



# Disruptive Communication

Measurement, evaluation and  
insights in the Age of Change

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# Jim Macnamara

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PROFESSOR OF PUBLIC COMMUNICATION

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# EXCLUSIVE RELEASE OF GLOBAL RESEARCH

Latest Trends and Best Practice in Measurement and Evaluation Globally

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JIM MACNAMARA PhD, FAMEC, FAMI, CPM, FPRIA



# Evaluating Public Communication

exploring new models,  
standards, and best practice

Jim Macnamara

# This workshop

- The most widely agreed fundamentals of evaluation worldwide
- The latest models and approaches – which industries and sectors do it best
- Getting beyond models to applied evaluation
- 10 informal and 30 formal research methods you need to think about
- Getting to the next level – showing VALUE







# Basis of the following recommendations

- Involved in evaluation since 1992 – **IPRA Gold Paper on Evaluation** in 1994
- Founder and CEO of **CARMA International** (Asia Pacific) (1995–2006)
- **MA** by research (1993); **PhD** (2004)
- Chair, **Academic Advisory Group to AMEC** (2015–)
- Advisor on development of the **UK GCS Evaluation Framework** in 2015–16
- Member of the **UK GCS Evaluation Council** in 2016
- Member of the **IPR Task Force on Standards for Evaluation** since 2015
- Designed **evaluation framework for the NSW Government** 2015–17
- Commissioned by Routledge to write ***Evaluation Public Communication***

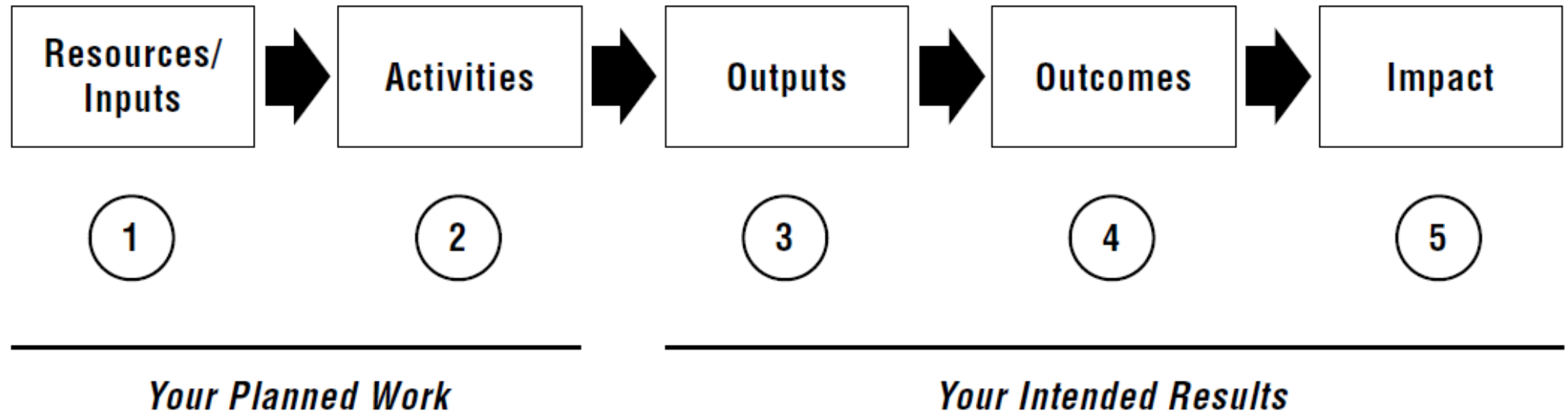


# Why look at other fields, and where?

- Evaluation was not invented in PR or communication
- Evaluation has been extensively practiced and developed in:
  - International development
  - Education
  - Project management
  - Performance management
- Widely used models and frameworks date back to the early 1970s
- These are often ignored in PR and communication
  - ‘Reinventing the wheel’
  - Misapplying or bastardising evaluation theory and best practice

# Program theory and program logic models

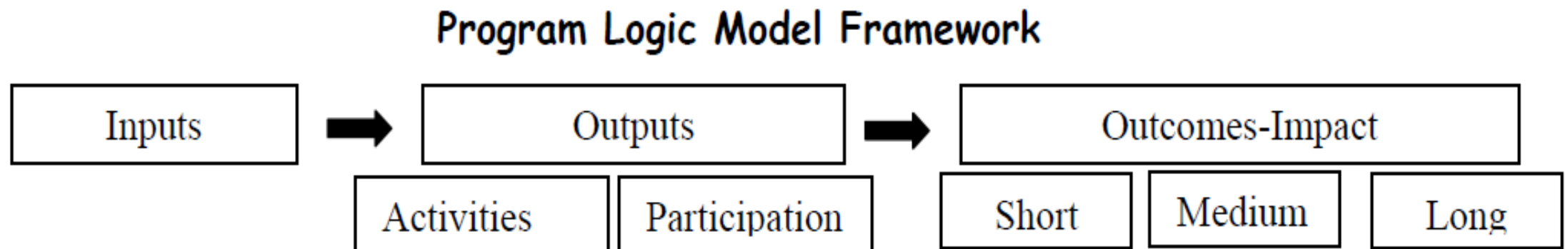
- Basic program model evolved since the 1970s (Kellogg Foundation, 2004, p. 1)



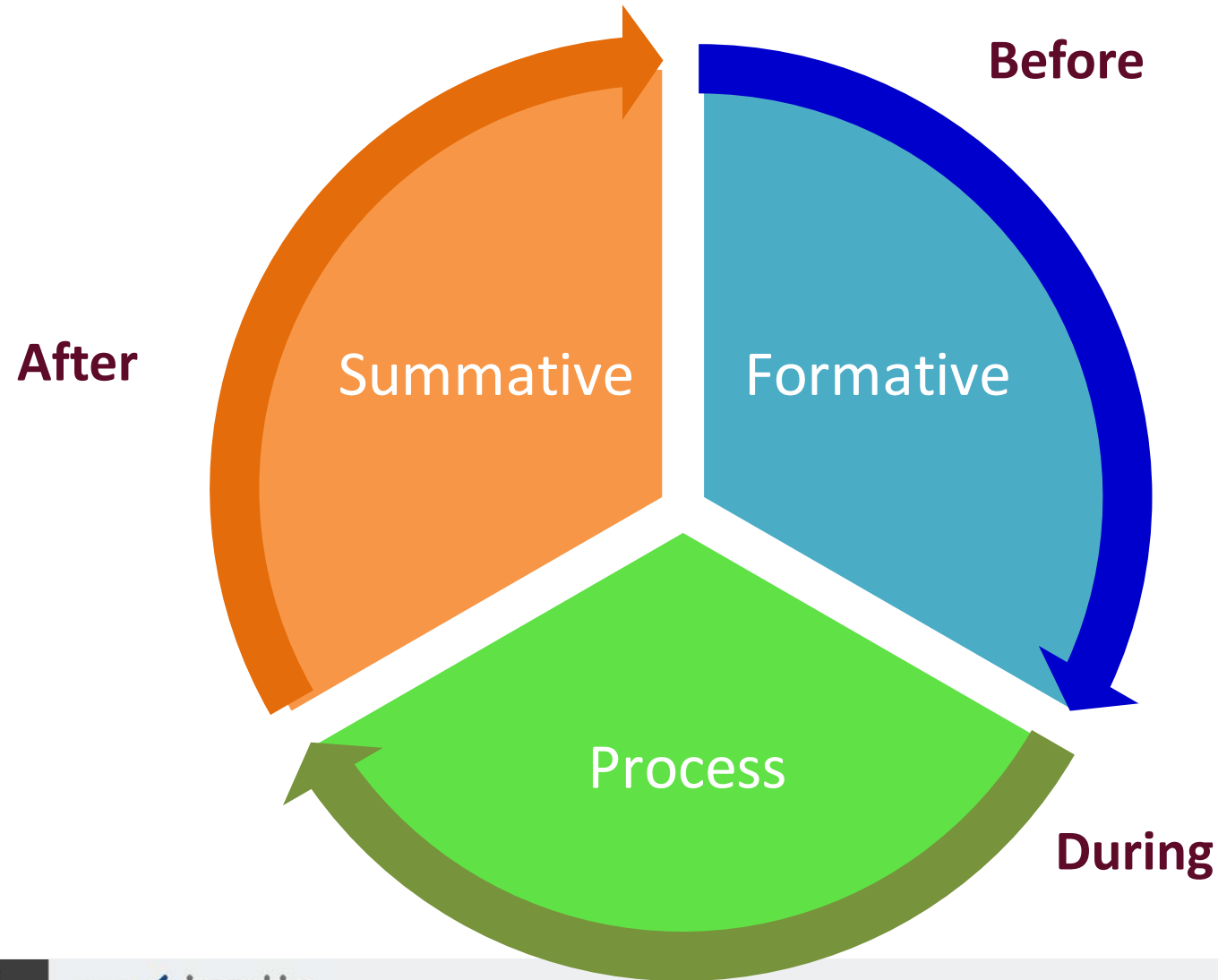


# Program theory and program logic models

- Program logic model developed by the University of Wisconsin University Cooperative Extension Program (UWEX) (Taylor-Power & Henert, 2008, p. 5)



# End to end evaluation



“Evaluation:  
The Alpha and  
Omega of  
Strategy)

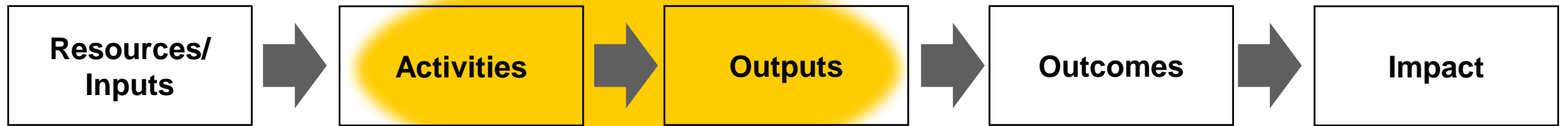
(Tench, Verčič, D.,  
Zerfass, A., Moreno,  
A., & Verhoeven, P.  
(2017)



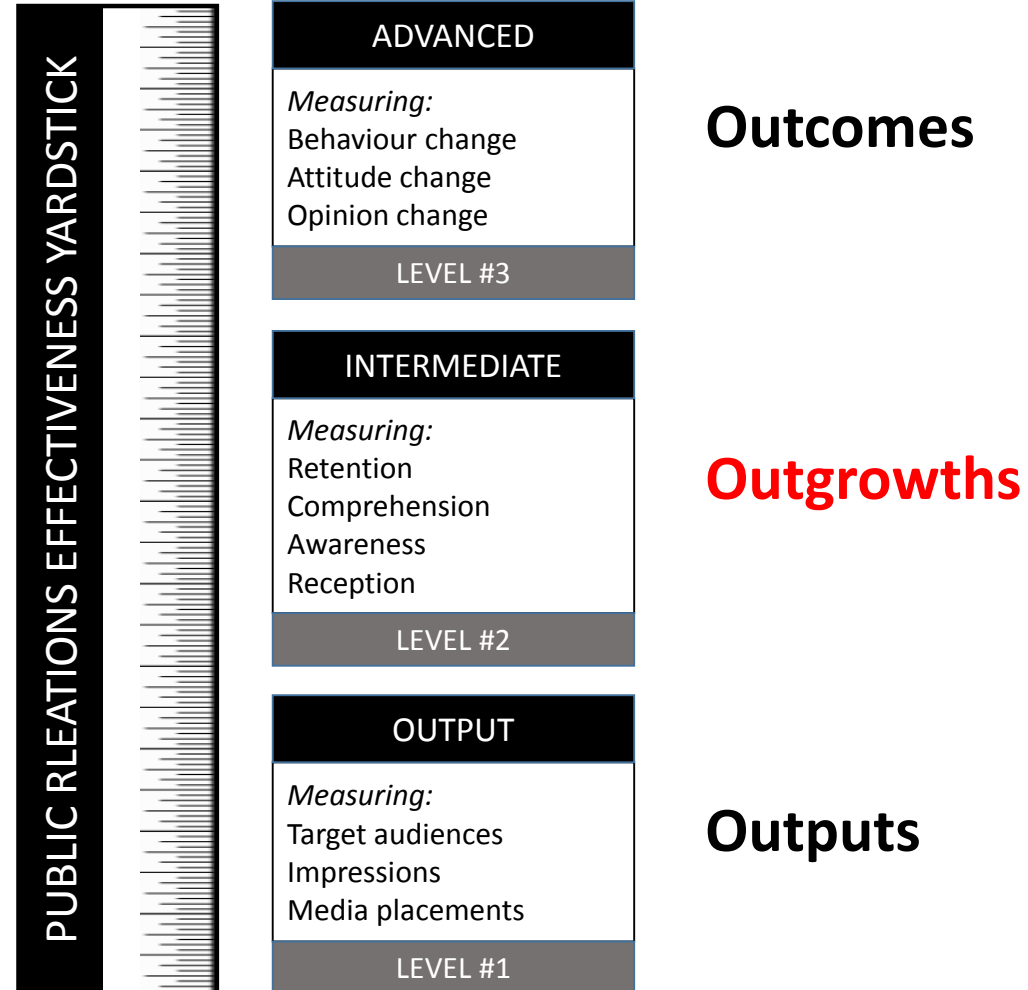
# Which sectors/industries do it best?

- **Advertising – NOT**
  - Focus on *reach*; *recall*, *impressions*
- **Digital marketing/communication – YES, TO A POINT**
  - Mainly focussed on auto-generated metrics – *clickthroughs*, *views*, *likes*, *follows*, *shares*
- **International development** (Aid programs; UNICEF, WHO, etc.)
- **Health communication**
  - Theory based
  - Extensive use of quantitative and qualitative research
  - Major focus on formative research
- **PR – definitely not**
  - Predominantly focussed on *outputs* – e.g., volume and tone of media publicity, AVEs

# Where does PR evaluation sit?

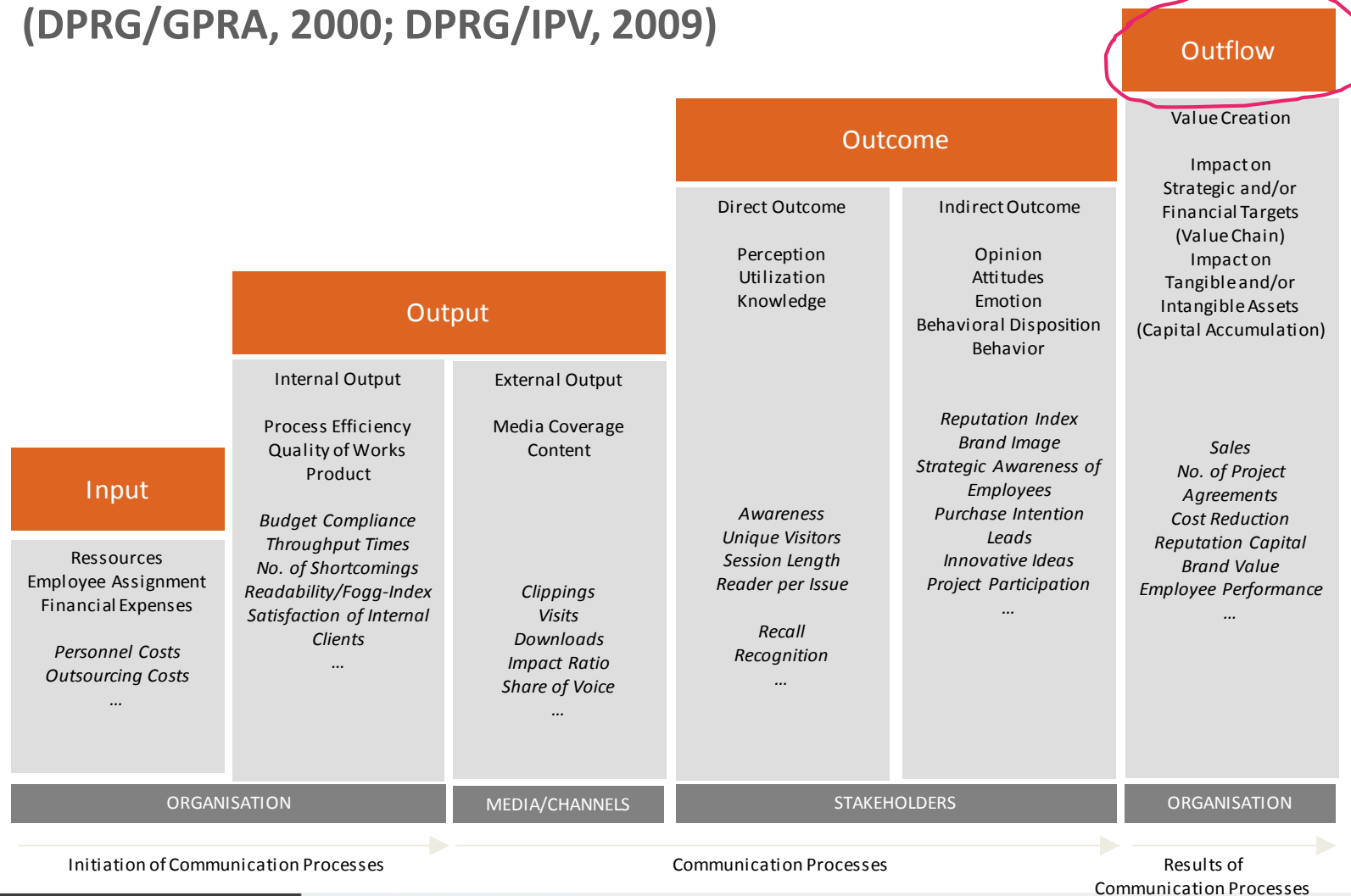


# Lindenmann's PR Effectiveness Yardstick



# Communication controlling

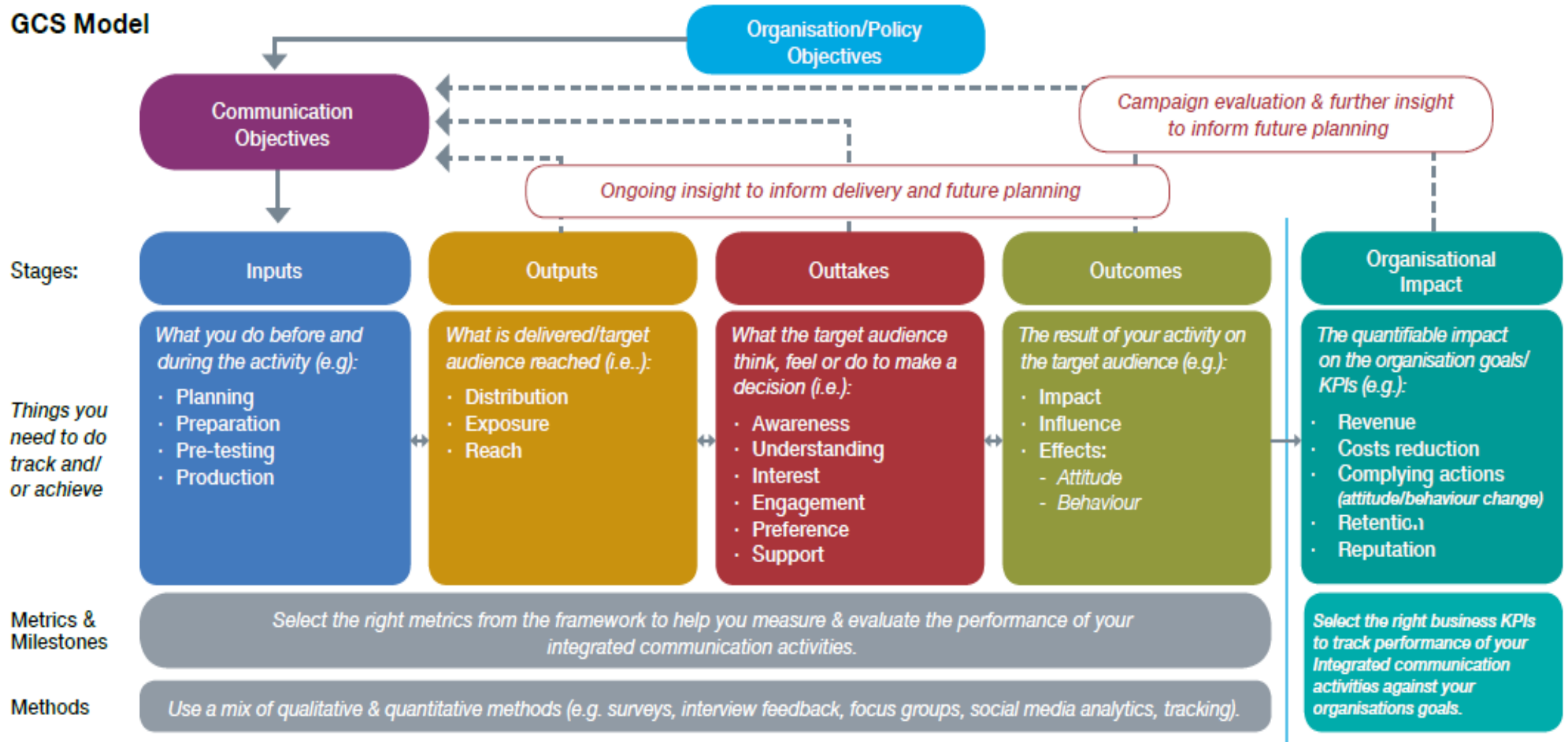
(DPRG/GPRA, 2000; DPRG/IPV, 2009)



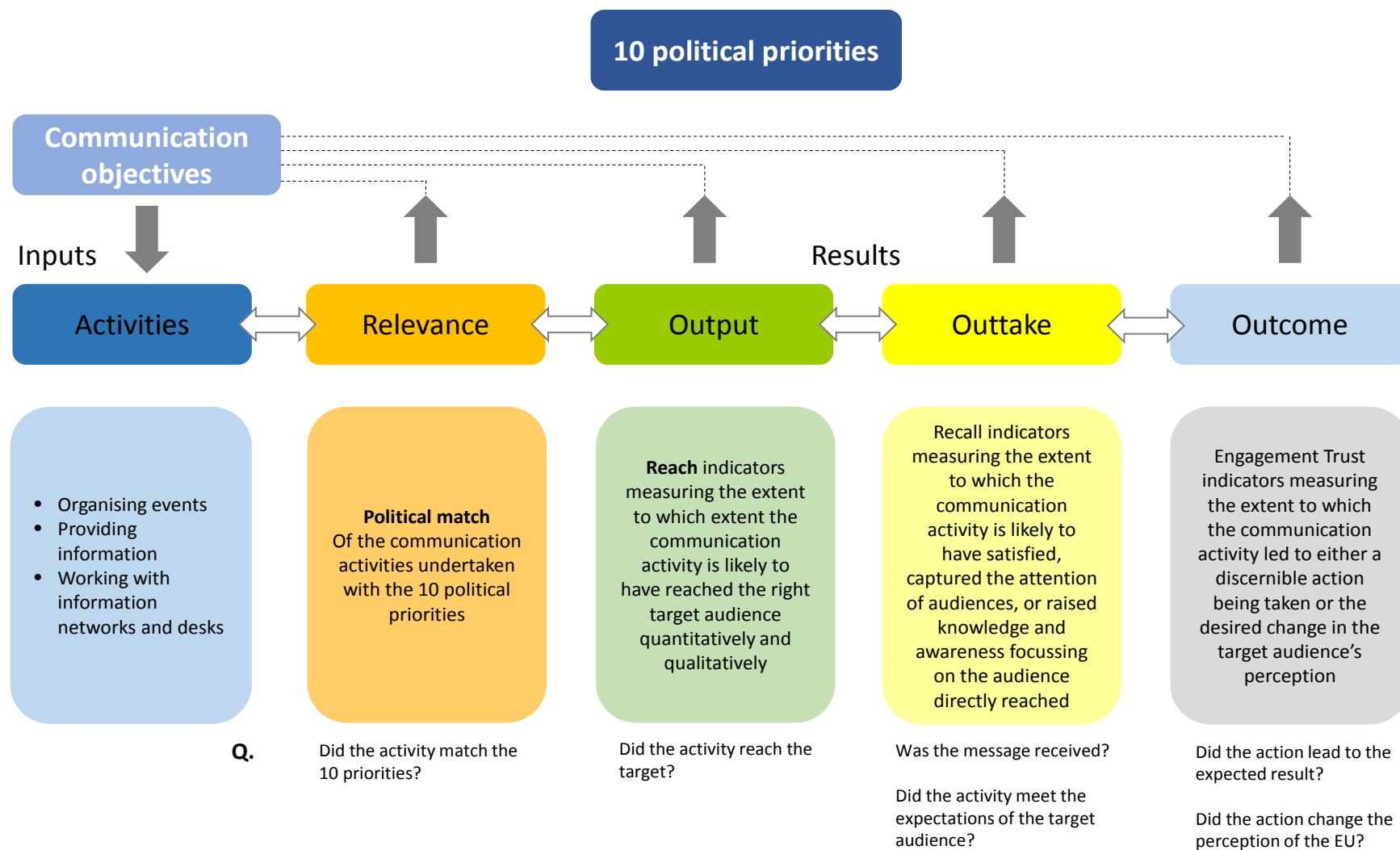


# UK Government model (GCS, 2016)

## GCS Model



# European Commission evaluation model





“I couldn’t understand why PR needed to stand apart from the dominant approach to performance alignment and management adopted by the majority of functions one might find in a typical organization”

Philip Sheldrake

[The Measurement Standard](#), December 8, 2015, para. 6



# INTEGRATED EVALUATION FRAMEWORK

by amec

SUBMIT

Objectives

START HERE

1

Inputs

2

Activity

3

Outputs

4

Out-takes

5

Outcomes

6

Impact

7

Click on submit button to view your content in the AMEC Valid Metrics framework.

SUBMIT

STAGES MACRO-LEVEL	INPUTS <sup>2</sup>	ACTIVITIES	OUTPUTS	OUT-TAKES <sup>3</sup>	OUTCOMES <sup>4</sup>	IMPACTS <sup>5</sup>
Short definition	What you need in preparation for communication	Things you do to plan and produce your communication	What you put out that is received by target audiences	What audiences do with and take out of your communication	Effects that your communication has on audiences	The results that are caused, in full or in part, by your communication
KEY STEPS MESO-LEVEL	<ul style="list-style-type: none"> <li>• <b>Objectives</b></li> <li>• <b>Budget</b></li> <li>• <b>Resources</b> (e.g., staff, agencies, facilities, partnerships)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Formative research</b></li> <li>• <b>Planning<sup>7</sup></b></li> <li>• <b>Production</b> (e.g., design, writing, media buying, media relations, media partnerships, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Distribution</b></li> <li>• <b>Exposure</b></li> <li>• <b>Reception<sup>8</sup></b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Attention</b></li> <li>• <b>Awareness</b></li> <li>• <b>Understanding</b></li> <li>• <b>Interest / liking</b></li> <li>• <b>Engagement</b></li> <li>• <b>Participation</b></li> <li>• <b>Consideration</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Learning / knowledge<sup>9</sup></b></li> <li>• <b>Attitude change</b></li> <li>• <b>Satisfaction</b></li> <li>• <b>Trust</b></li> <li>• <b>Preference</b></li> <li>• <b>Intention</b></li> <li>• <b>Advocacy</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reputation</b></li> <li>• <b>Relationships</b></li> <li>• <b>Compliance / complying actions</b></li> <li>• <b>Organisation change</b></li> <li>• <b>Public/social change</b></li> </ul>
EXAMPLE METRICS & MILESTONES MICRO-LEVEL	<ul style="list-style-type: none"> <li>• SMART objectives</li> <li>• Targets / KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Baselines / benchmarks (e.g., current awareness)</li> <li>• Audience needs, preferences, etc.</li> <li>• Strategic plan</li> <li>• Evaluation plan</li> <li>• Pre-test data (e.g., creative concepts)</li> <li>• Content produced (e.g., media releases, Websites)</li> <li>• Media relations</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity volume</li> <li>• Media reach</li> <li>• Impressions/OTS</li> <li>• Share of voice</li> <li>• Tone/sentiment/ favourability</li> <li>• Messages placed</li> <li>• Posts, tweets, etc.</li> <li>• Advertising TARPs</li> <li>• E-marketing volume</li> <li>• CPM</li> <li>• Clickthroughs</li> <li>• Event attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Unique visitors</li> <li>• Views</li> <li>• Response (e.g., follows, likes, tags, shares, retweets)</li> <li>• Return visits/views</li> <li>• Recall (unaided, aided)</li> <li>• Positive comments</li> <li>• Positive response in surveys, etc.</li> <li>• Subscribers (e.g., RSS, newsletters)</li> <li>• Inquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Message acceptance</li> <li>• Trust levels</li> <li>• Statements of support or intent</li> <li>• Leads</li> <li>• Registrations (e.g., organ donor list)</li> <li>• Brand preference</li> <li>• Trialling</li> <li>• Joining</li> <li>• Reaffirming (e.g., staff satisfaction)</li> </ul>	<ul style="list-style-type: none"> <li>• Public/s support</li> <li>• Meet targets (e.g., blood donations; cancer screening membership, etc.)</li> <li>• Sales increase</li> <li>• Donations increase</li> <li>• Cost savings</li> <li>• Staff retention</li> <li>• Customer retention/ loyalty</li> <li>• Quality of life / wellbeing increase</li> </ul>



<b>EXAMPLE METRICS &amp; MILESTONES</b>  MICRO-LEVEL	<ul style="list-style-type: none"> <li>• SMART objectives</li> <li>• Targets / KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Baselines / benchmarks (e.g., current awareness)</li> <li>• Audience needs, preferences, etc.</li> <li>• Strategic plan</li> <li>• Evaluation plan</li> <li>• Pre-test data (e.g., creative concepts)</li> <li>• Content produced (e.g., media releases, Websites)</li> <li>• Media relations</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity volume</li> <li>• Media reach</li> <li>• Impressions/OTS</li> <li>• Share of voice</li> <li>• Tone/sentiment/ favourability</li> <li>• Messages placed</li> <li>• Posts, tweets, etc.</li> <li>• Advertising TARPs</li> <li>• E-marketing volume</li> <li>• CPM</li> <li>• Clickthroughs</li> <li>• Event attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Unique visitors</li> <li>• Views</li> <li>• Response (e.g., follows, likes, tags, shares, retweets)</li> <li>• Return visits/views</li> <li>• Recall (unaided, aided)</li> <li>• Positive comments</li> <li>• Positive response in surveys, etc.</li> <li>• Subscribers (e.g., RSS, newsletters)</li> <li>• Inquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Message acceptance</li> <li>• Trust levels</li> <li>• Statements of support or intent</li> <li>• Leads</li> <li>• Registrations (e.g., organ donor list)</li> <li>• Brand preference</li> <li>• Trialling</li> <li>• Joining</li> <li>• Reaffirming (e.g., staff satisfaction)</li> </ul>	<ul style="list-style-type: none"> <li>• Public/s support</li> <li>• Meet targets (e.g., blood donations; cancer screening membership, etc.)</li> <li>• Sales increase</li> <li>• Donations increase</li> <li>• Cost savings</li> <li>• Staff retention</li> <li>• Customer retention/ loyalty</li> <li>• Quality of life / wellbeing increase</li> </ul>
<b>METHODS OF EVALUATION</b>	<ul style="list-style-type: none"> <li>• Internal analysis</li> <li>• Environmental scanning</li> <li>• Feasibility analysis</li> <li>• Risk analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Metadata analysis (e.g., past research and metrics)</li> <li>• Market/audience research (e.g., surveys, focus groups, interviews)</li> <li>• Stakeholder consultation</li> <li>• Case studies (e.g., best practice)</li> <li>• SWOT analysis (or PEST, • PESTLE, etc.)</li> <li>• Pre-testing panels</li> <li>• Peer review / expert review</li> </ul>	<ul style="list-style-type: none"> <li>• Media metrics (e.g., audience statistics, impressions, CPM)</li> <li>• Media monitoring</li> <li>• Media content analysis (quant)</li> <li>• Media content analysis (qual)</li> <li>• Social media analysis (quant and qual)</li> <li>• Activity reports (e.g., events, sponsorships)</li> </ul>	<ul style="list-style-type: none"> <li>• Web statistics (e.g., views, downloads)</li> <li>• Social media analysis (qual – e.g., comments)</li> <li>• Feedback (e.g., comments, letters)</li> <li>• Ethnography<sup>10</sup> (observation)</li> <li>• Netnography<sup>11</sup> (online ethnography)</li> <li>• Audience surveys (e.g., re awareness, understanding, interest, opinion)</li> <li>• Focus group (as above)</li> <li>• Interviews (as above)</li> </ul>	<ul style="list-style-type: none"> <li>• Social media analysis (qual)</li> <li>• Database statistics (e.g., inquiry tracking identifying sources)</li> <li>• Ethnography (observation)</li> <li>• Netnography (online ethnography)</li> <li>• Opinion polls</li> <li>• Stakeholder surveys (e.g., re satisfaction, trust)</li> <li>• Focus groups (as above)</li> <li>• Interviews (as above)</li> <li>• Net Promoter Score (NPS)<sup>12</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Database records (e.g., blood donations, health outcomes, membership, etc.)</li> <li>• Sales tracking</li> <li>• Donation tracking</li> <li>• CRM data</li> <li>• Staff survey data</li> <li>• Reputation studies</li> <li>• Cost Benefit Analysis/ Benefit Cost Ratio</li> <li>• ROI (if there are financial objectives)</li> <li>• Econometrics<sup>13</sup></li> <li>• Quality of life scales &amp; wellbeing measures</li> </ul>

Basic and Classic Program Logic Models | PR and communication evaluation models (early 1980s to early 2000s)

	Basic program logic model – UWEX (Taylor-Power & Henert, 2008)	Expanded program logic model – UWEX (Taylor-Power & Henert, 2008)	Classic Program Logic Model (e.g., Kellogg Foundation (1998/2004)	Cutlip, Center & Broom (1985) 'PII model'	Macnamara's Macro model' (1992)	Lindenmann's Effectiveness Yardstick (1993, 1997a)	IPRA Gold Paper on Evaluation (1994, pp. 10, 18–19)	Fairchild & O' Connor, IPR Toolkit (1999, 2001)	Lindenmann Standards and Guidelines, 1997b, 1997c)	Noble & Watson's 'Unified Model' (1999)	Grunig & Hon 'relationships' model	DPRG/ GPRA (2000), DPRG/ICV (2009) models	Likely Performance Measurement Framework (2000)	Macnamara's 'Pyramid' model (2000, 2002a, 2002b)	Lindenmann's 'guidelines' (2002/2003)
	Input	Inputs	Inputs		Inputs		Inputs	Inputs (hinted)		Input		Input		Inputs	
			Activities	Planning											
	Output	Outputs <ul style="list-style-type: none"> <li>Activities</li> <li>Participation</li> </ul>	Outputs	Implement-ation	Outputs	Outputs (basic)	Outputs	Output	Outputs	Output	Outputs	Output	Outputs	Outputs	PR Outputs
								Outtake					Outtakes	Outtakes	PR Outtakes
						Outgrowths (inter-mediate)									
	Outcomes	Outcomes <ul style="list-style-type: none"> <li>Short-term</li> <li>Intermediate</li> <li>Long-term</li> </ul>	Outcomes			Outcomes (advanced)	Outcomes	Outcome	Outcomes		Outcomes	Outcome	Outcomes	Outcomes	PR Outcomes
			Impact	Impact	Results				Business / organization outcomes	Impact	Relationships	Outflow	Outgrowths		Business / organization outcomes
										Effect					

9

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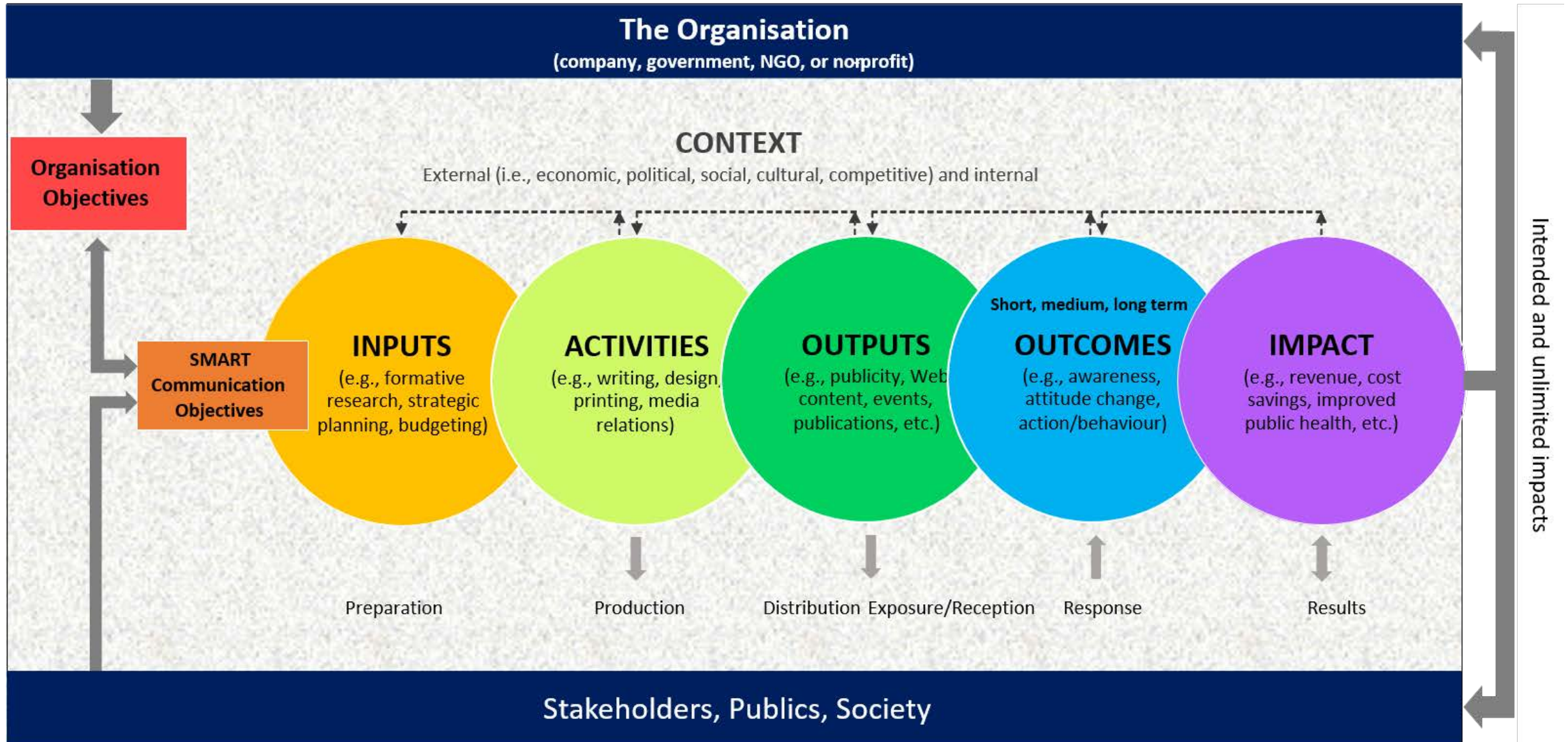
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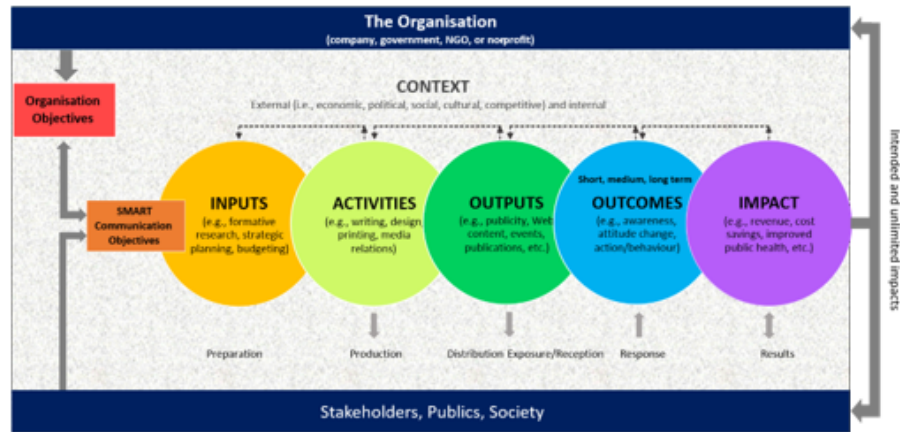




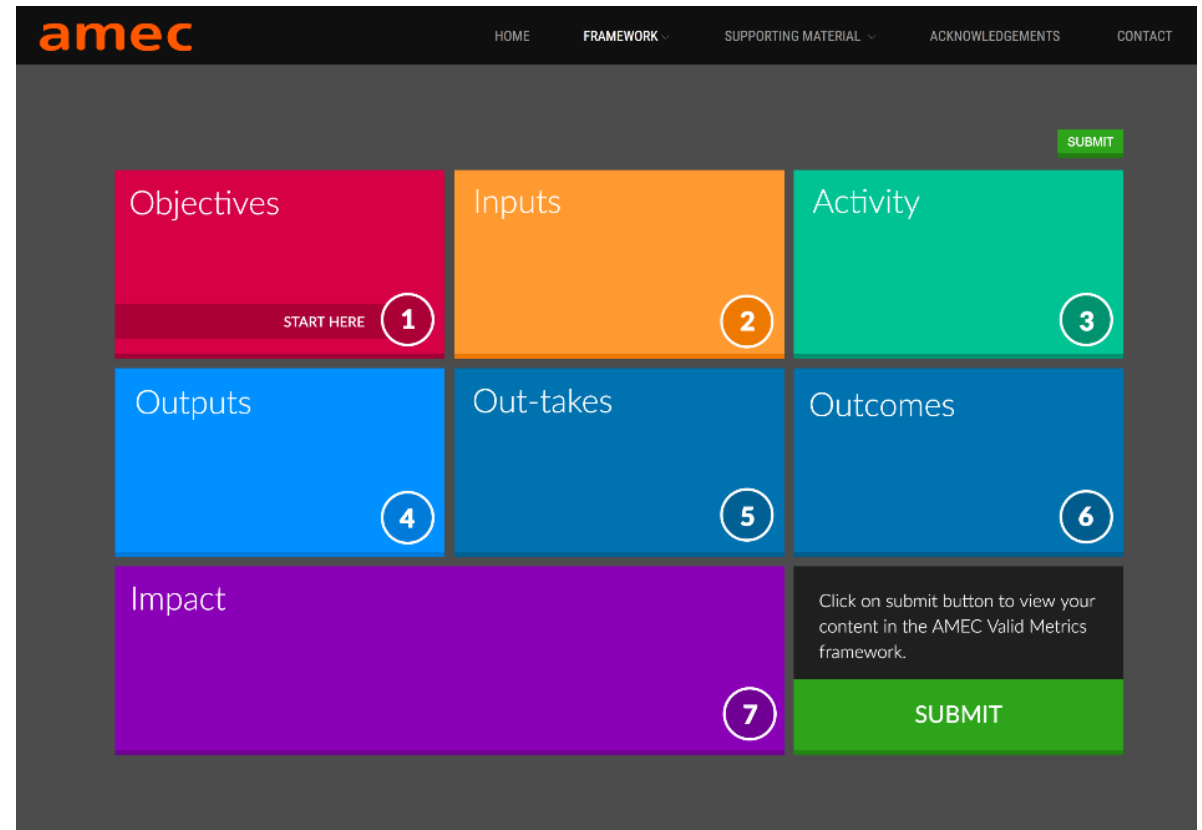
# Key features of this model

- Classic **five-stage program logic model**
  - But shows stages as overlapping spheres \*
- Applies to **companies, government, NGO, NFPs**
- **Stakeholders, publics, and society** are included \*
- Communication **objectives align** to organisation objectives – and to stakeholders, publics, and society \*
- **Simple explanations** of each stages in the model
- **Feedback** loops
- **Impact** evaluated in terms of organisation and stakeholders, publics, and society – intended and unintended \*
- Recognises **context** as factors to be evaluated \*

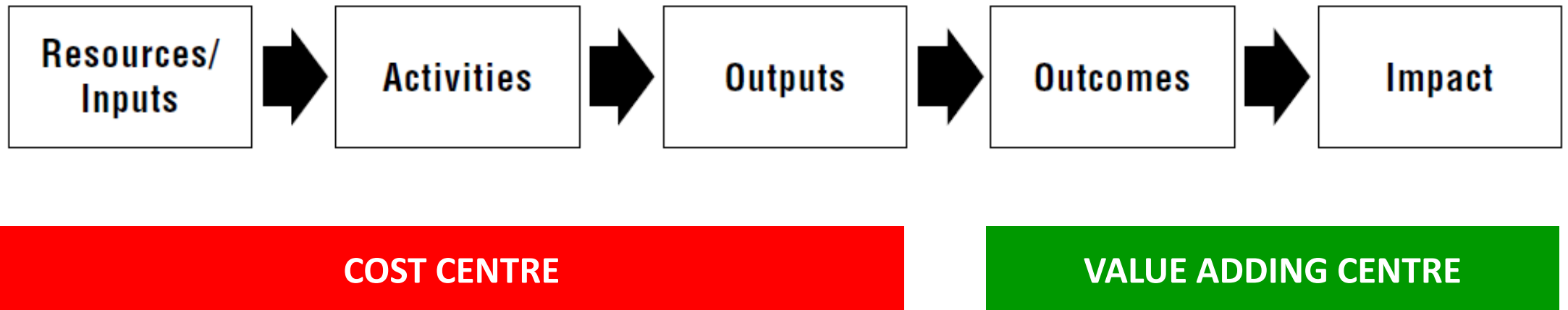




Stages in strategic communication	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES Short-term (attitude) → long-term		IMPACT
<b>Brief description</b>	What is needed to plan and prepare communication	What is done to plan and implement communication	What is put out or done that reaches and engages the target public(s)	What the target public(s) take out of communication and subsequent responses	What achievable effects the communication has on target public(s)	What results are caused, in full or in part, by the communication
<b>KEY STEPS</b>	<ul style="list-style-type: none"> <li>Planning &amp; preparation</li> </ul>	<ul style="list-style-type: none"> <li>Production</li> <li>Distribution</li> </ul>	<ul style="list-style-type: none"> <li>Exposure</li> <li>Reception</li> </ul>	<ul style="list-style-type: none"> <li>Attention</li> <li>Awareness</li> <li>Understanding</li> <li>Learning (if necessary)</li> <li>Interest</li> <li>Engagement</li> <li>Consideration</li> </ul>	<ul style="list-style-type: none"> <li>Attitude change</li> <li>Satisfaction</li> <li>Trust</li> <li>Preference</li> <li>Intention</li> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Target public's action/behaviour in line with objectives</li> <li>Organisation ROI</li> <li>Social/political change</li> <li>Organisation change (See examples of these below)</li> </ul>
<b>EXAMPLES</b>	<ul style="list-style-type: none"> <li>Formative research</li> <li>Budgeting</li> <li>Strategic planning</li> <li>Resource allocation (e.g., staff, agencies)</li> </ul>	<ul style="list-style-type: none"> <li>Writing (e.g., news releases, brochures)</li> <li>Media relations</li> <li>Design</li> <li>Web site development</li> <li>Social media site development (e.g., blogs, Facebook pages)</li> <li>Publication development (e.g., newsletters)</li> <li>Event management</li> <li>Sponsorships</li> <li>Advertising campaign development</li> </ul>	<ul style="list-style-type: none"> <li>Publicity volume</li> <li>Advertising placement</li> <li>Web content posted</li> <li>Brochures</li> <li>Newsletters</li> <li>Videos</li> <li>Events staged</li> <li>Social media posts (e.g., in blogs, Facebook)</li> <li>E-mail/e-marketing</li> <li>Community engagement projects</li> </ul>	<ul style="list-style-type: none"> <li>Web visits</li> <li>Page views</li> <li>Video views</li> <li>Social media discussion, sharing, etc.</li> <li>Comments posted</li> <li>Registrations</li> <li>Subscriptions</li> <li>Inquiries</li> <li>Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Social media discussion</li> <li>Feedback</li> <li>Reviews</li> <li>Satisfaction levels</li> <li>Trust levels</li> <li>Trialing</li> <li>Joining</li> <li>Strategic relationships</li> <li>Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Sales revenue</li> <li>Donations (e.g., money, blood)</li> <li>Compliance (e.g., reduced drink driving)</li> <li>Customer retention/loyalty</li> <li>Staff retention</li> <li>Social benefits (e.g., public health improvement, quality of life/well-being increases)</li> <li>Policy change</li> </ul>
<b>METRICS &amp; MILESTONES that can apply</b>	<ul style="list-style-type: none"> <li>SMART objectives</li> <li>Targets / KPIs</li> <li>Baselines / benchmarks (e.g., existing sales, awareness, attitudes)</li> <li>Audience needs, preferences, etc. identified</li> <li>Channel preferences identified</li> </ul>	<ul style="list-style-type: none"> <li>Number of media releases issued</li> <li>Number of interviews, news conferences, etc.</li> <li>Web sites/pages posted</li> <li>Publications, events, etc. on time on budget</li> <li>Awards (e.g., PR, advertising)</li> </ul>	<ul style="list-style-type: none"> <li>Reach (e.g., audited circulation, ratings)</li> <li>Impressions</li> <li>Share of voice</li> <li>Tone/sentiment score</li> <li>Event attendance</li> <li>Click throughs (CTR)</li> <li>Unique visitors</li> <li>Views</li> <li>Cost per click (CPC)</li> <li>Cost per view (CPV)</li> <li>Cost per impression</li> </ul>	<ul style="list-style-type: none"> <li>Recall rates</li> <li>Likes</li> <li>Follows</li> <li>Shares</li> <li>Retweets, reblogs</li> <li>Awareness levels</li> <li>Reputation scores/ratings</li> <li>Redacted criticism</li> <li>Endorsements</li> <li>Sign-ups</li> <li>Comments</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction ratings</li> <li>Employee satisfaction ratings</li> <li>Trust ratings</li> <li>Reputation scores/ratings</li> <li>Reduced criticism</li> <li>Endorsements</li> <li>Sign-ups</li> </ul>	<ul style="list-style-type: none"> <li>Targets met (e.g., sales, revenue, donations, reduced road toll)</li> <li>Customer retention rates</li> <li>Employee retention</li> <li>Cost savings (e.g., reduced health costs, staff turnover, etc.)</li> <li>Positive public opinion</li> <li>Public support</li> <li>Policy approval</li> </ul>
<b>METHODS that can be used</b>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Environmental scanning</li> <li>Database statistics</li> <li>Case study analysis</li> <li>SWOT analysis</li> <li>Market and/or social research (e.g., surveys, focus groups)</li> <li>Pre-testing</li> <li>Cost effectiveness analysis (CEA) (e.g., to compare methods or channels)</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Distribution statistics</li> <li>Expert/power review</li> <li>Award entries</li> </ul>	<ul style="list-style-type: none"> <li>Media metrics (e.g., audited circulation, TV ratings)</li> <li>Web statistics (e.g., views, downloads, etc.)</li> <li>Advertising TAGs</li> <li>Media monitoring</li> <li>Media content analysis (qualitative)</li> <li>Media content analysis (quantitative)</li> <li>Social media analysis (qualitative)</li> </ul>	<ul style="list-style-type: none"> <li>Social media analysis (qualitative)</li> <li>Surveys (e.g., awareness)</li> <li>Database statistics (e.g., number of inquiries, registrations)</li> <li>Third data over periods</li> </ul>	<ul style="list-style-type: none"> <li>Social media analysis (quantitative)</li> <li>Polls</li> <li>Surveys</li> <li>Interviews</li> <li>Focus groups</li> <li>Ethnography</li> <li>Netnography</li> <li>Net Promoter Score (NPS)</li> <li>Market risk modelling</li> </ul>	<ul style="list-style-type: none"> <li>Database research (e.g., sales, cancer screening rates, road toll, etc.)</li> <li>CRM data</li> <li>HR data</li> <li>Staff surveys</li> <li>Cost benefit analysis</li> <li>Returns on investment (ROI)</li> <li>Quality of life / well-being measures (e.g., DALYs)</li> </ul>



# The push to **outcomes** and **impact**







# Methods (informal)

- **Secondary data** – existing research including **literature review**
- **Database records**
- **Readability tests** (Fog, Dale-Chall, etc.)
- **Advisory and consultative groups**
- **Feedback** (e.g., ‘contact us’)
- **Media monitoring**
- **Tracking online** comments and reviews
- **Response mechanisms** (coupons, 1800/800 numbers, etc.)
- **Diaries**
- **Informal interviews and discussion groups**



# Methods (formal) – Quantitative

- **Audited circulation** statistics
- **People meters**
- **Physiological testing** – Eye movement tracking to brain pattern analysis
- **Experiments** including random controlled trials (RCTs)
- **Observational trials**
- **Surveys**
- **Structured interviews**
- **Content analysis** (quantitative)
- **Case studies** (multiple)
- **Return on investment (ROI)**



# Methods (formal) – Quantitative

- **Econometrics**
- **Benefit cost ratio (BCR) / Cost benefit analysis (CBA)**
- **Cost effectiveness analysis (CEA)**
- **Social network analysis (SNA)**
- **Customer journey mapping**
- **Market mix modelling**
- **Attribution modelling**
- **Behavioural insights**
- **‘Big data’ analysis**



# Methods (formal) - Qualitative

- **In-depth interviews**
- **Focus groups**
- **Content analysis** (qualitative)
- **Textual, narrative, and thematic** analysis
- **Case studies** (in-depth)
- **Ethnography** (observation)
  - Direct observation; Video ethnography; Autoethnography; Netnography
- **Ethnomethodology**
- **Conversation analysis**
- **Action research** / participatory action research (PAR)



# Conclusions

- **Standards** are important and necessary
  - Eliminate confusion in terminology, models, practices
  - Do not prevent innovation
- Base standards on **common / best practice**
  - Don't 'wing it' or 'reinvent the wheel'
  - Need to be transdisciplinary – look at best practice in other fields
- Need to **broaden approaches/models**
  - Consider context; stakeholders and society as well as organisational objectives
  - Evaluate unintended as well as intended impacts
- There are **many informal and formal methods available**
  - Grounded in social science – reliable, trustworthy, credible
  - Practitioners need to be, or hire, methodologists and data analysts

# The book

- ***Evaluating Public Communication:  
Exploring New Models, Standards, and Best Practice***  
Jim Macnamara, 2018 (Routledge, UK)
  - [www.routledge.com/9781138228573](http://www.routledge.com/9781138228573)

# Questions?

