

# The Global PR & Communication Model 2021

EXECUTIVE SUMMARY



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*“The Global Public Relations & Communication Model is a welcome development in the post-COVID-19 era and the new communication realities. This masterpiece will certainly facilitate improved professionalism by its global membership”*

**Wole Adamolekun**, Ph.D, Senior Lecturer, Department of Mass Communication Elizade University (Nigeria).

*“IABC’s vision is a communication professional at the heart of every organization. The Global PR and Communications Model provides a framework to help realize that goal, at a time when communication professionals are needed more than ever”*

**Bonnie Caver**, Chair of the Global Board of Directors of the International Association of Business Communicators (IABC) (USA).

*“For a number of years public relations and communications work has turned its attention almost entirely to the management of intangibles, and this will tend to deepen in the future. This is strongly linked to the creation of new narratives, which are the basis for the construction of a new role for the communicator and PR professional at all levels. In this sense, the update and the global connection around a cohesive narrative, as The Global PR & Communication Model does, is fundamental”*

**Paulo Nassar**, President of Aberje – Brazilian Association for Business Communication; Full Professor at School of Communications and Arts, University of São Paulo (ECA-USP) (Brazil).

*“We congratulate the good work of Global Alliance and Corporate Excellence - Centre for Reputation Leadership for creating The Global PR and Communication Model which certainty is useful for the PR professionals around the world to unify their knowledge, skills, capabilities and competencies into global standards”*

**Prita Kemal Gani**, President, Asean Public Relations Networks (Indonesia).

*“Finally, a global tool for advancing PR and Strategic Communication has arrived”*

**Peter Mutie**, CEO, Peterson Integrated Communications Ltd; Past President Africa Public Relations Association (Kenya).

*“An excellent global communique for all PR and communication leaders and practitioners. Impressed with block five especially. The year 2020 has (hopefully) positioned intangible assets metrics on a par with financial KPYs”*

**Jaffri Amin Osman**, APR, MIPR, FIPR; Managing Director of World Communications Network, Kuala Lumpur, Malaysia; Vice President of Institute of Public Relations Malaysia (IPRM) (Malaysia).

*“The Global PR and Communications Model effectively synthesizes much of the most timely and important research on communication theories and structures with guidance for practical application in organizational life. It’s a valuable addition to our profession’s body of knowledge”*

**Anthony D’Angelo**, APR, Fellow PRSA, Professor of Practice, Syracuse University Newhouse School of Public Communications; Co-Chair, Commission on Public Relations Education (USA).

*“As value chains have become value networks, and intangible assets keep rising in value, public relations and communications have been transformed. For 10 years, the Global Alliance has created a space for the world’s practitioners and academics to redefine the role of the profession and the professional, and The Global PR and Communication Model brings this work together in a simple, powerful way. Building on the GA’s Melbourne Mandate and Global Capabilities Framework, it give us a compass: pointing the way for PR and communication to connect an organization’s purpose with the outcomes that drive business value.”*

**Daniel Tisch Echevarria**, Past Chair, Global Alliance, and co-author of the Melbourne Mandate (Canada).

*“A useful tool for PR & Comms professionals allowing them to reflect, analyze, step back and make good decisions”*

**Silvia Arto**, Global Head of BNP Paribas Retail Banking & Services Communications (France).

*“The Global Alliance has initiated an important, timely and worldwide discussion on the value of intangible assets and the role of public relations and communication in generating, preserving and growing them.*

*We see a range of crucial research avenues opening up from this conversation including the role of public relations and communication in activating organisational purpose, how the evaluation of public relations and communication has to radically change to measure contribution to these assets and how we need to prepare practitioners both now and into the future for a world in which intangible assets will become even more important”*

**Anne Gregory**, Professor, Chair in Corporate Communication, University of Huddersfield; Past President, Chartered Institute of Public Relations (UK).

**Elena Gutiérrez** Professor of Corporate Communication at the School of Communication. Director of the research group INCOMIN, University of Navarra (Spain).

*“The Global Public Relations and Communication Model chronicles the critical role public relations professionals have played in advancing corporate success. It outlines a path forward that is solid and visionary, where communicators are both strategic planners and idea generators. At the same time, it provides excellent guidelines for enhancing public relations education – and an exciting preview for today’s students of the future that awaits them”*

**Judy Phair**, Co-Chair, Commission of Public Relations Education; President, PhairAdvantage Communications, LLC; Past President and CEO Public Relations Society of America (USA).

*“In this time of globalization and digitalization, every individual, country, organizations need to communicate. But how to conduct efficient, accurate communication that in different cultural backgrounds and regions? To make it happen, Global Alliance’s Global PR and Communication Model would be the most ideal reference for all PR practitioners, experts and scholars, and it will be a milestone of world’s PR development and history.”*

**Pamela Yin Xiaodong**, Founder of 17PR.com; Chairperson of Golden Flag Award (China).

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# Preface

We find ourselves in a new economic and social cycle<sup>1</sup>, what might be called the “economy of reputation and intangible assets”.<sup>2</sup> As the corporate value of intangibles increases,<sup>3</sup> the key to success is an organisation’s ability to earn the trust, respect and recognition of its stakeholders: employees, clients, shareholders, suppliers, regulators, and society as a whole.

This revolution in the value of intangible assets has been accelerated by digitalisation and globalisation and, more recently, by the irruption of COVID-19 into our lives. As well as new risks, it presents a great opportunity for Public Relations (PR) and Communications directors: a leadership role in making their organisations truer to their purpose, connecting the expectations of their stakeholders and aligning their commitments with actions.

Generally, there are high expectations of the leadership role that companies should play, as seen in the Edelman Trust Barometer’s annual results.<sup>4</sup> Citizens would not be concerned if 77% of brands disappeared,<sup>5</sup> but where those brands exist, the public demands that they generate ethical, social, environmental, and economic value, creating a positive impact on the conditions and quality of life for people wherever they operate.<sup>6</sup> To demonstrate this positive contribution, organisations must dramatically transform their purpose, leadership role, culture, and behaviours.

COVID-19 has created a health crisis, but it has also impacted the economy and society more widely. It is in this context that we present **The Global PR & Communication Model**, which aims to help PR & Communications professionals navigate this new normal with the necessary knowledge,<sup>7</sup> skills and tools to strategically manage key intangible assets, demonstrating how their role contributes to the creation and protection of corporate value.

This Model has been developed thanks to the collaboration and contributions of over 1,400 professionals from 46 countries in 5 different regions. It has taken into account the Melbourne Mandate developed by Global Alliance in 2012 and also draws on the 2010 Stockholm Accords.<sup>8</sup> At the time of its creation, the Melbourne Mandate, like the Model presented here, involved extensive collaboration with members of the GA,<sup>9</sup> resulting in a global consensus-based study of the role and value of public relations and communications management.

The Melbourne Mandate identified three critical roles for communications professionals<sup>10</sup> which lie at the heart of the communicative organisation: 1) defining organisational character and values; 2) building a culture of listening and engagement; and 3) the fulfilment of responsibility in all its dimensions.<sup>11</sup> Along with the Barcelona Principles promoted by AMEC,<sup>12</sup> the Arthur W. Page Society’s Model for Activating Corporate Character and Building Beliefs,<sup>13</sup> and the Roadmap for Reputation, Brand and Communication by Corporate Excellence – Centre for Reputation Leadership,<sup>14</sup> among others, the Melbourne Mandate remains both relevant and aspirational.



**1,400  
professionals  
from 46  
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<sup>1</sup> Barton, D. (2011). Capitalism for the long term. *Harvard Business Review*. Retrieved from: <https://hbr.org/2011/03/capitalism-for-the-long-term>; Polman, P. (2011). The remedies for capitalism. *McKinsey & Quarterly*.

<sup>2</sup> Alloza, A. (2011). La economía de la reputación: un nuevo modelo de gestión empresarial. *Harvard Deusto Business Review*, 44-53; Alloza, A. (2014). Pilares del éxito de la nueva economía de los intangibles: reputación, marca, e identidad corporativas. *Revista Economía Aragonesa*, 79-89.

<sup>3</sup> Brand Finance (2020). *Global Intangible Finance Tracker*

<sup>4</sup> Study conducted by Edelman between the 6th and 10th of March 2020 in ten countries (Brazil, Canada, France, Germany, Italy, Japan, South Africa, South Korea, the United Kingdom and the United States). Edelman, 2020.

<sup>5</sup> Havas Group (2020). *Meaningful Brands 2020*.

<sup>6</sup> 82% of the global population agrees with this statement. Edelman, 2018.

<sup>7</sup> *The Global Capabilities Framework for Public Relations and Communication Management* (2018), is a two-year research project promoted by the University of Huddersfield in support of the Global Alliance’s aim to create a global capability framework for public relations and communication management, led by Professor Anne Gregory and Dr Johanna Fawkes.

<sup>8</sup> Global Alliance for Public Relations and Communication Management (2010). Stockholm Accords. Retrieved from <https://www.globalalliancepr.org/stockholm-2010>

<sup>9</sup> The 160,000 professionals represented in Global Alliance for Public Relations and Communication Management strive to use the principles of the Melbourne Mandate to advocate, demonstrate and enhance the value of public relations and communication to their organizations and communities, and to global society (Gregory, 2014: 601)

<sup>10</sup> Gregory, A. (2014). Practitioner-leaders’ representation of roles: The Melbourne Mandate. *Public Relations Review*, 41(5), 598-606.

<sup>11</sup> Global Alliance for Public Relations and Communication Management (2012). Melbourne Mandate. Retrieved from <http://www.globalalliancepr.us.ci/website/page/melbourne-mandate>

<sup>12</sup> AMEC (2010). Barcelona Principles. Retrieved from <https://amecorg.com/barcelona-principles-2-0/>

<sup>13</sup> Arthur W. Page Society (2012). *Building Belief: A New Model for Activating Corporate Character & Authentic Advocacy*.

<sup>14</sup> Corporate Excellence – Centre for Reputation Leadership (2011). Roadmap for Intangible Assets Management. Retrieved from <https://www.corporateexcellence.org/nuestra-historia>

Nevertheless, the world is in a period of complete transformation because of the new intangible economy, and we needed a new direction by taking reputation and intangible assets as its focus. Thus, **The Global PR and Communication Model** was born as an aspirational roadmap to help organisations and professionals achieve their most important and relevant goals: to achieve lasting differentiation, build a solid reputation, and consolidate trust with stakeholders.

The Model suggests to practitioners that management of intangible assets should be the main purpose of their work. It is structured around the five strategic Building Blocks required to generate value in today's world: 1) corporate purpose; 2) brand and corporate culture; 3) reputation and reputational risks; 4) communications; and 5) connected intelligence and intangible asset metrics. These Building Blocks enable organisations to achieve the differentiation, engagement, advocacy, trust and social legitimacy that they now require in order to maintain their license to operate.

The main objective for Global Alliance and Corporate Excellence - Centre for Reputation Leadership is equipping the PR and Communications role with a toolkit that includes all the resources, capabilities and skills needed<sup>15</sup> to implement **The Global PR & Communication Model**. We hope that organisations and professionals around the world apply this Model so that they are able to make better decisions, drive a real and authentic connection with their stakeholders, and implement differential leadership models in the future post-COVID-19 world.<sup>16</sup>

The implementation of **The Global PR & Communication Model** will in turn strengthen the eleven capabilities for ensuring excellence in the role of PR & Communications set out in *The Global Capability Framework*, a Global Alliance Project published in 2018 in partnership with Huddersfield University. This framework is considered one of the most relevant global research studies on the role of PR & Communications Management in recent history, and it continues to expand its scope to a growing number of countries.

Thus, **The Global PR & Communication Model** builds on all the relevant research, models and advances to date and goes a step further enabling an extensive and guided conversation about the importance of intangible assets and allowing the organisations that adopt the Model to use the five Building Blocks to demonstrate how the role of PR and Communications contributes to the creation and protection of value.



**Justin Green**

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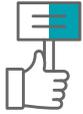


**José Manuel Velasco**

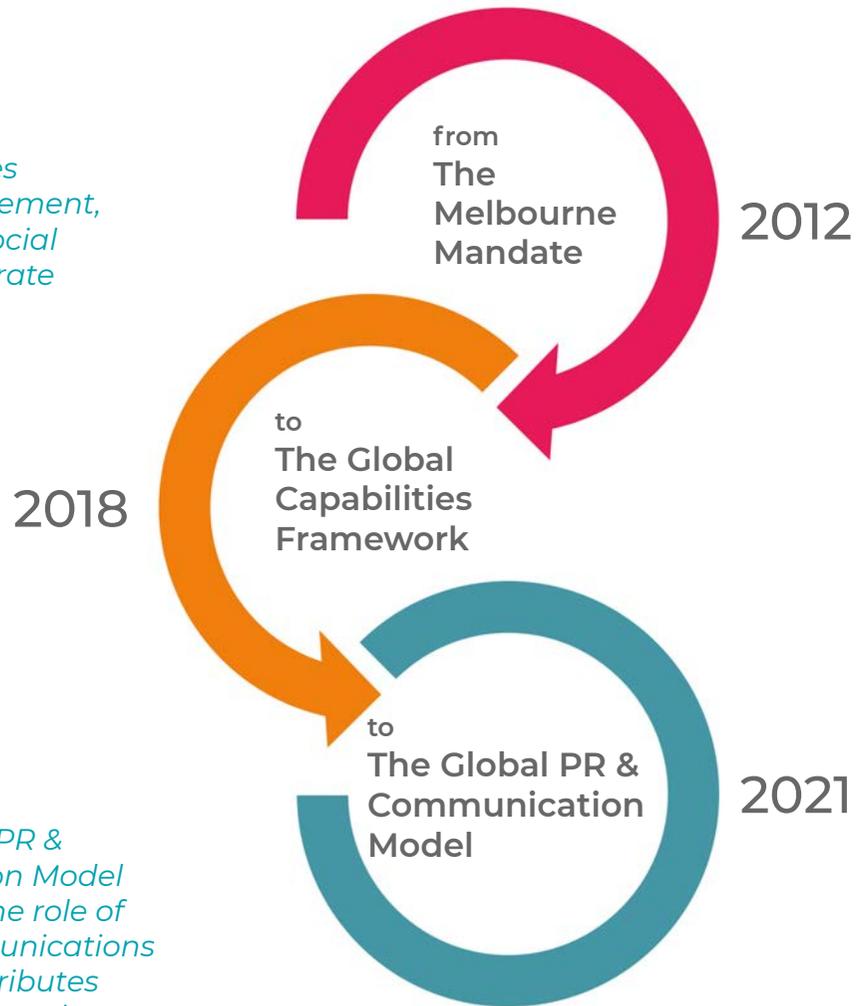
Immediate Past Chair  
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Management

<sup>15</sup> Berger, K; Volk, M.A., S. C.; Zerfass, A. & Koehler, K. (2017). How to play the game. Strategic tools for managing corporate communications. *Communication Insights*, Issue 3.

<sup>16</sup> Grayson, D., Coulter, C. & Lee, M. (2018). *The future of business leadership*. New York: Routledge.



“ A new roadmap for promoting corporate leadership that creates differentiation, engagement, advocacy, trust and social legitimacy, and corporate reputation. ”



“ 1,400 professionals from 46 countries in 5 different regions participated in the definition of the Global PR and Communication Model. ”



“ The Global PR & Communication Model ensures that the role of PR and Communications decisively contributes to the creation and protection of business & societal value. ”

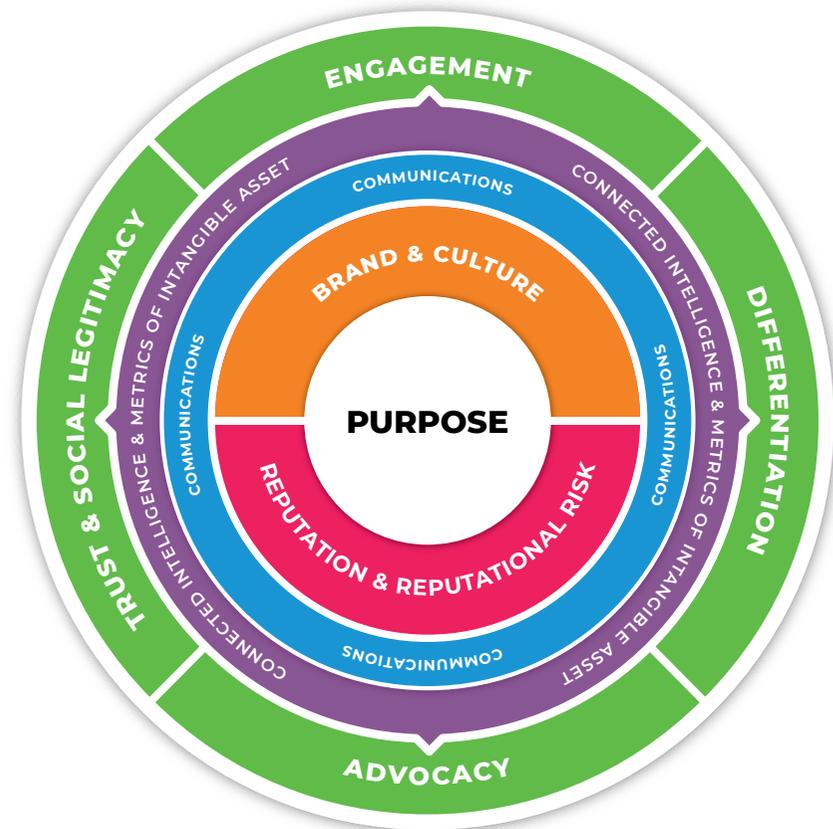
# The Global PR & Communication Model

The Global PR and Communication Model defines the roadmap and building blocks for the PR and Communications role, providing professionals with a toolkit that includes all the resources, capabilities and skills needed for creating organisations with solid reputations that generate trust. It has been developed based on a review of existing models and methodologies and the views of over 1,400 professionals from 46 countries in 5 different regions. It aims to become the framework for the future of Communications, Reputation and the management of the most powerful intangible assets.

The Model is structured around 5 strategic Building Blocks that are needed to generate value in today's world: 1) corporate purpose; 2) brand and corporate culture; 3) reputation and reputational risks; 4) communications; and 5) connected intelligence and intangible assets metrics.

The excellence management of this 5 Building Blocks summarises the process for achieving corporate leadership capable of (1) building lasting differentiation, (2) trust and social legitimacy, (3) engagement, and (4) authentic advocacy on a large scale.

In short, **The Global PR and Communication Model** ensures the communication strategy is aligned with the business using purpose and corporate values as the backbone on which all decisions, actions and corporate narratives must be articulated.<sup>17</sup> It is a tremendously powerful management tool, as it acts as a platform to align the entire organisation under a unique system of shared beliefs and values.<sup>18</sup> It allows us to identify expectations, trends, potential risks and opportunities, and to deliver a consistent and coherent corporate narrative strategy across all channels, touchpoints with stakeholders.<sup>19</sup> In this way, **The Global PR & Communication Model** aspires to become the roadmap to achieve differentiation, drive large-scale recommendation, and generate reputation, trust and legitimacy. These are all key levers for redesigning the social contract that all organisations now need to operate.



The Global PR & Communication Model®

<sup>17</sup> Hatch, M. J. & Schultz, M. (2008). *Taking Brand Initiative: How Companies Can Align Strategy, Culture, and Identity Through Corporate Branding*. US: Jossey-Bass Inc; Ind, N. (2007). *Living the brand: How to transform every member of your organization into a brand champion* (3<sup>rd</sup> ed.). London: Kogan Page Publishers.

<sup>18</sup> Van Riel, C. (2012). *The Alignment Factor: Leveraging the Power of Total Stakeholder Support How to Link Up All Stakeholders in Order to Achieve Business Excellence*. Madrid: LID Editorial Empresarial.

<sup>19</sup> Peters, T. J. & Waterman, R. H. (1992). *In Search of Excellence. Lessons from America's Best-Run Companies*. Barcelona: Ediciones Folio; Collins, J. & Porras, J. (1994). *Built to Last: Successful Habits of Visionary Companies*; Nueva York: Harper Business; Arthur W. Page Society (2013). *Corporate Character. How Leading Companies are defining, activating & Aligning Values*.

# The 5 Building Blocks of the Global PR & Communication Model

The Model is structured around 5 strategic Building Blocks that generate and protect value in today's world: corporate purpose, brand and corporate culture, reputation and reputational risks, communications, and connected intelligence and intangible asset metrics.

## Building Block 1: Defining and Activating Corporate Purpose

This phase refers to the definition of an organisation's identity (DNA) and reason for being –what makes it unique– and it is expressed through its purpose, beliefs, and values. The purpose must form the basis of business and communications strategies, fundamentally link business objectives with social, ethical and environmental impact, serve as a filter for decision-making models, and guide positive behaviours aligned with the organisation's strategy and values.

## Building Block 2: Building Brand & Corporate Culture

This phase is focused on aligning the stakeholders with a unique system of corporate beliefs and values and transforming the corporate brand into a “brand experience”, a platform for shared meaning and forming alliances with all stakeholders. It is observed that the greater the clarity and relevance of the purpose (Building Block 1), the greater the consistency and coherence at all touchpoints of the brand, and the greater the effectiveness and efficiency of all communications and stakeholder engagement processes.

## Building Block 3: Managing Reputation & Reputational Risk

The third phase of the model relates to reputation management and the development of specific skills for measuring and managing reputational risk. Reputation should be understood as the continuous improvement of all actions and relevant behaviours within the organisation, to meet stakeholder expectations. If the organisation delivers these actions and behaviours and communicates the perceptions and/or judgments made by stakeholders relating to them, this results in feelings of admiration, esteem, respect and trust. These feelings become attitudes that trigger supporting behaviours such as wanting to work for the organisation, buying its products and services, investing in it, recommending the company and its products to third parties, etc. When perceptions, judgments, and attitudes are negative, the organisation faces reputational risk that, in a worst-

case scenario, could result in the partial or total loss of its license to operate. Leading reputation management is a powerful driver for achieving the most relevant goal of a CEO: to promote the organisation's continuous transformation in search of excellence through effective reputation management.

## Building Block 4: Enhancing Communications

This phase relates to the implementation of processes and systems that enable communication to align with the business strategy. Communication allows the flourishing of established values within an organisation as well as the creation of narratives relating to all forms of tangible and intangible capital. Therefore, it is necessary to design coherent and consistent messages and communicate them to all stakeholders using a range of channels and tools.

## Building Block 5: Connecting Intelligence & Intangible Asset Metrics

The fifth phase of the model relates to creating an intelligence system that provides new contextual intelligence capabilities to the PR and Communications role and to the organisation as a whole. The establishment of a solid and sophisticated performance measurement system for non-financial metrics (reputation KPI, brand KPI, alignment KPI, engagement KPI, advocacy KPI, etc.) and the analysis of present and future social trends is crucial for the advance identification of relevant trends that concern stakeholders, the continuous tracking of changing social expectations, and the inclusion of value insights for intelligent and informed decision-making models.

These Building Blocks will strengthen the strategic leadership role of PR & Communications professionals and support their active participation in making better strategic decision and getting a seat at the senior table.

# The Global PR & Communication Model at a glance

- ∴ It has been demonstrated that the outstanding management of strategic intangibles by PR & Communications professionals has a decisive influence on their inclusion in the C-suite. The key management areas and roles that have been shown to be decisive in ensuring the active participation of the PR & Communications director in strategic decision-making are: purpose, brand and corporate culture, reputation & reputational risk, and strategic communication. In addition, it has also been shown that when the head of PR & Communications participates in the C-suite, the management of intangibles assets is more effective.
- ∴ In general, the level of brand management in organisations obtained a moderate score (5.22 out of 7) as did reputation (5.14 out of 7). Communications management obtained the highest score (5.67 out of 7). The regions of Asia and the United States obtained the highest scores in the management of intangible assets, and the area all regions need to work on the most is corporate reputation.
- ∴ 58% of PR & Communications directors surveyed are members of the C-suite and in 80% of cases they report directly to the CEO (64%) or the board of directors (15.8%).
- ∴ Corporate purpose is the first Building Block dealt with in the Communications Model of the future, as it has a decisive influence on the effective management of all other Building Blocks of the Model –brand, corporate culture, reputation, and communication– and it establishes a framework or filter for decision making models, execution of the business strategy and the top-level corporate narrative framework.
- ∴ 97% of professionals claim that driving corporate purpose is key for organisations. And 83.8% confirm that their organisation has already defined it. Nonetheless, only half of these (51%) have activated and implemented their corporate purpose.
- ∴ The probability that the head of PR & Communications participates in the strategic decisions of the organisation and as a member of the C-suite is higher if this professional has led the process of defining and implementing the corporate purpose, and if the method selected for its creation has been participatory and not top-down. When both these conditions are met, the probability of participating in high-level decision-making models rises to 73.4%.
- ∴ It has been observed that when the head of PR & Communications does not lead the process of defining and implementing the purpose, and when the prevailing method adopted is the traditional top-down approach, the probability of this professional becoming a member of C-Suite falls by 50%.
- ∴ Additionally, if the method used for designing and creating the purpose has been a 360-degree participatory process, even if the head of PR & Communications has not led the process, the probability of their becoming a member of the C-Suite increases by 66%. These data demonstrate the need to adopt a rigorous and contrasted approach in defining, redefining, implementing, and activating the corporate purpose.
- ∴ The enhancement of participatory and collaborative leadership processes with internal and external stakeholders, compared to the adoption of classic top-down management models, has a decisive impact on the effectiveness and efficiency of the management of all Building Blocks of the Model: purpose, brand, corporate culture, reputation, and communication.
- ∴ Brand and corporate culture act as a platform for expressing purpose through all of an organisation's touchpoints with its stakeholders, as well as the behaviour and attitudes of employees. There are clear differences in the effectiveness of corporate brand management if the PR & Communications function plays a decisive role in its leadership. In 89.2% of cases analysed, the PR & Communications role either participates in this area (39.1%) or manages it (50.1%).
- ∴ According to PR and Communications professionals, strengthening corporate reputation and building trust (5.77 out of 7), operational legitimacy (5.76), and ethical practices (5.75) are key issues for the business model of the future.
- ∴ Professional ethics is key for PR & Communications professionals, for whom honesty, the encouragement of ethical codes, transparency, and internal training in these matters are essential for strengthening the integrity and ethical commitment of the profession as

- ∴ well as the organisation's systems of governance, compliance and decision-making. It is further observed that corporate purpose plays a very relevant role in this matter. This is because purpose serves as a filter or frame of reference that guides the decisions, actions and behaviours of employees, and the organisation as a whole in the face of ethical and moral dilemmas and the most important decision-making models.
- ∴ Sustainability and Responsible Business have become very important and are cited as being among the major challenges organisations of the future will face. So much so that, according to PR & Communications professionals, this is the second most important aspect that builds or destroys corporate reputation.
- ∴ This study has demonstrated that the PR and Communications function works in a cross-cutting way, collaborating with practically all areas of a company. It also works most intensely on trust and technical advice with the CEO.
- ∴ The PR & Communications role undertakes a broad range of functions. Professionals have highlighted that their principal roles relate to external communications and media relations, digital communications, internal communications, and reputation and corporate brand management. However, the research finds that the elements that determine the presence or absence in the C-suite are related to the management of reputation, reputational risk, and corporate culture. As well, it is observed how the roles of marketing, advertising and investor relations now have the least involvement with the PR & Communications function.
- ∴ Using a solid and sophisticated system of non-financial metrics elevates the strategic influence of the role. PR & Communications professionals claim that promoting the measurement of intangibles (brand, reputation, communication, employee engagement, advocacy, client satisfaction, and social intelligence) allows better strategic decisions to be made (18.6%), prevents and identifies potential reputational risks (17.0%), enables the design of engagement strategies with stakeholders (16.4%), and permits tracking of the evolution of social expectations (15.0%).
- ∴ The study identified the four existing approaches used by organisations to measure the performance of intangible assets: (1) metrics based on financial indicators (2) metrics based on stakeholder satisfaction; (3) metrics based on online & content analysis (generally as a stand-alone measurement system not integrated with other metrics); and (4) metrics focused on perceptions, advocacy, brand equity and loyalty. However, the model for the companies of the future requires the integration of a broad range of intangible metrics that enable a complete vision of how an organisation is perceived by its stakeholders and through its various touchpoints, communication channels and platforms, and brand experience. The Model requires the integration of metrics that break the current trend where metrics management is disseminated across different roles within the organisation, following a silos-based culture (communications, marketing, client satisfaction, human resources, finance, etc.).
- ∴ The most standardised measurement tools in PR & Communications management are media tracking (22.6%), followed by employee surveys (20.8%), media content analysis (19.5%), web tracking (17.9%), reputation surveys (16.4%), and, to a lesser extent, the measurement of brand equity (8.3%). The fact that media tracking is so relevant as a KPI tool could be down to the traditional focus of the role in many organisations where media relations management is still a priority (32.2%).
- ∴ It is observed that 66.4% of organisations do not integrate intangible metrics with the financial indicators. The Model demonstrates that the head of PR & Communications must take the opportunity to advance the use of metrics to incorporating non-financial KPIs in the Balanced Scorecards of their organisations, influencing the business strategy and incentive structures for directors and employees, and linking these incentives to the achievement of brand objectives, reputation, stakeholder engagement, and sustainability.

# PR & Communication Management Contribution



**What should the role of PR and communication management be in this phase?**

## Building Block 1: Defining and Activating Corporate Purpose



### Definition and activation of purpose

Leading the process and the selection of methodology for defining the purpose and activating supportive behaviours such as recommending, working, purchasing or investing, amongst others.



### Curator of corporate purpose

Ensuring that the organisation's communications and the attitudes and behaviours of the employees are coherent, consistent and aligned with its corporate purpose.

## Global Capabilities Framework checklist



### Communications capabilities

1. To align communication strategies with organisational purpose and values.
2. To proactively identify and address communication issues.
3. To conduct formative and evaluative research to underpin communication strategies and tactics.
4. To communicate effectively across a full range of platforms and technologies.



### Organisational capabilities

5. To facilitate relationships and build trust with internal and external stakeholders and communities.
6. To build and enhance organisational reputation.
7. To provide contextual intelligence.



### Professional capabilities

8. To provide valued counsel and be a trusted advisor.
9. To offer organisational leadership.
10. To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations.
11. To develop self and others, including continuing professional learning.

# PR & Communication Management Contribution



**What should the role of PR and communication management be in this phase?**

## Building Block 2: Building Brand & Corporate Culture



### Comprehensive Management of Corporate Brand

Comprehensive and strategic management of the corporate brand as a platform for relations with all stakeholders, design and implementation of relevant, consistent and coherent experiences at each touchpoint.



### Internal Alignment

Participation in the formulation of corporate values, beliefs and principles that build your corporate culture and activate behaviours and attitudes that are aligned for all employees.

## Global Capabilities Framework checklist



### Communications capabilities

1. To align communication strategies with organisational purpose and values.
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### Organisational capabilities

5. To facilitate relationships and build trust with internal and external stakeholders and communities.
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### Professional capabilities

8. To provide valued counsel and be a trusted advisor.
9. To offer organisational leadership.
10. To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations.
11. To develop self and others, including continuing professional learning.

# PR & Communication Management Contribution



## What should the role of PR and communication management be in this phase?

### Building Block 3: Managing Reputation & Reputational Risk



#### Managing and Measuring Reputation

Standardising systems for managing and measuring reputation for all stakeholders to design reputational plans for continuous improvement, incorporating a global reputation indicators in the Balanced Scorecard of the company, demonstrating their impact on the creation of business value and aligning it with incentives and rewards procedures for executive and employees.



#### Managing Reputational Risk

Integrating reputational risk in the enterprise risk system, establishing plans for tracking and monitoring to mitigate any potential risks and identifying opportunities for strengthening reputation and the business.

### Global Capabilities Framework checklist

#### Communications capabilities

1. To align communication strategies with organisational purpose and values.
2. To proactively identify and address communication issues.
3. To conduct formative and evaluative research to underpin communication strategies and tactics.
4. To communicate effectively across a full range of platforms and technologies.

#### Organisational capabilities

5. To facilitate relationships and build trust with internal and external stakeholders and communities.
6. To build and enhance organisational reputation.
7. To provide contextual intelligence.

#### Professional capabilities

8. To provide valued counsel and be a trusted advisor.
9. To offer organisational leadership.
10. To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations.
11. To develop self and others, including continuing professional learning.

# PR & Communication Management Contribution



## What should the role of PR and communication management be in this phase?

### Building Block 4: Enhancing Communications



#### Corporate Narrative Strategy

Ensures a unified story that allows to evaluate whether the campaigns and projects that drive the organisation: 1) strengthen its brand differentiation and identify; 2) respond to the business model and strategy; 3) build trust, legitimacy and a strong reputation; and 4) are relevant, shared and create cohesion with its various stakeholders.



#### Content Generation

The department is transformed into a media platform for generating unique content based on the organisation's purpose, principles and values and tailored to narrative territories that are relevant to key stakeholders and to which the organisation can make a distinctive contribution.



#### Comprehensive management of all channels and platforms

Development of a corporate communications framework to be implemented throughout all channels and communication platforms of the organisation with its stakeholders (earned, owned and paid media).

### Global Capabilities Framework checklist



#### Communications capabilities

1. To align communication strategies with organisational purpose and values.
2. To proactively identify and address communication issues.
3. To conduct formative and evaluative research to underpin communication strategies and tactics.
4. To communicate effectively across a full range of platforms and technologies.



#### Organisational capabilities

5. To facilitate relationships and build trust with internal and external stakeholders and communities.
6. To build and enhance organisational reputation.
7. To provide contextual intelligence.



#### Professional capabilities

8. To provide valued counsel and be a trusted advisor.
9. To offer organisational leadership.
10. To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations.
11. To develop self and others, including continuing professional learning.

# PR & Communication Management Contribution

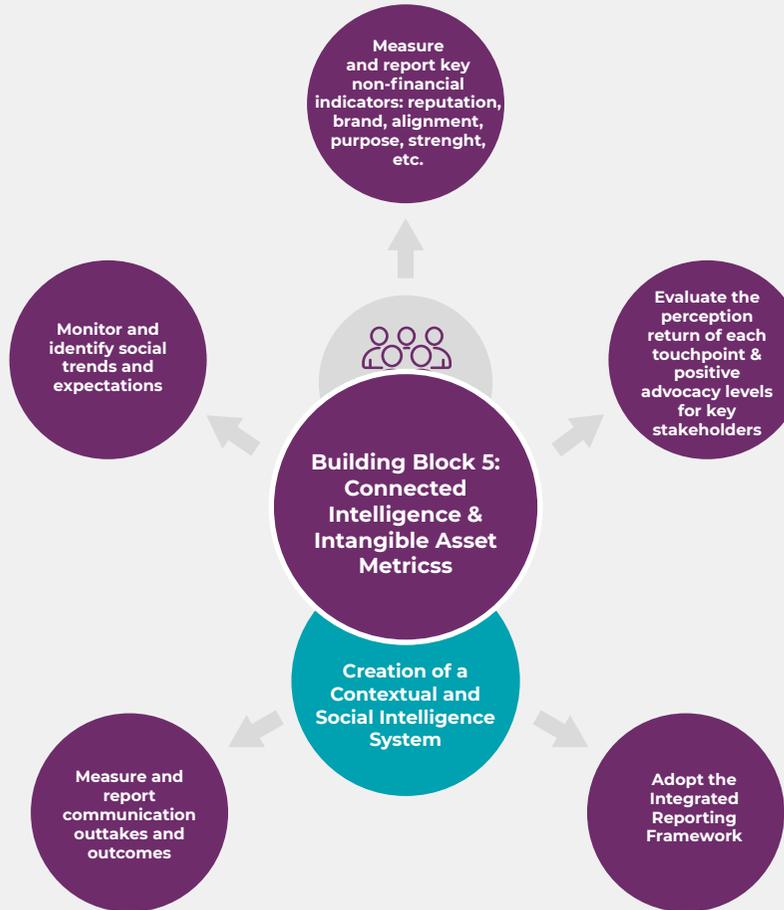


## What should the role of PR and communication management be in this phase?

In this phase, the role of PR and communications management is focused on leading a group of specialists who ensure the organisation counts on advanced systems for contextual intelligence and social listening. This requires:

- 1 The establishment and internal consolidation of non-financial metrics and indicators such as: (1) strengthening the corporate purpose (internal and external); (2) strengthening the brand; (3) internal commitment and engagement; (4) corporate reputation; (5) client satisfaction; and (6) likelihood of stakeholder's recommendation, amongst others.
- 2 The integration of communications metrics<sup>19</sup> in order to identify the impact and return on promoted strategies according to the AMEC's Integrated Evaluation Framework (International Association for the Measurement and Evaluation of Communication): outputs, outtakes and outcomes.<sup>20</sup>
- 3 The adoption of the IIRC Integrated Reporting Framework, an international and integrated thinking as way of breaking down internal silos and providing greater cohesion and efficiency to the reporting of tangible and intangible assets.<sup>21</sup>
- 4 The development and promotion of prospective studies, social trends and online tracking systems that provide an in-depth understanding of social context, demands and expectations.

By doing so, organisations will be in a position to create an intelligent system capable of: (1) measuring and reporting outtakes and outcomes as a result of communication activities; (2) establishing a method for identifying social trends and expectations; (3) measuring and reporting key reputation indicators, and strengthening the brand, internal commitment and alignment and purpose, amongst others, and identifying levers for improvement/reinforcement; as well as (4) measuring the perceived return for each brand touchpoint and positive advocacy levels for key stakeholders; and (5) adopting an integrated reporting framework to enable a more efficient allocation of capital.



## Global Capabilities Framework checklist

### Communications capabilities

1. To align communication strategies with organisational purpose and values.
2. To proactively identify and address communication issues.
3. **To conduct formative and evaluative research to underpin communication strategies and tactics.**
4. To communicate effectively across a full range of platforms and technologies.

### Organisational capabilities

5. To facilitate relationships and build trust with internal and external stakeholders and communities.
6. To build and enhance organisational reputation.
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9. To offer organisational leadership.
10. To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations.
11. To develop self and others, including continuing professional learning.

Source: Global Alliance for Public Relations and Communication Management & Corporate Excellence - Centre for Reputation Leadership (2021). *The Global PR & Communication Model*; Global Alliance for PR and Communication Management in partnership with University of Huddersfield. Directed by Prof. Anne Gregory and Dr. Johanna Fawkes (2018). *The Global Capabilities Framework for the Public Relations and Communication Management Profession*

<sup>19</sup> Macnamara, J., & Gregory, A. (2018). Expanding evaluation to progress strategic communication: Beyond message tracking to open listening. *International Journal of Strategic Communication*, 12(4), 469–486

<sup>20</sup> AMEC Integrated Evaluation Framework. Retrieved from <https://amecorg.com/amecframework/framework/interactive-framework/>

<sup>21</sup> IIRC International <IR> Framework. Retrieved from <https://integratedreporting.org/resource/international-ir-framework/>

# Strategic Leadership in PR & Communication Management

Do you want to play a strategic role as PR & Communications leader?

This is what Global PR & Communication Model tells you have to do.

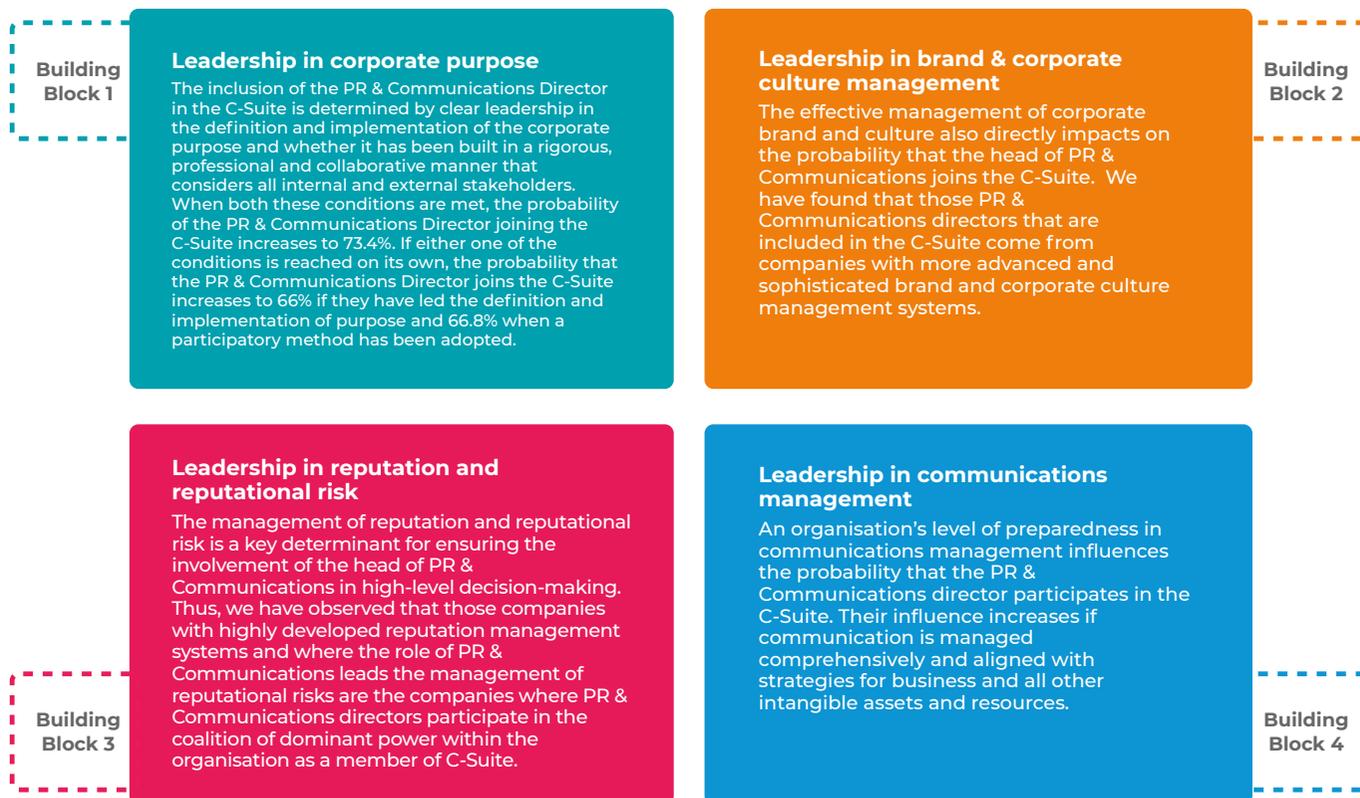
Excellent performance in all these pillars requires the implementation and integration of an advanced intelligence system that includes non-financial metrics and indicators as a core element of the PR & Communications director's role. This is why this Building Block has been included as a key aspect of The Global PR & Communications Model.

By leading and managing all these Building Blocks, the PR & Communications director will be able to comprehensively manage all strategic intangible assets, reinforcing their role within the organisation and creating value, ensuring the following business outcomes to guarantee, create and maintain a license to operate:

- 1) Long-lasting differentiation
- 2) Advocacy on a large scale
- 3) Engagement of key stakeholders
- 4) Trust and social legitimacy.

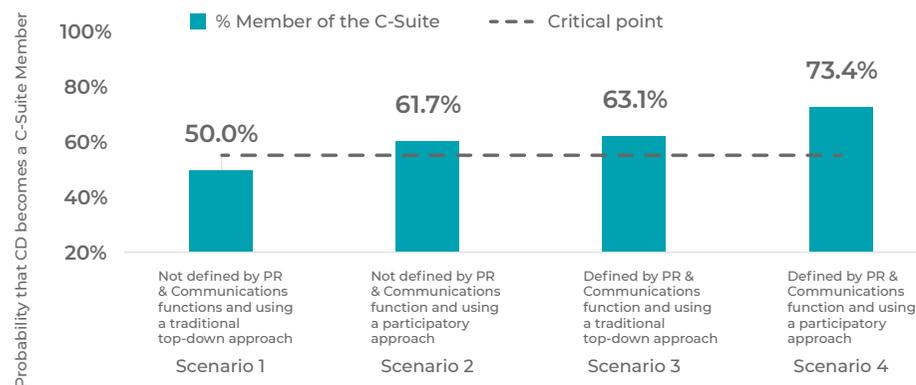
The Global PR & Communication Model consists of the Building Blocks and key roles that PR & Communications directors must lead to achieve a strategic position internally and, consequently, become legitimate and qualified C-Suite members. A direct relationship has been observed between managing the Model's Building Blocks and participating in the most important decision-making.

Factors that drive the strategic role of PR & Communications professionals and, consequently, C-Suite incorporation:

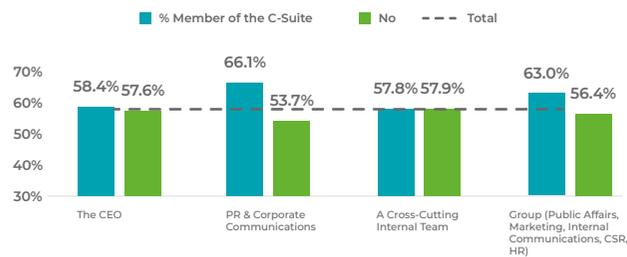


## Why PR & Communications professionals should invest in leading the corporate purpose

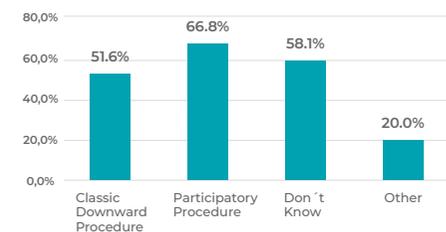
The likelihood that the PR & Comms director will be member of the C-Suite  
 Logistics Regression Probabilities



Association between being a C-Suite member and the function leading on Corporate Purpose



Percentages of full members of the executive Board of Directors (C-Suite) according to Purpose Definition Process

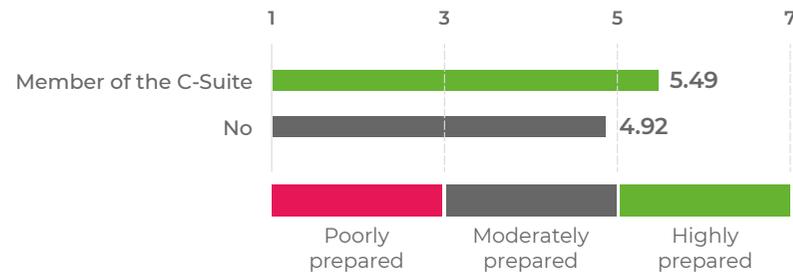


Why PR & Communications professionals should invest in **leading corporate brand and corporate culture**

How prepared the company is to manage corporate brand and whether they are a full member of C-Suite



How prepared the company is to manage corporate culture and whether they are a full member of C-Suite

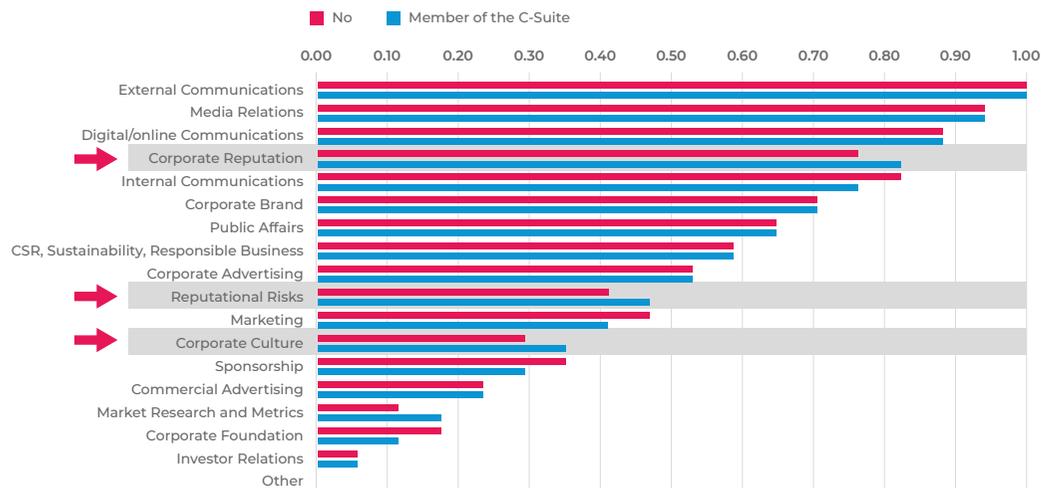


Why PR & Communications professionals should invest in **leading reputation and reputational risk**

How prepared the company is to manage reputation and whether they are a full member of the C-Suite

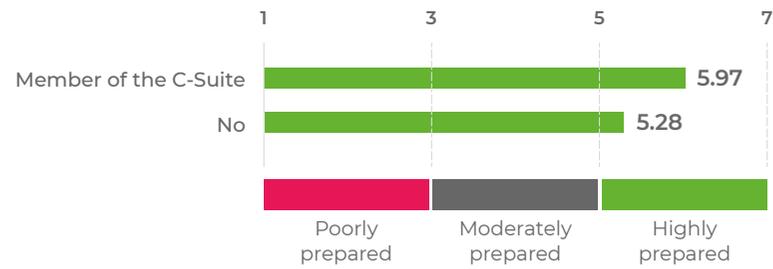


The rank in percentiles of the functions led by the PR & Communications department according to whether they belong to the C-Suite or not



## Why PR & Communications professionals should invest in **leading communication**

How prepared the company is to manage communications and whether they are a full member of the C-Suite

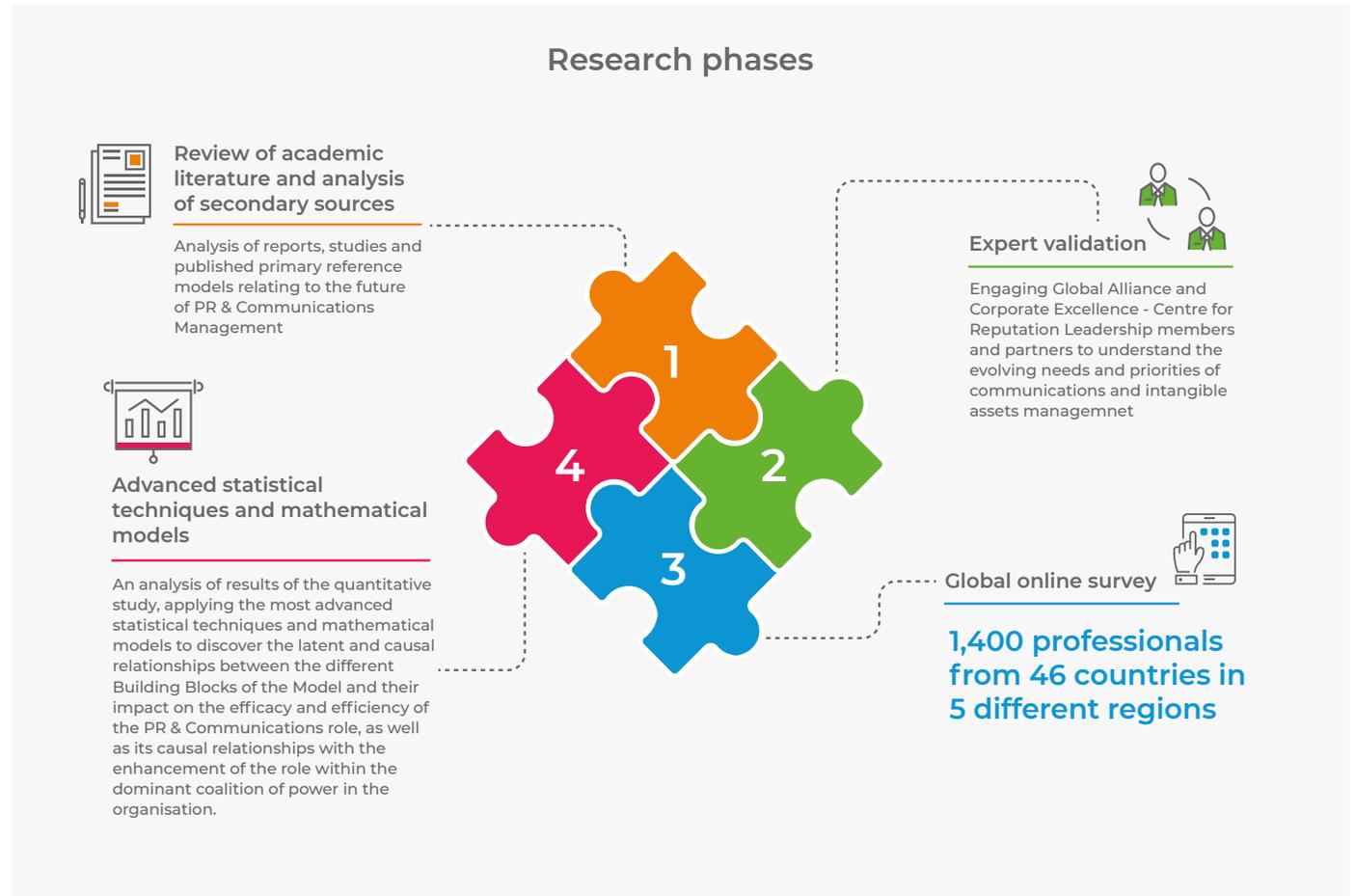


# Methodology

The **Global PR & Communication Model** has been developed based on an analysis of relevant secondary academic and market driven sources. This analysis has been undertaken using a quantitative study carried out through an online survey between March and May 2020. 1,417 professionals from 5 regions participated in this survey.

The creation of the Model was subject to qualitative research with expert interviews with members of the network of alliances and collaborators from Global Alliance and Corporate Excellence - Centre for Reputation Leadership.

In addition, the model is anchored in the international knowledge and experience accumulated in more than 15 years by experts, directors and executives, those in charge of the management of communications, reputation, purpose, corporate brand, culture, metrics in large corporations. This is the “expert validation” component of the methodology. This knowledge-based has been accumulated, improved and preserved by Corporate Excellence - Centre for Reputation Leadership.



**Quantitative study carried out through an online survey between March and May 2020.**

**Universe:** PR & Communications professional - Global Alliance members.

**Sample:** 1,417 PR & Communications professionals. 62.9% of surveyed participants are top management directors.

**Sampling method:** purposive.

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# Acknowledgements

We want to give **special thanks** to all the **Global Alliance Members**, professionals and companies whose invaluable contributions have enabled this research and the development of the Global PR & Communication Model of the future.

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## The Global PR & Communication Model 2021

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