurement. Standards are common in many industries, and with standards in the communication industry it would help the industry to get more professionalized. In the communcation industry the Barcelona Principles are tried implemented. The previous analysis shows the state of measurement, and obstacales that comes with measurement of outcomes. This is data that is imporant when trying to implement standards. What does the respondents already know about measurement and do they priortize it? The state of M&E and obsticales of outcome measurement form the landscape where the standards are tried being implemented. As mentioned above, only half of the respondents measure their outcomes. This is a challange to an industry that wants to implement standards. If the results can be used an inducation on the industry, than only half of the norwegian communcaiton profefssioanls measure their outcomes. This will be a problem when implementing standards when such a low percentage actually measure outcomes of their work. The number of communication professionals that measure outcomes also have to increase for the standards to implemented successfully and also help professionalize the industry. This part of the analysis will look closer into the knowledge the respondents have to standardized sets such as the Barcelona principles, and their attitude to having a standardized set of guidelines for the industry.

First, I will look at the attitude the respondents have towards standards. On the question "*Consider the following statements about industry-wide standards for measuring and evaluation at your workplace. Common standards will:"* the respondents seemed overall positive and agree to the following statements: *A common and simple terminology, A basic system of rules, Use of the existing indices and metrics, Involvement of experts and future users, Systematic information and education on the standards, Legitimate documents and certificates (to verify competencies)* and *Transparent and continuous control of correct application.* That the respondents seems overall positive to the statements gives an indication that they are positive to having industry-wide standards for M&E. However, these statements can be perceived with a positive angle. Therefore, I will include the follow up question that gave the respondents the change to answer with own words.

5.3.1 Open ended question about standards

The open-ended question was *"Are there any other thing that are important in order to define generally accepted standards for measurement and evaluation within the communication field?"* which allowed the respondent to answer with his or hers own words. As mentioned the statements about standards in the last question might have been biased in a positive way, which was easy to agree with. This open-ended question is therefor important because as it might uncover concerns that the respondents did not raise in the statements. Only 10 percent of all the respondents answered this open-ended question. Even though the response rate is low, it might reveal concerns or other thoughts around the subject. The respondents might also use this field to express other things on the topic rather than answering the question when they have the chance to write with own words. Respondents that use the open-ended answers might have concerns or questions to raise (Grønmo, 2014, p.167-168) that can reveal something the survey do not cover or that are important to how the respondents looks at the subjects of the survey. 20 To get an understanding of what these 10 percent that answered the open-ended question thinks I have selected some of the responses to analyze the content.

> *"It is good to use standards, but in communication there are so much that should be measured that is difficult to measure. The danger is that since you cannot measure what is important, the things you measure end up with being the things that matters. That will put too much emphasis on things that are irrelevant, just because it is easier to measure. After more than 30 years in the communications / advertising industry, I have all too often seen measurements that have absolutely no value for the quality of work that's been done." (Male, 57)*

This respondent is raising a concern that the parts of the activity that are measured the most are the less important parts. He believes that the focus in M&E will be the things that are measured rather than the goals and the attributes that is more difficult to measure. This reflects the answers from the survey on what the respondents actually measure as they measure outcomes in a small amount, but outputs are measured by more respondents and more frequently. This respondent is clearly very experienced with many years in the industry, and an obstacle for the industry might be that people are so set in the way they do things that implementing new standards might be challenging. One can imagine that the respondent believes output measures from social media and etc. often are referred to, but there is a lack of the qualitative and more in-depth measurements. This respondent's answer and concern reflects how the state of measurement in the industry is today, without the standards. The communication that requires more resources to measure is often not prioritized, even though that is the communication that should be measured.

> *"It is challenging to create standards for measurement across different industries. The external influences will vary from case to case, from company to company. It's hard to see how to find the balance between the specific that gives high precision and the general that provides wide use but less precision." (Male, 48)*

The respondents seem to be critical to having a standardized set that is made for every communication professional, regardless of which industry they work in, or type of job they have. The work of a communication professional can depend on what type of industry, level of employment and if it is in the public or private sector. Even though the work tasks of communication professionals may depend on their organization are there a lot of similarities in the job that all communication professionals have to face. The respondent seems to believe the differences will make the standards too general, or that the standards might fit better for other communication professionals then for him self. This is a perception this respondent is not alone of having as 35 percent of the respondents to the open-ended question raised the same concern of the standards being inaccurate. Almost everyone that answered the open-ended question had low or no knowledge to the Barcelona Principles. The respondents had a concern about the principles with out knowing the principles or how it would work to use them in practice. The principles have got that critique from communication professionals other in the industry that addresses the same issues, as presented in the theory chapter. They believe that the principles are too common sense and should be more less open (Doyle, 2010).

Even though there were only 45 answers in the open-ended question the answers are important to include in this analysis since they reveal other issues. This question can uncover skepticism towards standards that go beyond the obstacles asked about in the previous question. When given the opportunity to answer with own words there might be some respondents that answer beyond what the question is actually asking (Michaelson & Stakcs, 2018, p. 101-102). Even though only some of the respondents raised concern in this open-ended question it has to be taken seriously, as this might be some of the obstacles the industry is facing when trying to implement standards. The respondents who answered the open-ended question also raised some of the same concerns that have been the critique on the Barcelona principles. Some mean that there is no need to implement them, as they are common sense. The same tendency can be found not only in M&E standards, but when it comes to M&E in general. Male (57) claimed that there is so much communication that should be measured that it is difficult to measure. Even though the question asked for other important things to think about when it comes to standards, this respondent also made a statement about measuring communication and that it is difficult to measure the right parts of communication. This respondent also says that in his 30 years in the industry has come across a lot of measurement that have no value for the quality of the work that has been done. The respondent has experienced that communication professionals do measure their activities, but they have measured the parts of the activity that does not show the effect. This can be useful information to why some respondents do not measure at all. Since some of the respondents do not find it valuable to measure activities at all, is it reasonable to believe that if communication professionals do not find it valuable to measure their work than getting them to implement the Barcelona Principles will be difficult as they are not motivated to use the standards.

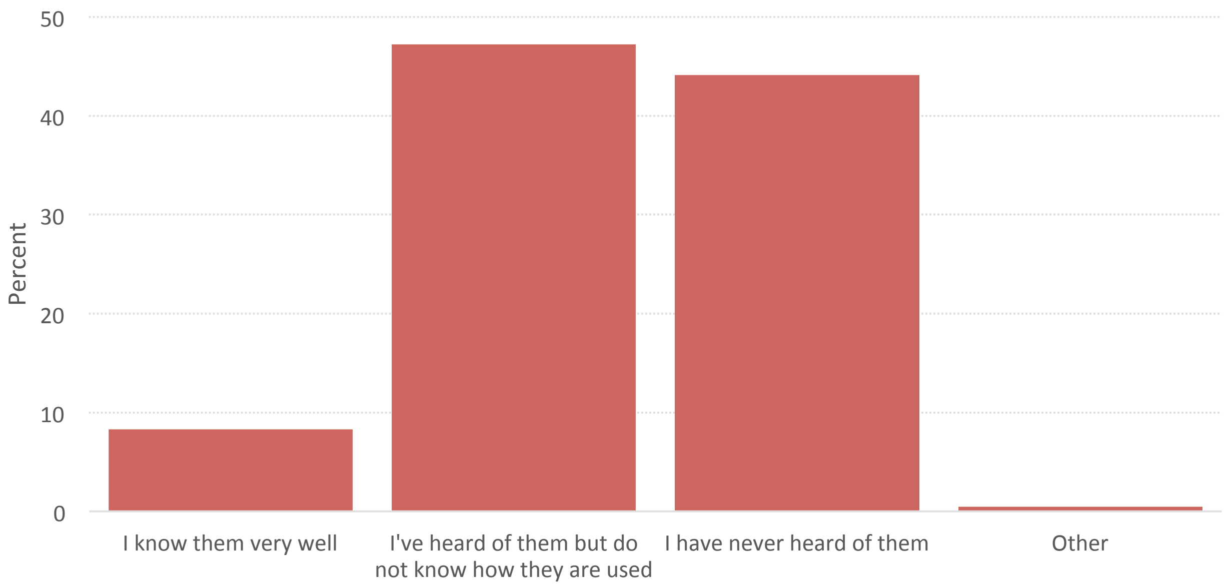
A common perception seems to be that it is difficult to implement standards that can work in different sectors, organizations and businesses, as there are big differences in what type of interests and stakeholders the different communication professionals work with and have to relate to. Another perception is that the standards work as rules that have to be followed, and that that will stand in the way of doing good or right measurement. These answers tell us that that there is a distinction between what the respondents believe a standard work in practice and how it actually works. There also reasonable to believe that the knowledge about standards are low as what the respondents seems to believe that standards is quite the opposite than the intention of the Barcelona Principles. The principles seek to be guidelines for communication professionals to use in when doing M&E to know the impact of their communication. This can help them perform sophisticated outcome M&E and on the same (Michaelson & Stacks, 2011, p. 17) foundation as other communication professionals in the industry.

5.3.2 The Barcelona Principles

Now that the knowledge and opinions about standards have been presented it is relevant to look at the set of M&E standards that are tried implemented in the communication industry.

AMEC and over 200 communication professionals from 33 countries created the Barcelona Principles in 2010. It is interesting too investigate the respondents' knowledge about the Barcelona Principles. If the respondents know the principles or have heard of them that is a good fundament for implementing them in the industry. It is reasonable to believe that the knowledge of the principles are quite low when only half of the respondents measure outcomes routinly, and 65 percent are unsure on how to do so. Therefore, one can assume that if they do not measure outcomes or have the skills to do so, the knowledge level on standards and other industry tools in M&E is low.

Figure 3. Are you familiar with the Barcelona Principles?



Total: 422, I know them very well= 35, I have heard of them but do not know how they are used =199, I have never heard of them= 186, Other= 2, Missing=1

As shown in the figure above the knowledge level concerning the Barcelona is relatively low, especially since the goal is that everyone in the industry uses them as M&E standards. Even though several of the respondents have heard about the principles, they do not know what the principles are. The data also shows that there are no big differences between the ones who measure outcomes and not when it comes to knowledge about the Barcelona Principles, this can be seen in the appendix. This gives an indication that the principles are not a factor when it comes to if the respondents measure outcomes or not. 24 of the respondents that measure outcomes routinely have responded, “I know them very well”. In other words, a small group of the respondents that measure outcomes might actually use the principles in their work. They might use other tools or measure the factors they believe is important. Barcelona principles are the standards tried implemented and it will take a lot of work to get them known in the industry. That a few of the respondents that measure their outcomes knew about them, or had only heard of them tells us that the Barcelona Principles are not used by many Norwegian communication professionals. All the presented earlier in this chapter gives the indication that the work a head for the industry to implement the Barcelona principles are bigger than just launching them as standards. The whole industry needs a lift in the knowledge and skills level when it comes to M&E. The same issue regards motivation of the respondents to measure and to see the value of M&E, which has to increase for the standards to be implemented.

5.4 Chapter summary

There seems to be a distinction between the state of M&E of outcomes in the Norwegian communication industry and how the respondents claim they would like it to be. Half of the respondents measure the outcomes of their communication activities, and the other half does not. When the respondents were asked if they wanted to measure their outcomes in the future, 86 percent of them said “yes”. This gives an indication that it is not necessarily motivation or the idea of measuring outcomes that is the reason for them not measuring, but that they are facing obstacles or have to prioritize. It is reasonable to believe that other tasks are prioritized, as outcome measurement cost recourses as money and time. One of the questions in the survey ask what the respondents measure, and it is clear that outcomes such as attitude and behavior of the stakeholders is something that the respondents measure the least. The level of measurement on other parts of an activity or high on for example media coverage and internet usage. When ask about obstacles in M&E of outcomes over half of the respondents wish they had more time or money to conduct measurement of their work. This might be the result of agencies specializing them self in M&E making other communication professionals believe that measurement is time consuming and expensive. Measuring and evaluating does not necessary have to cost that much money, and the time spent will be an investment considering time spent on planning the next project. However, it cost will in most cases cost some money and time. The problem with claiming there is a lack of resources is that measurement and evaluation is a part of a project process, and should therefor be scheduled and be included in the budget on an activity or a project. The respondents also claim that there is a lack of tools to use when they measure and evaluate their activities. As presented in the theory chapter does it exist M&E models for communication, for example Jim Macamaras Pyramide of PR research that is a model that is referred to quite often when talking about M&E. As other similar models does the Pyramide show steps on how to achieve good M&E of communication activities. The models of outcome measurement are not like the tools that are often used in output measurement, as outcome measurement demand more qualitative methods (Michaelson & Stakcs, 2011, p. 25). To understand the human communication and relationship there is a need to use other methods than just scientific methods and quantifiable data. Standards that the respondents were asked about later in the chapter can be used as a tool or guidelines when measuring. So it does exist models and tools, but it does not seem like the respondents have been motivated enough to look for them as they feel lack there is a lack of standards in the industry. M&E is as presented in the theory chapter a part of a project or an activity, but is not needed to complete a task. It does however compromise the next project or activity, as there will not be measurement or evaluation on what went right or wrong, or what effect the communication has had. There seem to be no significant reason for why half of the respondents do not measure their outcomes, but it might be a lack of knowledge when it comes to measuring.

When it comes to measurement of outcomes and outputs, is it clear that the respondents measure outputs more frequently than they measure their outcomes. Output measurement might not require the same amount of time and money as outcome measurement, and therefor be an easy way for communication professionals to measure the result of parts of the activity. These types of measurement can be great in addition to output measurements, but alone it might not give a lot of information about if the goals were reached or not. Some of the outcome measurement in the organizations of the respondents also might be outsourced, such as reputation measurement in the RepTrak measurement. If the organization use RepTrak and outsource other measurements, the total amount of measurement will be higher than what is presented in this thesis. However, this thesis looks at the knowledge, skills and behavior of communication professionals and not the total of one organization.

22 percent of the respondents from the surveys say that they find it difficult that the management do not wish for them to measure. The number of respondent who have claimed that management is an obstacle when it comes to measuring is quite low, and this can be an indication that management does not have a big effect on the reason for measuring outcomes or not as one would assume. For over 1 out of 5 of the respondents can this be a real obstacle and should therefor not be neglected even though it is not the biggest obstacle communication professionals are facing when it comes to M&E. As the knowledge level on M&E seem to be low amongst the respondents, should the management in organizations take responsibility to provide this knowledge to their employees. The real measurement obstacles lay on the personal prioritizing than the managements prioritizing as the communication professionals has to see the advantages of measurement them self to be motivated to use measure their work. There seems to be a tendency with lack of routines when it comes to measuring and evaluation that is repeating that is reasonable to connect to the lack of prioritizing of M&E. Routines has to be implemented from both the management and the communication professional them self for the industry to increase their knowledge. This is part of the reason that AMEC and other in the industry wishes to have a standardized set of guidelines – such as the Barcelona Principles 2.0. Measurement and evaluation should be integrated used as a natural part of project planning as it seeks to find out if the goals were reached, and can be used as research and a foundation for goal setting in the next project.

One paradox is that appears in the dataset is that there are 65 percent claim that they do not know how to measure outcomes, and 50 percent claim that they measure outcomes. This means that some of the respondents that measure outcomes do not know what they are doing or are not confident with their own knowledge and skills on outcome measurement. Why there are respondents that do not know how to measure and still do is not easy to answer out of the data from the survey, it requires more qualitative study. One can imagine that outcome measurements are completed to show results to management, with out having structure on what to measure or lack knowledge might be one reason. Another reason can be that the respondents wants to measure their outcome because they see the value, but they do not know how the measure outcomes right or most efficiently. That there are 15 percent that does not feel like they have the skills to measure, but still do so is alarming in that way that there is a lack of skills and knowledge about in M&E in the industry when it is clearly important to know the effect of activities. In one way is it positive that they wish to measure their activities and want to know the effect of their communication activities. However, the skills need to be in place to do the right measurement on the activity or else it will not answer if the goals are reached or not. The results of activities that are measured and evaluated should also be used in planning of new projects or activities, in addition to showing of results.

Another interesting result to note is that very few of the respondents actually knew the Barcelona Principles 2.0. There is a large group of respondents that have heard of them, but do not know what the Barcelona Principles are and how the guidelines can be used. The rest of the respondents have never heard of the principles. AMEC and other organizations are trying to get the Barcelona Principles 2.0 known as an industry-wide standardized set of principles. With few of the respondents knowing the principles one can assume that the numbers are transferable to the entire industry. Much of the information about the principles, in the Norwegian communication industry, has been presented and spread out through presentations or articles from the NCA. As the respondents in the survey are all NCA members, one can assume that they have been more exposed for information about standards and the Barcelona Principles than other communication professionals in Norway. The information and courses from NCA does not seem to be enough for the industry to be familiar with the principles if their members does not know the principles or that half of them do not know how to measure outcomes. If they NCA are going to succeed with implementing the Barcelona principles as M&E standards used by the whole industry, than the knowledge and skills level of M&E has to increase first. This is a responsibility that should lie on the whole communication industry to improve and move towards more professionalizing of the industry.

The open-ended question about implementing M&E standards in the industry gives an insight of a misperception from the respondents on how standards works and what they are. Even though the respondents who answered seemed positive to measuring and having standards, the open-ended question reveals that there also is some skeptics. First, in how the respondents have formulated their answers, as they bring concerns rather than what is important for setting standards. Secondly, does also as some of the respondents refer to standards as set rules that need to be followed every time, some are concerned that this will negative affect the measurement. This is something that is worth having in mind for further research and implementation of standards, that it has to be clear what implementing standards means in practice. Some of the concerns from the open-ended section are concerns and critique that also have been raised in the industry. Such as that the standards are too common sense, and should be less open. There are in other words some disagreements on how a standard work, and how standards should be and work in the industry. These are important findings as it maps out the landscape and can be used in planning to implement standards. With these results, results from other countries on measurement and the critique on standards setting it is clear that it takes a lot of work to implement standards. Standards do not only have to be implemented, but also accepted and the professionals have to see the value of using standards as a tool when doing M&E of communication activities (Brunsson, Rasche, & Seidl., 2012. 615-616,;Slager et al., 2016, p. 777).

In summary, the findings in the analysis show that there is a lack of knowledge and skills amongst the respondents when it comes to measuring and evaluating of outcomes of communication activities, and standards in the industry. Even though measurement and evaluation has been discussed in the academic field for decades, it does not seem to have had a big effect on the communication industry. Output measurements occur more often and more frequently than outcome measurements. This means that the effect of communication is not measured as much as it in theory should be. It also seems that many communication professionals measure just to measure something, and without a reason to answer whether if the goals for the activity were met or not. The respondents also have relatively low knowledge of standards and how it can be used as an aid when it comes to measurement and evaluation. It is reasonable to believe that if the Barcelona Principles are going to be implemented successfully in the industry than the level of knowledge, skills and motivation of doing M&E has to increase amongst communication professionals.

6 Discussion and conclusion

Measurement and evaluation is key when it comes to knowing what you are doing as a communication professional. When working with communication it is important to know what you do and why you do it, and that is why it is crucial to measure to see if the goals have been reached. Measurement is important to be able to evaluate the activity and get insight that is useful for future projects. The theory chapter presented M&E as part of a project, existing models on measurement and explains different expressions and actions that are common with M&E.

The analysis shows that the communication professionals that responded to the survey seem to be overall positive to measuring their outcomes, even though only half of them do so. It is relevant to clarify that the first question in the analysis presents if the respondents measure outcomes, and not if they measure at all. The respondents measure outputs such as Internet usage and media clips more frequently than they measure their outcomes. Outcome measurement is relevant for communication measurement as it give an insight into the mind of stakeholders and the relationship between them and the organization. Outputs can be a relevant measure as well, but at the same time it is difficult to transfer those measures into value in communication as mentioned in the theory chapter.

There are several paradoxes that reveal themself in the analysis. As presented in the analysis chapter there is a difference between knowledge and skills, and the behaviour of the respondents. One can say that there is an overall positive attitude towards M&E, however some of the respondents are sceptical when it comes to implementing standards. M&E have existed in the industry for a long time, but at the same time is quite new for many communication professionals. This is a result of an industry in constant change and with new needs and priorities as the world and communication channels. The communication industry has also adapted measurement tools from other industries such as Adverting Value Equivalent (AVE) (Michealson & Stakcs, 2010, p. 121) that might feel unnecessary and without a purpose for some, even though a lot of communication professionals do so to prove the return of investment (ROI) of their activity (Michaelson and Stacks, 2010, p. 37). It is a paradox that the respondents are positive to measurement and evaluation, but are more sceptical to using standards. As measurement is a standard, and that the Barcelona Principles are meant for helping the communication professionals (Watson & Noble, 2014, p. 31)

Based on the analyses I have presented in the previous chapter I will, in this chapter, discuss the findings against theoretical perspectives, methodological choices and challenges. I have separated the three research questions in to two parts, where 6.1 will contain RQ1 and RQ2 and 6.2 will contain RQ3.

6.1 Measurement and evaluation in the Norwegian communication industry

In this chapter I will summarize and discuss the findings from the first and second research question; **(1) What is the state of outcome measurement and evaluation (M&E) in the Norwegian communication industry?; (2) What kind of obstacles and opportunities exists when it comes to advancing M&E in Norway?**

In the second chapter I presented M&E as relatively new in the communication industry and research even though it is not. This might be a consequence of not having standards and not many tools that are customized communication value in the industry. In comparison with other industries the existing academic research is relatively low. The communication industry is also considered as relatively new, and so are the job position communication professional and communication departments. The globalization and digitalization has made the need for employees that can handle communication in a larger scale than in previous decades (Tench & Yeomans, 2014, p. 77). As presented in the theory chapter are there some existing tools that can be used when measuring communication such as the Pyramid of PR research, the PII-model and the AMEC framework (Macnamara, 2004, p.16-20). These can all be helpful tools when measuring communication activities as they tell you what to measure. The communication industry has also borrowed tools from other industries made for advertisement and marketing such as Advertising Value Equivalent AVE that measures the value of advertisement. (Michealson & Stakcs, 2017, p. 121). Measurement is often associated with marketing, economy and other industries where measurement is used to prove the ROI. ROI is used in communication measurement as well. Measurements with the result given in numbers or earnings are relatively normal in the marketing industry. In the marketing industry it might also be more accurate to measure thing in the ROI than in communication, as the goals are often based on numbers (Watson and Noble, 2014, p. 167). Result that is presented in numbers is also easier to measure as they can be sorted in to categorize or plotted in to measurement systems. Even though this is more common in marketing and advertisement, some communication activities can also be measured by using quantifiable data. The activities that are measured most frequently among the respondents are outputs that can be measured in numbers. Media clips and media resonance the activity most of the respondents measure with 60 percent answering that they always measure this. Internet and intranet use is on second place on what the respondents always measure with 56 percent. Both media clips/media resonance and internet/intranet usage can be measured with numbers, and can be used to see what the ROI of the activity is. As Svein Leirgulen said (Leirgulen 2015), it is not the ROI we should be interested in as communication professionals it is the return of the communication (ROC). When comparing the outputs (media clips and media resonance/internet and intranet usage) with outcomes (attitude, change in attitude, behavior and change in behavior) one can find a big difference in the frequency of what is measured the most. The respondents measure outputs more frequently than outcomes.

The goal of the communication activity might not be to find the out how much money it has generated, but if the measurement done focuses on outputs the evaluation will focus more on ROI than what the goals actually is (Michaelson and Stacks, 2017, p. 37). Media coverage is one example that is often measured with AVE to show ROI, which might not be accurate because it does not show how the stakeholders read it or how engage they get. The results showed that 60 percent of the respondents measure media clips and resonance. With that said, some communication activities or parts of it can be measured with numbers and be relevant for evaluation and future work. However, it has to be taken in to consideration whether it is relevant or accurate, and not be done just because it is an easy and fast way to measure. When measuring and evaluating it is key to go back to what the goals were, as that is the first step of the measuring process. With measuring and evaluating you want to find out if the goals were reached or not. One of the respondents claimed that a fault with measuring in the communication industry is that we measure the things that are easiest and then that becomes more important than what actually mattered from the beginning. If the actual purpose of an activity changes it should not be because done if it was easier to measure that part of a communication activity rather than answering the goals set. That removes the whole reason to measure, which is to have better knowledge of how to communicate to the stakeholders in the best way possible. With that said, some things that can be difficult to measure, such as communication through a crisis since the stakeholders might be critical anyways and the evaluation will contain of negative response. This can be with on a crisis where one is more prepared, or if some stakeholders outside the main audience target reacts to the communication activity. This can be complex as it might generate negative response and positive response. It is not always one way or the other. It is crucial to measure those types of activities to know how to act and communicate the next time something similar happens. Reputation has become important to measure, especially for larger organizations, as the reputation has shown to have an impact on the organizational result. RepTrak measure (Tench & Yeomans, 2014, p. 191) uses the same metrics on all the organizations, and then compare organizations on a ranked list nationally. Reputation is the result of the outcomes of organizational and communication activities, and the impact the organization have had on the stakeholders. As this can be quite demanding of resources, and as the RepTrak in Norway is completed by the agency Apeland it has to be to get in the national list. Even though the respondents do not measure their own outcomes a lot or with a high frequency, they can still outsource someone to do outcome measurement for them. For example reputation measurement, which is a normal measurement to outsource (Ihlen & Brønn, 2012, 89-91; Tench & Yeomans, 2014, p.191)

It seems to be an impression from the respondents, and also from parts of the theory field, that we measure to prove that we have value and help the organization make money. This is not completely wrong, however this explanation is a bit too simple. Communication should be measured if the results are good or if they are bad. It is about trying to understand the surroundings that are in constant change, help the organization to position in the landscape of other organization and also help understand the stakeholders. The measurement might shed som light whether it might give information if the organization is going in a wrong and not sustainable direction. The value of communication can in some occasions be transferred in to numbers that indicates how much money it is worth, but all communication has an effect on something bigger than money value – the total impression of the organization from both stakeholders and shareholders (Tench & Yeomans, 2014, p. 184).

In marketing and advertisement M&E has been a central part of the work activities many years. It is crucial for thee industries show numbers of viewers and forth to get their advertisement or campaigns out to many people and to increase sales. In many ways do marketing, advertisement and communication relate as they all seek to interact with the publics, even though marketing and advertisement can be done in a one-way communication with media such as television and radio. In marketing and advertisement there is a norm to measure the results to specify the next campaign and make that better than the last one. The thing is that with social media there is a platform for stakeholders to use, and here is a mixed zone between marketing, communication and costumer service (Tench & Yeomans, 2014, p. 178-179). Many of the referred academics in this thesis have said that the most interesting to look at when it comes outcomes is to find out what effect the communication had. Communication also provides value for the organization that is not as easy to measure such as behaviour and attitude. The main priority of communication is not only providing sales, it is about passing on messages from the organization to the stakeholders or internally. If the communication increases sales that is an effect of the communication, however might not be the main goal of the activity as that is often the job for advertisement and marketing (Michaelson & Stacks, 2017, p. 121). An communication activity is not always created by communications department, but an crisis or happening that needs to be handled and commented (Larsson, 2012, p. 105). So if an activity receives negative response it does not mean that the communication was bad, it can be that the content of what the organization is doing is the thing the stakeholders react to.

With social media we often measure outputs like likes, reach and sharing. That does not mean that all social media measurement should and can be output measurement only. Social media is an excellent platform when it comes to communicating with stakeholders and can have a great impact in the way stakeholders look at the organization (Haugseth, 2013, p. 48-49. It is crucial to measure what happens in social media when a lot of communication happens at social media platforms. It is not that much where we measure, but more what we measure and for what purpose. (Michaelson & Stakcs, 2017, 137-141) Output measurement can be used as a supplement in the evaluation to see what the connection between outcomes such as attitude, behavior, have with outputs such as likes, reach and shares.

There can be several reasons why the respondents measures outputs rather than outcomes of an activity or do not measure at all. All departments in an organization are fighting about getting their cut of a larger budget. Since communication can be part of larger organizational projects it is difficult to measure the effect it has had for the organizations economy. Communication departments are often where they cut budgets first (Larsson, 2012, p.93; Tench & Yeomans, 2014, p. 154). Even though communication is important for an organization it is not always easy to prove the effect or legitimize the work with numbers or how much money it has accumulated for the organization, because the value of communication is more complex than that. As mentioned several times in this thesis the world of communication has been changed the last decade with digitalization and globalization (Arsenault & Castells, 2008, p.711-714), and sometimes there might not be time to measure since the speed of communication has risen drastically.

Some of the respondents may have measured some of their communication to show to management, but without having much value of the measurement in their future work. It is difficult for the industry to implement standards for M&E when 65 percent of the respondents do not know how to measure outcomes. To get more communication professional to measure there is a need for more skills and knowledge in the industry. It is a bigger obstacle to get communication professionals to measure if they do not know how to do it, than if they have knowledge about M&E. As mentioned in the theory chapter media clips and Internet usage is what the respondents measure the most. These factors are not time consuming, expensive or very difficult to measure. One of the respondents raised a concern in one of the open-ended questions that communication professionals are measuring the wrong things and that the evaluation do not respond to the goals set, and he also believed that this was a concern when implementing standards. This might be a concern in the industry that the wrong things are measured. As seen in the figures from the findings and analysis chapter, bigger share of the respondents measure their outputs than they measure outcomes. If the goals cannot be measured with output measurement there is no reason to do so. Measuring should be done to see if the goals and objectives are reached and evaluation should be done to get an insight, therefore it is no point in only measuring things that cannot answer the goals. And if the activity is done without measurable objectives there is no way to know how the result turns out (Larsson, 2012, p. 109). The goals and objectives measured should also have a connection to the organizational strategy.

Return of communication

As Svein Inge Leirgulen (2015) said in a presentation for NCA; communication professionals should focus on the "return of communication" instead of the "return of investment". The return of communication can be seen in outcomes such as change in behavior, opinion or attitude. The return of communication is the value build up by communication; this can be relationship with stakeholders or reputation. Communication is important for other factors in the organization than just making money. Factors such as building and maintaining relationships with stakeholders and shareholders can lead to the organization making money. If the relationships are bad there might be more obstacles when trying to make money or executing an activity. Relationships are difficult to measure in numbers as it consists of human relations and feelings. Communication can help get a good reputation and it can help change a public opinion. The lack of communication can have the opposite response. This will be different for the individual practitioners as they have different types of jobs or responsibilities. Communication in it self might not earn the industry money directly, but is still an investment because the positioning of the organization is important for them to do business. Communication also can be crucial in some settings such as a crisis as damage control and for spreading information. In some cases can communication also be crucial, for example in a crisis to spread information and do damage control.

To conclude these two research questions there is not a norm for NCA members to do M&E as only half of the respondents do it. Therefore it is reasonable to believe that there is not a norm to do M&E of outcomes in the communication industry. Measurement of outputs is done more frequently among the respondents. Almost every respondent seemed to be overall positive to the opportunities that comes with measuring outcomes, however something is still stopping them. Also around 15 percent of the ones that measure outcomes routinely answered that they did not have the skills to do so, this indicates that there are low skills and knowledge of M&E however that does not seem to be a big obstacle. The analysis shows that there are no clear obstacle or background of that the respondents that can explain any trend of not measuring. The respondents might prioritizing to do outcome measurement on smaller projects and might outsource reputation measurements. One reason might be that others in the department measures, but it is not something the respondents feel like are a part of their job description to do. It is also reasonable to believe that the once that measure or their organization might be more innovative. The results from the two first research questions will be useful when trying to implement standards.

6.2 Measurement and evaluation standards

This chapter will summarize and discuss the third research question, **What are the obstacles and opportunities of advancing M&E with specific regard to standardization?**

Standards are guidelines that can be used as a tool on how something should be done, and can help the industry professionalize since it gives a norm when it comes to M&E (Michaelson & Stacks, 2017, p. 18-19)When asked about challenges when it comes to implementing M&E in the industry, 44 percent of the respondents found it partly to extremely challenging that there is lack of standards in the industry. When being asked if they knew what the Barcelona Principles are, a few had knowledge about the principles and how they could help when measuring. The Barcelona principles that are made by AMEC in cooperation with communication professionals from all over the world are a set of principles on M&E that have been attempted to implement as standards internationally in the communication industry. There seem to be a misunderstanding of what standards are and will do to the communication industry amongst some of the respondents that answered in the open-ended question. A common perception amongst all of the respondents seems to be that with M&E standards the work might be affected by rules or will not be fitting to the whole industry, and this can again be an obstacle to measure the right things. The paradox is that the Barcelona Principles are meant as standards to help the practitioner get good quality of their measurements and evaluation, regardless the size of budget and organization (Leggetter, 2015). The purpose of standards is to be more like a set of guidelines than rules that need to be followed. The data from the survey shows that quite few the respondents familiar with the Barcelona Principles, or standards in general. As the standards are not implemented in the whole industry yet there is no big surprise that not many know about it. As mentioned did only fifty percent of the respondents measure outcomes of their work, and there would be no reason that the other half would know about the principles if they don't measure their outcomes in the first place. Even though the respondents did not seem to know much about standards or the Barcelona Principles they seemed to have an opinion on what standards could or would do to the communication industry. There is a concern when trying to implement standards that the communication professionals lack knowledge and skills. Another concern is that some of the respondents seems critical to the implementation of standards. If there are several communication professionals that do not see the need to have M&E standards can this be a problem when trying to implement the Barcelona Principles.

For standards to be implemented it seems like there needs to be more information what standards actually are. Some of the respondents are skeptical to standards and claim that they will tie them up and not fit into the whole industry, as there are so many different types of organizations in the industry. Standards are created to fit all different aspects for the industry this shows that there needs to be more information. The standards are set as guidelines or norms, not rules. This is not clear enough for the communication professionals to understand, as it also seems to be unclear for the respondents. As the theory on this field claims, standards are making professionalism in a profession or industry, and not about how to make more profit or how to get more followers. In addition to having the word spread on standards, there is also a need for more knowledge and skills when it comes to M&E in the first place. If there are not interested or knowledge about why measurement can professionalize the industry it can be an obstacle to implement standards for the communication professionals to follow.

Several of the respondents expressed a concern in the open-ended questions in the survey about the differences in the industry and if it would be too strict with standards, that it is difficult to implement it in the whole industry. Some communication professionals work for agencies, some for NGOs, some in the private sector and some in the public sector. This will of course affect what kind of focus you will as a practitioner has when doing measurement and what that has to be measured since the organizations have different goals. However, some things can be transferrable to the whole industry such as models or standards for how to measure communication. The critique that has been on the Barcelona principles is that the principles are not specific enough and that they are thing that is common sense when doing M&E (Doyle, 2010). The people giving the critique on the Barcelona principles to be too simple are communication professionals that are very familiar with the principles. As mentioned in the analysis, are mainly the respondents that raised concerns in the open-ended answers practitioners that were not familiar with the principles. Standards work as guidelines and can be good to help a communication professional to measure the right things to see if the goals where reached. Another factor is that the Barcelona Principles, that are tried being implemented as standards, consists of seven principles do not necessarily all fit one activity.

The words principle and standard might come of as a scare for many practitioners as they do not want to be forced to do something in a particular way that might is different from the way they are doing it today. With an industry with so many types of priorities, types of organizations and private or public it is not unexpected that there would be a concern on how there could be standards that can cover the whole industry. The fact is that the Principles are no seven steps to follow, as it might not be right to all activities. An example in principle number 5: *AVEs are not the Value of Communications*. If the activity can not be measured in AVE or AVE is not used to measure in the first place will not this principle have anything to say for what is being measured.

One way information in the communication industry is distributed is through the NCA. NCA has approximately 4000 members that work in the Norwegian communication industry (Kommunikasjonsforeningen, 2017). The NCA members get access to information about new trends and topics that are relevant in the industry through their magazine, articles and courses. A lot of the articles and information are available at there webpage, but one could speculate that the NCA members might be more updated on what happens in the industry and the academic field than the rest of the communication practitioners might do as they seek information through their membership or visit their webpage more frequently. This has to be in mind that standards and the Barcelona Principles might not be known to all of the communicators in Norway. The respondents from the survey are all members of NCA as the survey was sent out to their members in collaboration with BI. When taking about standards in the communication industry it is a field that has not been explored that much theoretically or practically yet, as it is something that is relatively new. Therefor it is also important to look at other industries or countries on how they use standards and for what purposes. In comparison with other countries Norway do actually measure more than average. Norway is not the only country that has not implemented standards and struggle to get it known in the industry. Numbers from European Communication Monitor shows that Norway is one of the countries in Europe that measures most on the effect of communication even though there are no high numbers on measurement nationally in Europe (Haarde 2016). Even though Norwegian communicators measure their outcomes more than communication professionals from other European countries does the data from the survey shows that the Norwegian communicators do not measure that much or with any structure. This indicates that not only does the Norwegian communication industry have work ahead, but there is also a large job to do internationally when it comes to M&E. When standards are implemented across the world the professionalism increases and it might be easier to make comparisons and learn from each other. To be able to implement standards and get communication professionals to understand the value they also need to increase the overall knowledge and skills level which also has to come from more than a membership in the NCA, but with M&E implemented in education and motivation to improve own work.

Leaders in communication departments, PR agencies and forth need to introduce the standards for their employees and use them in their work. Getting management to implement standards might be easier sad than done. Therefore – as a lot of other things– it has to be on the agenda in communication communities and get communication professionals to talk about it for it to happen. Standards are in many other industries a tool to professionalize the industry, which also are the goal for organizations such as AMEC and the NCA. These organizations are the main drive in the industry for implementing standards. Standards will also to help internationally, nationally and in the organization for an understanding on how to do measurements and how to evaluate as it can guide the communication professional in the M&E process. Standards may also lead to more professionalism of the industry (Thorson et al., 2015, p.3) which is good for the reputation of the whole industry and to show the importance of communication. Many of the respondents seemed to have a concern that the Barcelona Principles would be difficult to implement in an industry with big variety, and that it would cost more money and time than what they have the recourses to. This concern might exist among other communication professionals than just the respondents, and is why it has to be more known in the Norwegian industry.

To summarize the last research question does the respondents seem to be positive to standards, even though some of the respondents raised concern about implementing them in the industry. It can seem like several of the respondents connects M&E with an activity that is expensive and is often outsourced to agencies to prove the ROI of their activity. If outcome measurements are outsourced can this have caused a lower level of knowledge on M&E.This can be connected to the two first research questions where it was discovered that there is lack of knowledge and skills when it comes to M&E. The respondents seem positive to have standards, there is an overall need to increase the level of knowledge and skills.

6.3 Conclusion

To summarize this thesis, is the state of M&E in the Norwegian communication industry is split. Half of the respondents measure outcomes routinely and the other half does not. A larger percentage of the respondents measure outputs frequently. The state and knowledge of standards seems to be missing in the industry, but the respondents are mostly positive to use standards even though some have raised some concerns. M&E can help the communication professional to have a better understanding on what the stakeholders think and the help positioning of the organization. On the other hand it is important that measurement and evaluation does not equal quality of the work, but it is a tool for better understanding of the environment and why we communicate the way we do. M&E can provide quality and to improve the work done as it gives us results to work with. With standards it might be easier for the communicators to know how to get these answers and measure the things that will get them there.

As mentioned in the second chapter, many academics have come to a conclusion earlier that practitioners rarely measure the effect of their communication on the outcome level. This thesis can conclude with the same thing. A higher percentage level always measure their outputs, however a much lower percentage measure outcomes and also on lower frequency. There seems to be a lack of knowledge on how to do M&E and how to implement it in their work, but also a lack of motivation and prioritizing. The respondents believe that it is useful to measure and say they would like to start measuring. If they will start to measure in the future is difficult to conclude with, as the survey does not measure how motivated they actually are or if they believe it is a good idea.

For the Norwegian communication industry to begin measuring and use the Barcelona Principles as set standards there has to be a change in how communication professionals work and their routines for measuring. M&E should not be something that is done occasionally, is an implemented part of a work progress. As Larsåke Larsson (2012) claims that M&E is part of a process that should be just as important as the rest of the project. Without measurement and evaluation there are no way to find out if the goals are really reached. As Jim Macnamara (Paarlberg 2015) said, the only other way to find out if you have reached the goals is if you can read minds. Therefore, it is important that communicators do measure their outcomes, for their own sake and to validity their work for them self.

6.3.1 The limitations of this thesis

This thesis is based on a data collected by BI in collaboration with the NCA. As I have discussed in the method chapter, I would argue that using an already existing data set at this level has given me the opportunity to investigate the themes in a more thorough way than if I would collect the data myself. Nevertheless, that means that I have not had the opportunity to tailor the questions in surveys for the purpose of this thesis, but the thesis has been shaped after the data set. Therefore are also some of the dataset not relevant for this thesis, and is not used in the analysis. Another disadvantage or limit is that parts of the dataset have already been published and presented. This means that the data in it self is not something new, which gives a limit in form of having to use it in a new context. Alexander Buhmann and Peggy Brønn have used the results from the dataset in other academic articles, as this is their survey; this has been referred to in this thesis and verifies some the findings and conclusions made in this thesis. The high number of respondents does give the opportunity to generalize the members of NCA, and can provide an insight in how the state of M&E is in the Norwegian communication industry. The data set consists of numbers of questions to make a selection from which gave me choices on what data to use. I would argue that the benefits of approaching the issue of measurement and evaluation with the help of quantitative analyses of such a comprehensive data set clearly weigh up the limitations. Also for a master student to gain access to such a set of data belongs to the exceptions and that it would be stupid not to exploit it.

6.3.2 Further research

This thesis is far from the first paper to explore M&E and standards in the communication industry as it is one of the oldest research fields in communication, and this is still one of the subjects that have been researched less in the field of communication. Existing M&E research looks at models for measuring, reasons why communicators also should measure, measurement and evaluation as a part of a project proses and what is measured or not. There does not exist a lot of research on the Norwegian communication industry and the communication professional's attitude and behaviour towards M&E and standards. A lot of excising research, internationally, bases it self on what communication professionals do, instead of what the attitude is amongst the professionals.

In this thesis I have obviously chosen away possible analysis with choosing only some of the questions to use in the analysis. A dataset of this size could in principle be the foundation for a great number of different master thesis´s. For further research would it might be interesting to go more in-depth with case studies to investigate measurement, evaluation and standards in practice. It would be interesting to learn more about the motivation communication professionals who measure has when it comes to M&E, and to look closer in to what and why they do measure. It would also be interesting to look into how some organizations implement measurement. The survey used in this thesis covers some of those questions, but deeper qualitative interviews could give an insight into why those who measure actually do it and whether they have any benefit from what they find out of themselves. This can also show the strength of their willingness and motivation to do M&E Then one can look into what communication professionals do internally them self in the organization, and what they outsourced to agencies. As mentioned is not this thesis built up on qualitative interviews, although some of the response on the open-ended questions from the data set have been included in this thesis and have been analysed qualitatively. It could be interesting to go into the depth of communicators who use M&E consistently in their work and look at their routines as a case study. This could contribute to give more understanding of what effect measurement and evaluation can have on communication. When the respondents have answered the survey used in this thesis they have to take a stand on what they think of M&E and standards, or say something about their attitude. The thing that is different to find out in a survey is how strong the attitude is or if they do not have a big interest in actually doing M&E. A respondent can say they would like to measure in the future, however that does not mean that this respondent have had this thought before or is really motivated to do so. The respondent may have just faced the issue for the first time in the survey. This will therefor be easier to investigate with interviews or case studies in an organization.

I believe the findings and discussion from this thesis will be a contribution to the discussion of M&E and the use of standards, in addition to the findings from the survey presented by Alexander Buhmann and BI. My hope is that this thesis will help shed light on an issue in the communications industry, and may be a contribution to a bigger discussion on how we as communication professionals can use measurement as a tool, and use standards as guidelines in the process.

Litterature list

Aaneland, R. (2013) *Slik måler du verdien av PR Available at:* http://blogg.gambit.no/slik-maler-du-verdien-av-pr/ (Accessed 06 march 2018)

AMEC FAQ`S (2016) Available at: https://amecorg.com/amecframework/faqs (Accessed 07 march 2018)

AMEC (2016) *AMEC'S integrated evaluation framework. Available at:* https://amecorg.com/amecframework/framework/interactive-framework/ (Accessed 07 march 2018)

Apeland. (2018) *RepTrak.* Available at: https://www.apeland.no/tjenester/reptrak/ (Acceced 02 october 2018)

Apeland, Nils M. (2007). Det gode selskap: omdømmebygging i praksis. Høvik: Hippocampus.

Arsenault, Amelia, & Castells, Manuel. (2008). The Structure and Dynamics of Global Multi-Media Business Networks. International Journal Of Communication, 2, 43. Available from https://ijoc.org/index.php/ijoc/article/view/298/189 (Acesses 06 october 2018)

Brunsson, N., Rasche, A,. and Seidl,D. (2012) The Dynamics of Standardization: Three Perspectives on Standards in Organization Studies. *Organization Studies.* 33 (5-6), 613-632. DOI: 10.1177/0170840612450120

Buhmann, Alexander and Peggy Brønn (2018) Applying Azjen´s Theory of Planned Behavior to Predict Practitioners Intention to Measure and Evaluate Communication Outcomes. *Corporate Communciations: An international journal.*

CIPR. (2011). Research, Planning and Measurement Toolkit Available at: http://www.cipr.co.uk/sites/default/files/Measurement%20March%202011.pdf (Accessed: 27 november 2017)

Cutlip, Scott M, Center, Allen H and Broom, Glen M 1999. "Effective public relations (8th Ed.)" Englewood Cliffs, NJ: Prentice-Hall.

Doyle, Sheelagh (2010) Is it Barcelona or bust for PR measurement? *PR Week* Available at: https://www.prweek.com/article/1266773/barcelona-bust-pr-measurement (Accessed 14 June 2018)

Duhigg, Charles (2012). How companies learn your secrets. The New York Times Available from: https://www.nytimes.com/2012/02/19/magazine/shopping-habits.html (Accessed 07 july 2018)

Goldstein, Steve (2017-2018) The State of Data-Driven Communication Strategies. PR News. New York: Access Intelligence

Grunig, J.E., Grunig, L.A and Dozier, D.M. (2002) The Excellence theory[1], in Botan, C.H, and Hazleton, V. (eds.) *Public Relations Theory II.* New Tork: Taylor & Francis Inc pp.19-54.

Grønmo, Sigmund (2011) *Samfunnsvitenskaplige metoder.* Bergen: Fagbokforlaget

Fangen, K. (2015) *Kvalitativ metode.* Available at: https://www.etikkom.no/FBIB/Introduksjon/Metoder-og-tilnarminger/Kvalitativ-metode/ (Accessed 07. march 2018)

Haarde, M, Z. (2016) – Må måle effekt bedre. Available at: https://www.kommunikasjon.no/fagstoff/M%C3%A5ling+og+evaluering/m%C3%A5le sak-fra-fagbladet (Acceced 07.march 2018)

Haugseth, Jan Frode (2013) *Sosiale medier i samfunnet*. Oslo: Universitetsforlaget

Ihlen, Ø. & Robstad, P. (2004) Informasjon & samfunnskontakt: Perspektiver og praksis. Bergen: Fagbokforlaget p -167-194 (24 pages).

Jones, Sheri Chaney (2014) Output vs. Outcomes and Why it Matters. *Measurement Resources Company.* Available from: http://measurementresourcesco.com/2014/02/02/outputs-vs-outcomes-matters/ (Accessed 29. September 2018)

Kommunikasjonsforeningen (2017) *Medlemsstatistikk.* Available from: https://www.kommunikasjon.no/lonn-og-fakta#Medlemsstatistikk (Accessed 03.february 2018)

Kumar, Manisha. (2011) *Difference Between Goals and Objectives*. Available at: http://www.differencebetween.net/business/difference-between-goals-and-objectives/ (Accessed 28. August 2018)

Larsson, Larsåke. (2012) *Tillämped ommunikationsvetenskap. . 3rd edn.*. Lund: Studentlitteratur

Leggetter, Barry (2015) BARCELONA PRINCIPLES: The development and the detailed changes. *AMEC.* Available at: https://amecorg.com/wp-content/uploads/2015/09/Barcelona-Principles-2.0-development-and-detailed-changes.-7-September-2015.pdf (Accessed 14 June 2018)

Leirgulen, Svein Inge. (2015) Kommunikasjonsavdelinger bør måle return of communication. Kommunikasjon. 6. p. 12

Lindenmann, Walter 1993. An 'Effectiveness Yardstick' to measure public relations success PR Quarterly 38, (1), 7-9.

Macnamara, Jim. (2005). Jim Macnamara's Public Relations Handbook (5th ed.). Sydney: Archipelago Press. Available from: http://amecorg.com/wp-content/uploads/2011/10/PR-Metrics-Paper.pdf (Accessed 12 february 2018)

Macnamara, Jim (2014) *A new paradigm and model for measurement and evaluation of PR and corporate communication.* International Summit on Measurement, Amsterdam, Netherlands.

Macnamara, Jim. (2015) *Emerging international standards for measurement and evaluation of public relations: A critical analysis.* In Public Relations Inquiry, Vol. 3 Issue:, s. 7 – 29. Available from: https://opus.lib.uts.edu.au/bitstream/10453/30560/1/Critical%20Analysis%20of%20Emerging%20Standards%20for%20PR%20Measurement%20(PRI).pdf (Accessed 12. Feburary 2018)

Michalson, D. And Stacks, D,W. (2017) *A Professionals and practitioners Guide to public relations research, measurement and evaluation.* 3rd ed. New York: Business Expert Press

Neuendorf, Kimberly. 2002. *The Content Analysis Guidebook.* Thousand Oaks: Sage.*Output measures* (2018). Available at: (http://www.businessdictionary.com/definition/output-measure.html (Accessed 27. November 2017)

Paarlberg, B. (2015) The Measurement Life: An Interview with Jim Macnamara, *The measurement standard.com* Available at: http://www.themeasurementstandard.com/2015/02/measurement-life-interview-jim-macnamara/ (Accessed: 15 november 2017).

Phillips, Jennifer Zingsheim (2016) Using PESO model for effective PR. *Media bullseye.* Available from: https://www.mediabullseye.com/2016/03/using-the-peso-model-for-effective-pr/) (Accessed 16 august 2018)

PR-operatørene (2017) *Derfor må du måle kommunikasjon – og slik gjøres det*. Avaible from https://kampanje.com/byraguiden/byraer/pr-operatorene/cases/derfor-ma-du-male-kommunikasjon--og-slik-gjores-det/ (Acceced 07 march 2018)

Pyramid Model of PR Research (2010) Available from: https://padmanegara.com/2010/11/03/pyramid-model-of-pr-research/ (Accessed 7 august 2018)

Revaa, M, S. (2016) *Måling med mening.* Available from: https://www.kommunikasjon.no/fagstoff/M%C3%A5ling+og+evaluering/m%C3%A5l-med-mening (Accessed 7 march 2018)

Slager,R., Gond, J-P., and Moon, J. (2012) Standardization as Institutional Work: The Regulatory Power of a Responsible Investment Standard. *Organization Studies.* 33(5-6), 763-790. DOI: 10.1 177/0170840612443628

Smith, Kit (2016) How to measure Paid, Owned and Earned media. *Brandwatch.* Available from: https://www.brandwatch.com/blog/define-measure-paid-owned-earned-media/ (Accessed 16th august 2018)

Spørsmålstyper I spørreundersøkelser (2018) Available from: https://no.surveymonkey.com/mp/survey-question-types/ (Accessed 02 march 2018)

Tench, Ralph and Liz Yeomans. (2014) *Exploring Public Relations.* 3rd edn.. Harlow: Pearson education limited

Thorson et al. (2015) Joining the Movement?: Investigating Standardization of Measurement and Evaluation Within Public Relations. *Research Journal of the Institute of Public Relations.* Vol.2 No. 1. Available from: https://www.instituteforpr.org//wp-content/uploads/MichaelsonEtcArticle.pdf (Accessed 2. November 2017)

Trendkite (2018) *How to Measure ROI for Public Relations.* Available from: https://www.trendkite.com/pr-return-investment (accessed 4. September 2018)

Vasbotten, Marte (2016) *Omdømme til begjær og besvær -refleksjoner knyttet til IKEA og McDonald's omdømme.* Bachelors degree. Volda University College

Volk, S. C. (2016) A systematic review of 40 years of public relations evaluation and measurement research: Looking into the past, the present, and future. *Public relations review* 42, pp. 962-977. doi: https://doi.org/10.1016/j.pubrev.2016.07.003

Watson, Tom 1997. "Measuring the success rate: Evaluating the PR process and PR programmes". I P. Kitchen (Ed.), Public relations principles and practice, (pp. 293-294). International Thomson Business Press.

Watson, T. And Noble, P. (2014) *Evaluating Public Relations – A guide to planning, research and measurement.* 3rd edd. London: Kogan Page limited

Williams, Arianne (2016) *PR Evaluation methods* Available from: https://prprointraining.wordpress.com/2016/07/31/pr-evaluation-methods/ (Accessed 26. August 2018)

Østbye, H, Helland, K. ,Knapskog, K, and Larsen, L. O. (2013) *Metodebok for mediefag*. 4th edition. Bergen: Fagbokforlaget

Appendix 1: The survey

- **Q1a** Is it part of my job to routinely measure the outcomes (changes in our stakeholders, attiudes, opinions or behaviour) resulting from our communication acitivites.
- **Q1b** I am not currently doing so, but I would like to routinely measure the outcomes (changes in our stakeholders attitudes, opinions or behavoir) resulting from our communication activities.
- **Q3** Who measured your organizations PR/communication (e.g. media uptake/reach, attrition, effectiveness of campanes etc) this past 12 months? **Q4** Which items did your organization measure this past 12 months to assess the effectivess of communication/PR?
- **Q4a** Did you measure any other effects this past months
- **Q5** How often did you personally use PR/communication measurement data this past 12 months?

- **Q6**a How satisfied are you with how your organization usually performs PR/Communication measurement and evaluation?
- **Q7a** Below we listed some challenges (in form of statements) to implement more advanced/efficient measurement and evaluation. Please indicate how strongly you agree/disagree with each statement.
- **Q8a** How would you rate personal capabilities/skills in the following areas:
- **Q9** How relevant are the following points to excellent PR/communication measurement and evaluation:
- **Q10** Which of these are the most important driver/motivation for doing M&E? (Please rank the top 3 from the flowing list by typing in 1,2,3 ..

- **Q12** Consider the following statements about industry with standards for measuring and evaluation a your workplace. Common standards will:
- **Q1**5 Are you familiar with the Barcelona principles?

- **Q19** what gender are you?
- **Q22:** How many years have you worked with communication?
- **Q23b**: What industry do you work in?
- **Q25:** Numbers of education in communications?

Appendix 2: SPSS Analysis

Frequencies

[DataSet1] M:\pc\Desktop\M&E survey2402.sav

Statistics

Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.

N	Valid	419
	Missing	3

Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	210	49,8	50,1	50,1
	No	209	49,5	49,9	100,0
	Total	419	99,3	100,0	
Missing	Don't know	3	,7		
Total		422	100,0		

```
FREQUENCIES VARIABLES=v2
  /BARCHART PERCENT
  /ORDER=ANALYSIS.
```

Frequencies

Statistics

I am not currently doing so, but i would like to routinely measure the outcomes (changes in our stakeholders attitude, opinoin and behavior) resulting from our communication activities.

N	Valid	189
	Missing	233

Q1b: I am not currently doing so, but i would like to routinely measure the outcomes (changes in our stakeholders attitude, opinoin and behavior) resulting from our communication activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	163	38,6	86,2	86,2
	No	26	6,2	13,8	100,0
	Total	189	44,8	100,0	
Missing	Don't know	22	5,2		
	System	211	50,0		

Total	233	55,2		
Total	422	100,0		

FREQUENCIES VARIABLES=Q3a1Medieklippogmedieresonans Q3a2Internettintranettbruk

Q3a3Prosjektkostnaderøkonomi Q3a4Tilfredshethosinternekunder Q3a5Budskapsforståelsehosmålgruppe

Q3a6Holdning Q3a7Holdningsendring Q3a8Atferd Q3a9Atferdsendring Q3a10Virkningpåstrategiskemål

Q3a11Kvalitetavinternarbeidsprosess Q3a12Virkningpåimmaterielleressurserf.eks.kunnskapomdømme

Q3a13Virkningpåøkonomiskeressurserf.eks.budsjetter

/ORDER=ANALYSIS.

Q3a1: Media clips and media reasonance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	17	4,0	4,9	4,9
	Almost never	23	5,5	6,6	11,5
	Occasionally	87	20,6	25,1	36,6
	Sometimes	208	49,3	59,9	96,5
	Frequently	12	2,8	3,5	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

Q3a2: Internet/Intranet usage

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Never	21	5,0	6,1	6,1
	Almost never	18	4,3	5,2	11,2
	Occasionally	100	23,7	28,8	40,1
	Sometimes	193	45,7	55,6	95,7
	Frequently	15	3,6	4,3	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

Q3a6: Attitude

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	79	18,7	22,8	22,8
	Almost never	88	20,9	25,4	48,1
	Occasionally	118	28,0	34,0	82,1
	Sometimes	35	8,3	10,1	92,2
	Frequently	27	6,4	7,8	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

Q3a7: Change in attitude

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	92	21,8	26,5	26,5
	Almost never	90	21,3	25,9	52,4
	Occasionally	105	24,9	30,3	82,7
	Sometimes	29	6,9	8,4	91,1
	Frequently	31	7,3	8,9	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

Q3a8: Behavior

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	84	19,9	24,2	24,2
	Almost never	75	17,8	21,6	45,8
	Occasionally	116	27,5	33,4	79,3
	Sometimes	42	10,0	12,1	91,4
	Frequently	30	7,1	8,6	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

Q3a9: Changes in behavoir

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	92	21,8	26,5	26,5
	Almost never	80	19,0	23,1	49,6
	Occasionally	108	25,6	31,1	80,7
	Sometimes	33	7,8	9,5	90,2
	Frequently	34	8,1	9,8	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

Q3a10: Impact strategic goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	66	15,6	19,0	19,0
	Almost never	79	18,7	22,8	41,8
	Occasionally	117	27,7	33,7	75,5
	Sometimes	38	9,0	11,0	86,5
	Frequently	47	11,1	13,5	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

Q3a12: Impact on intangiable resources (knowlegde, repuation etc)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	54	12,8	15,6	15,6

	Almost never	84	19,9	24,2	39,8
	Occasionally	124	29,4	35,7	75,5
	Sometimes	53	12,6	15,3	90,8
	Frequently	32	7,6	9,2	100,0
	Total	347	82,2	100,0	
Missing	System	75	17,8		
Total		422	100,0		

MEANS TABLES=Q3a1Medieklippogmedieresonans Q3a2Internettintranettbruk Q3a6Holdning
Q3a7Holdningsendring Q3a8Atferd Q3a9Atferdsendring
/CELLS=MEAN COUNT STDDEV.

Means

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Q3a1: Media clip and media reasonance	347	82,2%	75	17,8%	422	100,0%
Q3a2: Internet/intranet usage	347	82,2%	75	17,8%	422	100,0%
Q3a6: Attitude	347	82,2%	75	17,8%	422	100,0%
Q3a7: Change in attitude	347	82,2%	75	17,8%	422	100,0%
Q3a8: Behavior	347	82,2%	75	17,8%	422	100,0%
Q3a9: Change in behavior	347	82,2%	75	17,8%	422	100,0%

Report

	Q3a1: Media clip and media reasonace	Q3a2: Internet/intranet usage	Q3a6: Attitude	Q3a7: Change in attitude	Q3a8: Behavior
Mean	3,50	3,47	2,55	2,47	2,59
N	347	347	347	347	347
Std. Deviation	,865	,897	1,173	1,219	1,221

MEANS TABLES=Q3a1Medieklippogmedieresonans Q3a2Internettintranettbruk Q3a6Holdning Q3a7Holdningsendring Q3a8Atferd Q3a9Atferdsendring BY v1
/CELLS=MEAN COUNT STDDEV.

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Q3a1: Media clip and media reasonace * Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	344	81,5%	78	18,5%	422	100,0%

Q3a2: Internet/intranet usage * Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	344	81,5%	78	18,5%	422	100,0%
Q3a6: Attitude * Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	344	81,5%	78	18,5%	422	100,0%
Q3a7: Change in attitude * Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	344	81,5%	78	18,5%	422	100,0%
Q3a8: Behavior* Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	344	81,5%	78	18,5%	422	100,0%

Q3a9: Atferdsendring * Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	344	81,5%	78	18,5%	422	100,0%

Report

Q1a: It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.		Q3a1: Media clip and mediareasonance	Q3a2: Internet/intranet usage
Yes	Mean	3,53	3,60
	N	203	203
	Std. Deviation	,773	,748
No	Mean	3,47	3,28
	N	141	141
	Std. Deviation	,990	1,050
Total	Mean	3,50	3,47
	N	344	344
	Std. Deviation	,867	,896

Means

Case Processing Summary

	Cases		
	Included	Excluded	Total

	N	Percent	N	Percent	N	Percent
Q3a1: Medieklipp og medieresonans * Q25b: Din høyeste fullførte grad og fagområde for denne graden	347	82,2%	75	17,8%	422	100,0%
Q3a2: Internett-/intranettbruk * Q25b: Din høyeste fullførte grad og fagområde for denne graden	347	82,2%	75	17,8%	422	100,0%
Q3a6: Holdning * Q25b: Din høyeste fullførte grad og fagområde for denne graden	347	82,2%	75	17,8%	422	100,0%
Q3a7: Holdningsendring * Q25b: Din høyeste fullførte grad og fagområde for denne graden	347	82,2%	75	17,8%	422	100,0%
Q3a8: Atferd * Q25b: Din høyeste fullførte grad og fagområde for denne graden	347	82,2%	75	17,8%	422	100,0%
Q3a9: Atferdsendring * Q25b: Din høyeste fullførte grad og fagområde for denne graden	347	82,2%	75	17,8%	422	100,0%

Report

Q25b: Your highest compeleted degree		Q3a1: Media clip and media resonance	Q3a2: Internet/Intranet usage	Q3a6: attitude
Bachelor or equivalent	Mean	3,49	3,51	2,65

	N	134	134	134
	Std. Deviation	,873	,792	1,184
Master or equivalent	Mean	3,51	3,49	2,53
	N	162	162	162
	Std. Deviation	,843	,947	1,186
Ph.D.	Mean	3,50	4,00	2,00
	N	2	2	2
	Std. Deviation	,707	,000	1,414
None	Mean	3,53	3,27	2,35
	N	49	49	49
	Std. Deviation	,938	,995	1,091
Total	Mean	3,50	3,47	2,55
	N	347	347	347
	Std. Deviation	,865	,897	1,173

Report

Q25b: Your highest compeleted degree		Q3a7: Change in attitude	Q3a8: Behavior	Q3a9: Change in behavior
Bachelor or equivalent	Mean	2,54	2,63	2,60
	N	134	134	134
	Std. Deviation	1,155	1,180	1,177
Master or equivalent	Mean	2,48	2,56	2,50
	N	162	162	162
	Std. Deviation	1,286	1,241	1,291
Ph.D.	Mean	1,50	2,00	2,00
	N	2	2	2

	Std. Deviation	,707	1,414	1,414
None	Mean	2,33	2,61	2,47
	N	49	49	49
	Std. Deviation	1,179	1,288	1,324
Total	Mean	2,47	2,59	2,53
	N	347	347	347
	Std. Deviation	1,219	1,221	1,250

MEANS TABLES=Q3a1Medieklippogmedieresonans Q3a2Internettintranettbruk Q3a6Holdning Q3a7Holdningsendring Q3a8Atferd Q3a9Atferdsendring BY Q19Erdu
/CELLS=MEAN COUNT STDDEV.

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Q3a1: Media clip and media resonance * Q19: Er du:	347	82,2%	75	17,8%	422	100,0%
Q3a2: Internet/intranet usage * Q19: Er du:	347	82,2%	75	17,8%	422	100,0%
Q3a6: Attitude * Q19: Er du:	347	82,2%	75	17,8%	422	100,0%
Q3a7: Change in attitude * Q19: Er du:	347	82,2%	75	17,8%	422	100,0%
Q3a8: Behavior * Q19: Er du:	347	82,2%	75	17,8%	422	100,0%
Q3a9: Change in behavior * Q19: Er du:	347	82,2%	75	17,8%	422	100,0%

Report

Q19: What gender are you?:		Q3a1: Media clip and media resonance	Q3a2: Internet/intranet usage	Q3a6: Attitude	Q3a7: Change in attitude
Man	Mean	3,50	3,45	2,53	2,48
	N	128	128	128	128
	Std. Deviation	,813	,840	1,049	1,122
Woman	Mean	3,51	3,48	2,56	2,47
	N	219	219	219	219
	Std. Deviation	,895	,930	1,242	1,275
Total	Mean	3,50	3,47	2,55	2,47
	N	347	347	347	347
	Std. Deviation	,865	,897	1,173	1,219

Report

Q19: What gender are you?:		Q3a8: Behavior	Q3a9: Change in behaviour
Man	Mean	2,58	2,52
	N	128	128
	Std. Deviation	1,221	1,242
Woman	Mean	2,60	2,53
	N	219	219
	Std. Deviation	1,224	1,257
Total	Mean	2,59	2,53
	N	347	347

Std. Deviation	1,221	1,250

```
CORRELATIONS
  /VARIABLES=Q7.1Samleinndata Q7.2Tolkedata Q7.3Utføreinnholdsanalyse
    Q7.4Utvikleoggjennomføresp\u00f8rreundersøkelser
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.
```

Correlations

		Q7.1: Collect data	Q7.2: Interpret data	Q7.3: Execute content analysis
Q7.1: Collect data	Pearson Correlation	1	,671**	,607**
	Sig. (2-tailed)		,000	,000
	N	398	397	387
Q7.2: Interpret data	Pearson Correlation	,671**	1	,760**
	Sig. (2-tailed)	,000		,000
	N	397	398	387
Q7.3: Conduct content analysis	Pearson Correlation	,607**	,760**	1
	Sig. (2-tailed)	,000	,000	
	N	387	387	389
Q7.4: Develop and conduct surveys	Pearson Correlation	,585**	,539**	,522**
	Sig. (2-tailed)	,000	,000	,000
	N	396	396	387

Correlations

		Q3a9: Change in behavior

Q7.1: Collect data	Pearson Correlation	,585**
	Sig. (2-tailed)	,000
	N	396
Q7.2: Interpret data	Pearson Correlation	,539**
	Sig. (2-tailed)	,000
	N	396
Q7.3: Conduct content analysis	Pearson Correlation	,522**
	Sig. (2-tailed)	,000
	N	387
Q7.4: Develop and conduct surveys	Pearson Correlation	1
	Sig. (2-tailed)	
	N	398

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

```
MEANS TABLES=Q3a1Medieklippogmedieresonans Q3a2Internettintranettbruk Q3a6Holdning
  Q3a7Holdningsendring Q3a8Atferd Q3a9Atferdsendring BY Q7.2Tolkedata
 /CELLS=MEAN COUNT STDDEV.
```

Means

Case Processing Summary

Cases					
Included		Excluded		Total	
N	Percent	N	Percent	N	Percent

Q3a1: Media clip and media resonance * Q7.2: Interpret data	332	78,7%	90	21,3%	422	100,0%
Q3a2: Internet/intranet usage * Q7.2: interpret data	332	78,7%	90	21,3%	422	100,0%
Q3a6: Attitude * Q7.2: Interpret data	332	78,7%	90	21,3%	422	100,0%
Q3a7: Change in attitude * Q7.2: Interpret data	332	78,7%	90	21,3%	422	100,0%
Q3a8: Behavior * Q7.2: Interpret data	332	78,7%	90	21,3%	422	100,0%
Q3a9: Change in behavior * Q7.2: Interpret data	332	78,7%	90	21,3%	422	100,0%

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Q3a1: Media clip and media resonance * Q7.1: Collect data	332	78,7%	90	21,3%	422	100,0%
Q3a2: Internet/intranet usage * Q7.1: Collect data	332	78,7%	90	21,3%	422	100,0%
Q3a6: Attitude * Q7.1: Collect data	332	78,7%	90	21,3%	422	100,0%
Q3a7: Change in attitude * Q7.1: Collect data	332	78,7%	90	21,3%	422	100,0%
Q3a8: Behavior * Q7.1: Collect data	332	78,7%	90	21,3%	422	100,0%

Q3a9: Change in behavior * Q7.1:Collect data	332	78,7%	90	21,3%	422	100,0%

Correlations

		Q1a:It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	Q13: Are you familiar with the Barcelona Principles?
Q1a:It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	Pearson Correlation	1	,106*
	Sig. (2-tailed)		,030
	N	419	419
Q13: Are you familiar with the Barcelona Principles?	Pearson Correlation	,106*	1
	Sig. (2-tailed)	,030	
	N	419	422

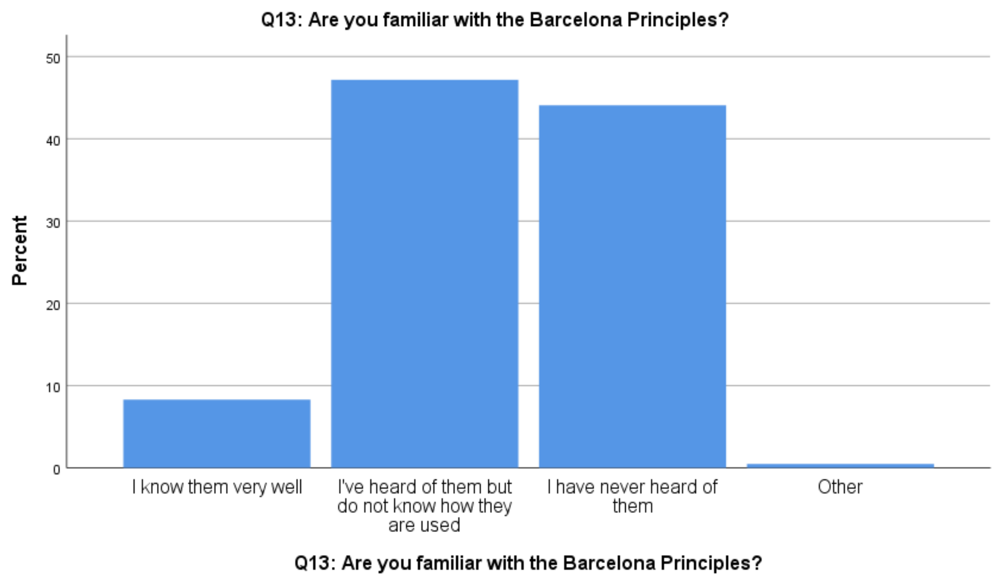
*. Correlation is significant at the 0.05 level (2-tailed).

Q13: Are you familiar with the Barcelona Principles?

N	Valid	422
	Missing	1

Q13: Are you familiar with the Barcelona Principles?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I know them very well	35	8,3	8,3	8,3
	I've heard of them but do not know how they are used	199	47,0	47,2	55,5
	I have never heard of them	186	44,0	44,1	99,5
	Other	2	,5	,5	100,0
	Total	422	99,8	100,0	
Missing	System	1	,2		
Total		423	100,0		



			Q1a:It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	Q13: Are you familiar with the Barcelona Principles?
Q1a:It is part of my job to routinely measure the outcomes (changes in our stakeholder's attitudes, opinions or behavior) resulting from our communication activities.	Posterior	Mode		,106
		Mean		,105
		Variance		,002
	95% Credible Interval	Lower Bound		,011
		Upper Bound		,199
	N		419	419
Q13: Are you familiar with the Barcelona Principles?	Posterior	Mode	,106	
		Mean	,105	
		Variance	,002	
	95% Credible Interval	Lower Bound	,011	
		Upper Bound	,199	
	N		419	422