

(1) AMEC Nomination paper for election to the 2020 board:



1) NOMINATION FOR ELECTION TO THE BOARD

I wish to nominate <i>(name of person)</i>	Allison Spray
in the Board category for <i>(please circle one)</i>	International Research
as a representative of <i>(name of company)</i>	Hill+Knowlton Strategies
Please indicate briefly the experience of the Nominee that qualifies him/her for election to the Board	Current: Managing Director of Data and Analytics for Hill+Knowlton Strategies; responsible for the design and implementation of the "H+K Way" for measurement and evaluation. Previous: Director of Data and Analytics for H+K; Director of Insights and Planning, Research and Analytics lead EMEA, Fleishman Hillard
Please indicate whether a personal statement (up to 100 words) from the nominee in support of his/her application is attached or whether it is to follow <i>(please circle)</i>	Attached
He/she has given their consent <i>(please circle)</i>	Yes
My name is	Richard Millar
I am the representative of the Member company or individual named here.	Yes
Date	1 November 2019
Signed	

Please email completed nomination forms to juliewilkinson@amecorg.com to arrive not later than Monday 18th November, 2019 by midnight in your respective time zone.

Johna Burke
AMEC Global Managing Director

V231019



(2) Election Manifesto and Personal Statement

The Importance of an Election Manifesto:

We ask candidates standing for election as a Director for the AMEC Board to provide a Manifesto / personal statement outlining why you feel you can contribute and what you intend to bring to the Board during a two-year Term of Office if elected. We are looking for members who will commit to be active and wherever possible be supported by the resources of their own company. If a Ballot is necessary, the Election Manifesto and Personal Statement will be circulated to members to help them vote.

Thank you.

Name of candidate: Allison Spray



Allison Spray / Managing Director, Data and Analytics / Hill+Knowlton Strategies

I ask the AMEC membership to vote for me and support my candidacy to return as a Director of the AMEC Board.

Based on my experience as a passionate practitioner of measurement within the communications field, and my two years tenure on the Board of Directors, I believe AMEC must focus on the following core areas:

- **Demonstrating how PR can prove value within the broader marketing mix.** The AMEC business survey showcases that senior practitioners understand AVEs are not a valid metric; but globally, there remains a question of what needs to take their place. In 2020 and beyond, AMEC must continue to lead the way not by focusing on AVEs but rather by showcasing what's possible – by sharing examples of best practice alternatives. This includes highlighting how measurement can be cost-effective and drive insights that shape content and campaigns, as well as delivering demonstrable value. As a member of the board, I would share these examples of where we've seen success at H+K but also across the WPP client base more broadly, as well as provide frank feedback about what is not working, to ensure as an industry body we are pushing for the continued evolution of PR measurement, and helping members to get there.
- **Supporting AMEC members in understanding and making the most of data for planning, measurement and evaluation.** AMEC has always been dedicated to educating

(2) Candidate Manifesto statement for the position of AMEC Director on the 2020 Board

and empowering practitioners to do better measurement and evaluation. But historically participation across the agency world has been lower than other sectors of AMEC membership. The work we have started this year in the AMEC Agency Group – including dedicated closed-door agency events, the first of which was held here at H+K – is crucially important in shifting the needle and getting agencies involved. As an agency measurement specialist, I am passionate about the value our work brings to the communications ecosystem. I would love the opportunity to continue to work with AMEC and the Agency Group specifically to continue to empower others to push for better measurement and to challenge outdated assumptions about what's possible. As a member of the board, I would continue to bring my experience in building a culture centred around data within agencies – both from a process and a personal perspective.

- **Building bridges that support the integration of PR measurement with other business verticals.** Participation in AMEC events has shifted during my two years on the board. We increasingly are hearing from marketing companies, from business the likes of Facebook, and from data partners who look beyond PR data alone. Facilitating this expansion of our membership is crucial for AMEC to keep pace with the next stage of evolution for our industry. This is because measurement increasingly necessitates integration with other disciplines: media buying, advertising, e-marketing and digital to name a few. This is not something we can do alone and requires close collaboration with colleagues who work in these areas. Bringing their expertise and feedback to our thinking as an industry body will greatly support our members as they are asked differently how to structure and work with data, and find new ways to tell integrated stories that drive results. As a representative from WPP, the world's largest communications services group (which through its operating companies provides a comprehensive range of advertising and marketing services), I will continue to bring to the AMEC Board not only my perspective as a practitioner, but also access to my colleagues - and our broad array of clients - from across the marketing mix.

What I would bring to the AMEC Board:

As the Managing Director of Data and Analytics at Hill+Knowlton Strategies, I oversee a global community of researchers, analysts and insight professionals whose goal is to not only evaluate and measure our programmes, but also to distil data into strategic points of view to guide planning and content development.

I have been a guest lecturer on topics related to planning and measurement at AMEC's International Summits, PR Week's PR360, the Interactive Central and Eastern European Festival, Social Media Week, Quadriga University in Berlin and the NYU School of Continuing Studies Digital Marketing.

It has been a tremendous privilege to stand as the representative for the International Research Group on the AMEC Board of Directors for the past two years. During that time, I have been able to channel my passion and dedication to measurement and evaluation into numerous board initiatives, not least supporting two AMEC Global Summits and the launch of the Agency Group.

I still feel I have considerably more to give to the board and the members of AMEC for three reasons, beginning with my passion for bringing others along on the measurement journey.

I really enjoy discussing our specialism with others who understand the nuances of our profession. But I am equally passionate that evaluation needs to feel accessible to everyone who practices PR, and not just the few. This is part of the driving force behind the work we are doing within the Agency Group – the idea that a rising tide lifts all boats, and we will all do better work if we collaborate to make data and measurement the cornerstone of our approaches.

Throughout my career I have earned a proven track record of working with teams to adopt and put into practice measurement methodologies. I strongly believe a large part of the success of evaluation

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programmes comes down to making sure everyone feels empowered to use the data and insights reporting provides to build toward better outcomes. These same skills that I use in my day-to-day role I bring to the AMEC Board to help make measurement accessible to all.

Second, for my diverse experience and broad network.

I have spent my career leading and working within multidisciplinary teams. This includes working alongside experts in measurement, research and insight development – as well as content strategists, media buyers, creatives and media relations teams. As the marketing mix continues to come together, our ability to build bridges and collaborate with these other verticals will be crucial, and I firmly believe my experience within and beyond PR will support AMEC through this transition.

This is particularly relevant given my role within WPP, which facilitates ongoing dialogue with colleagues from across the technology and data practices on questions of insights, measurement and integration. This access and understanding of client challenges beyond PR alone, I feel, will be hugely beneficial to seeing AMEC continue to grow and provide guidance to its wide array of stakeholders, agency and client-side.

Lastly, because I am always focused on the future.

Like so many other disciplines, in measurement we do not have the luxury of standing still. For this reason I see this as an important moment to re-join the board, as technological advances are making our work more interesting – and valuable – than ever. To that end, my mindset throughout my career has been on the importance of developing new and innovative applications of insights, measurement and evaluation that make a meaningful difference to my clients. This includes projects such as:

- The development of Multichannel Marketing Measurement for Police Now (Silver, 'Most effective planning, research and evaluation'; AMEC); Social Systems of Insight for Philips (Gold, 'Best use of social media measurement'; Bronze 'Innovation award'; AMEC) and adidas Earned Media Impact Score (Bronze, 'Plain language award'; AMEC)
- The development of H+K's proprietary iterative reporting methodology, Made to Measure, and AI-based white space tool, Space+

Similarly, I have invested considerable time to ensuring we as agencies remain forward looking. This includes formalising the AMEC integrated evaluation framework alongside new tools like the M3 into agency ways of working.

Ultimately, I believe I am a strong and valuable addition to the AMEC board; not just in my ability to evangelise for the network and continuing the development of supportive tools for members, but also in supporting the growth of evaluation across our agency membership and beyond.

Electronic signature: Allison Spray

Date: 5 November 2019