

2017 Celebrating 10 Years of Shaping the Future of Corporate Communication in Norway.

## PR and Corporate Communication Measurement Summit

10./11. November 2016, BI, Oslo

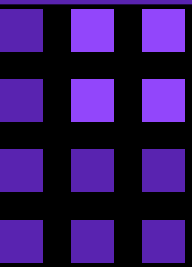


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HANDELSHØYSKOLEN





# Hands-On Skills for Tying Your Communications Results to the Bottom Line



Centre for Corporate Communication at BI  
November 11, 2016  
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# Agenda – the Skills You Need

1. Pick the right metrics
2. Create a budget
3. Select a measurement tool/vendor/methodology
4. Ensure data integrity
5. Create a report that will wow the board



# Skill #1: Pick the Right Metrics

- ▶ What makes a perfect communications KPI?
  - ▶ It is actionable
  - ▶ It is there when you need it
  - ▶ It continuously improves your processes & gets you where you want to go



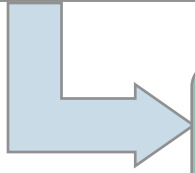
# You Become What You Measure

- ▶ Be clear about the goals
- ▶ Get consensus on connecting the dots from communications through purchase
- ▶ Define what makes people act
- ▶ Prioritize activities
- ▶ Create an index
  - ▶ Weighting
  - ▶ Normalizing
  - ▶ Testing

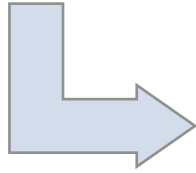


# The Process

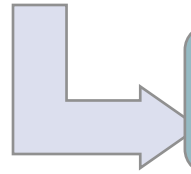
Define corporate goals



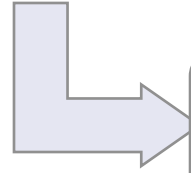
Define communications goals



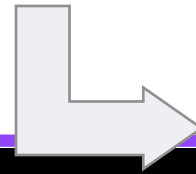
Define audiences



Define metrics



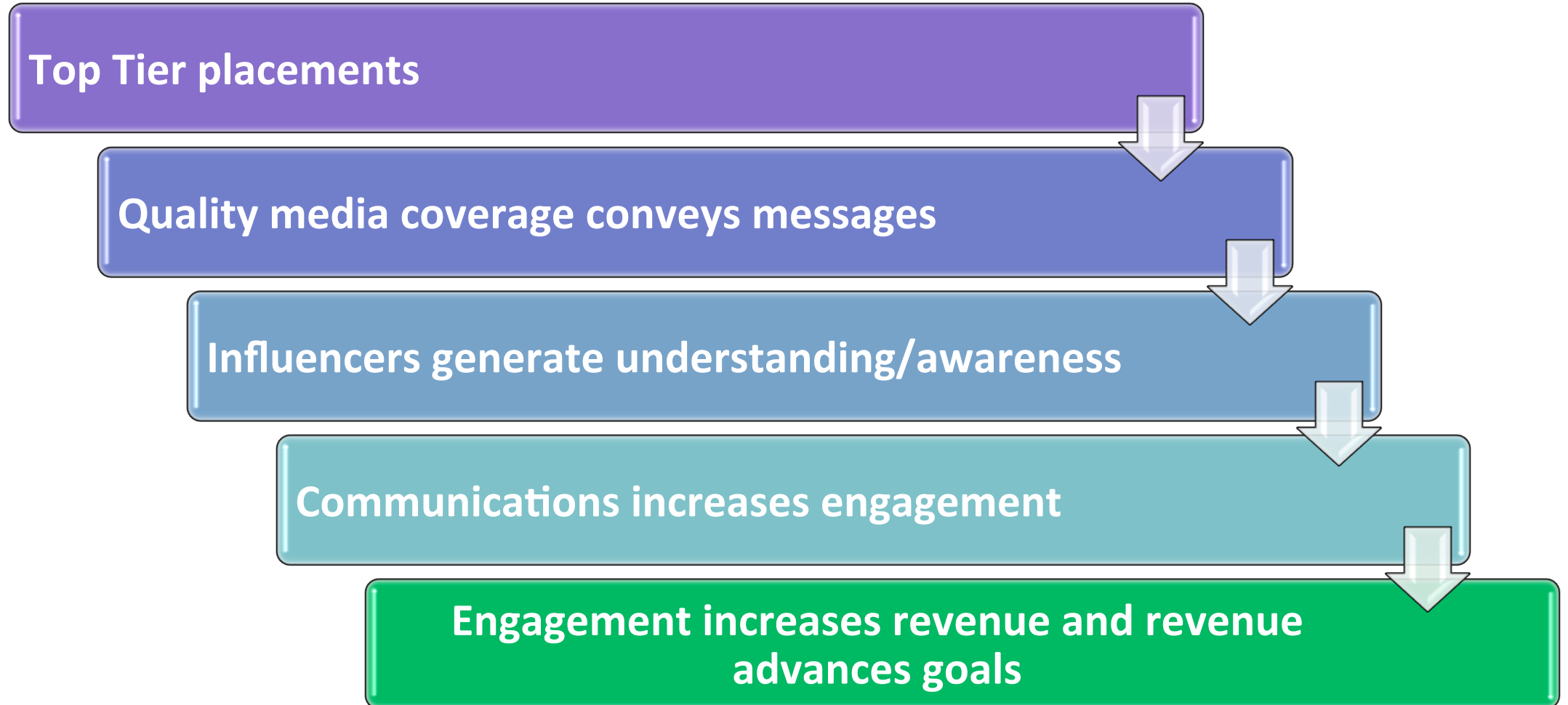
Prioritize



Publish, train, implement

# Definitions of “Success”

## ► What’s the path?



# Goals → Objective → Metrics

Business Goal	Communications Objectives	Communications Activity	Activity Metrics	Outcome Metrics
Increase revenue	Advance our position on key competitive battles	Engage with customers to increase understanding of issues	<ul style="list-style-type: none"> <li>▪ % increase in desirable share of voice</li> <li>▪ % increase in share of spokespeople quoted</li> </ul>	<ul style="list-style-type: none"> <li>▪ % Increase in perceptions of company as “a leader in the field”</li> <li>▪ % of stakeholders who understand the issues</li> </ul>
	Increase consideration and preference	Increase engagement via social media (paid & earned)	<ul style="list-style-type: none"> <li>▪ % increase in engagement with owned content</li> </ul>	<ul style="list-style-type: none"> <li>▪ % increase in consideration and preference</li> <li>▪ % increase in the marketable universe</li> </ul>
	Increase understanding and support for our messaging	Dissemination of key messages	<ul style="list-style-type: none"> <li>▪ % increase in % of earned media containing a key message</li> </ul>	<ul style="list-style-type: none"> <li>▪ % increase in understanding of and belief in our key messaging</li> </ul>
Reduce Costs	Meet budget targets thru increased efficiency and smarter decisions making	Rapid response to reputational threats or opportunities	<ul style="list-style-type: none"> <li>▪ % decrease in share of negative coverage</li> </ul>	<ul style="list-style-type: none"> <li>▪ % reduction in resources devoted to reactive responses</li> </ul>
		Engage with prospects via email & other lower-cost options	<ul style="list-style-type: none"> <li>▪ % increase in click thrus and conversions from communications activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ % reduction in cost per message communicated</li> </ul>



# Creating a Communications Quality Index

Desirable Criteria	Score	Undesirable Criteria	Score
Positive: Leaves reader more likely to purchase, work for, or invest OR less likely to oppose	1	Negative: Leaves reader less likely to purchase, work for, or invest OR more likely to oppose	-2
Contains one or more positive messages	3	Contains one or more negative messages	-3
Event/Program is mentioned	2	No Event/Program is mentioned	0
Positive headline	2	Negative headline	-1
Third-party endorsement	1	Recommends competition	-2
Contains desirable visual	1	Contains undesirable visual	-2
<b>Total Score</b>	<b>10</b>	<b>Total Score</b>	<b>-10</b>

# Creating a Social Media Engagement Index

Action	Score
“Like”/Follow/Open/+1	0.5
Favorites/Opens/Views	1
Comments	1.5
Shares content	2
Signs up to receive email or other owned content	2.5
Shares a link to an owned site	2.5
<b>Total Score</b>	<b>10</b>

# Creating an Employee Engagement Index

- ▶ Define a “Perfect 10, Engaged Employee” as one who:
  - ▶ Is willing to expend discretionary time on company
  - ▶ Participates in training
  - ▶ Volunteers for community events
  - ▶ Attends events,
  - ▶ Likes Communications content
  - ▶ Watches video
- ▶ Those attributes are translated into metrics on the dashboard as follows:

Is willing to expend discretionary time on SWA activities	Employee Pulse Survey Responses
Participates in Preparedness Training	Recognition Index
Volunteers for community efforts	Recognition Index
Attends events	Recognition Index
Likes Communications content	SWA Life Sentiment of Blog Posts Internal
Watched video	Video Views

## Skill #2: Create a budget

- ▶ How important is the project you're measuring?
- ▶ What is the budget for the project?
- ▶ The 10% rule
- ▶ What does measurement cost?
  - ▶ Surveys: Free to infinity
  - ▶ Data collection: kr4,000/month
  - ▶ Media content analysis: kr40



# Skill #3: Pick a measurement tool/vendor/methodology

- ▶ Questions that need answering:
  - ▶ Who's going to use the data?
  - ▶ When do they need it?
  - ▶ What are the objectives being measured?
  - ▶ What's the time frame?
  - ▶ What conclusions do you need to draw?
  - ▶ What programs need measuring?
  - ▶ What are the basic requirements?
  - ▶ What are the “nice-to-haves”?
  - ▶ Who's the audience?
  - ▶ What's the budget?



# Picking the Right Dashboard Platform

- ▶ If you want to measure messaging, positioning, themes, sentiment:  
**Content analysis**
- ▶ If you want to measure awareness, perception, relationships, preference:  
**Survey research**
- ▶ If you want to measure engagement, action, purchase:  
**Web analytics**
- ▶ If you want correlations, find a dashboard platform that can integrate all three

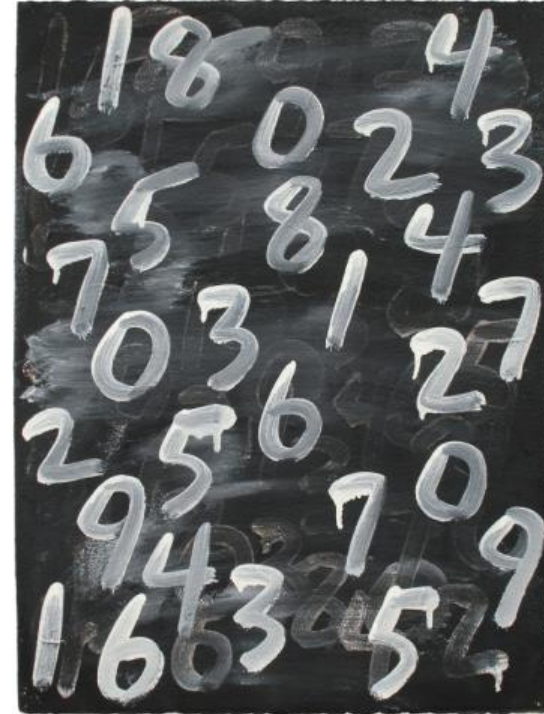


# Goals Determine Tools

Communications' Role	Interim Metric	Outcome Metric	Tools Required
Increase understanding of key messages	Increase in % of quality coverage	% increase in understanding	Media Quality Analysis Qualitative Survey
Enlarge & improve relationships with NGOs & other influencers	% increase in share of influencer voice	% improvement in relationships with influencers	Media Content Analysis Relationship Survey

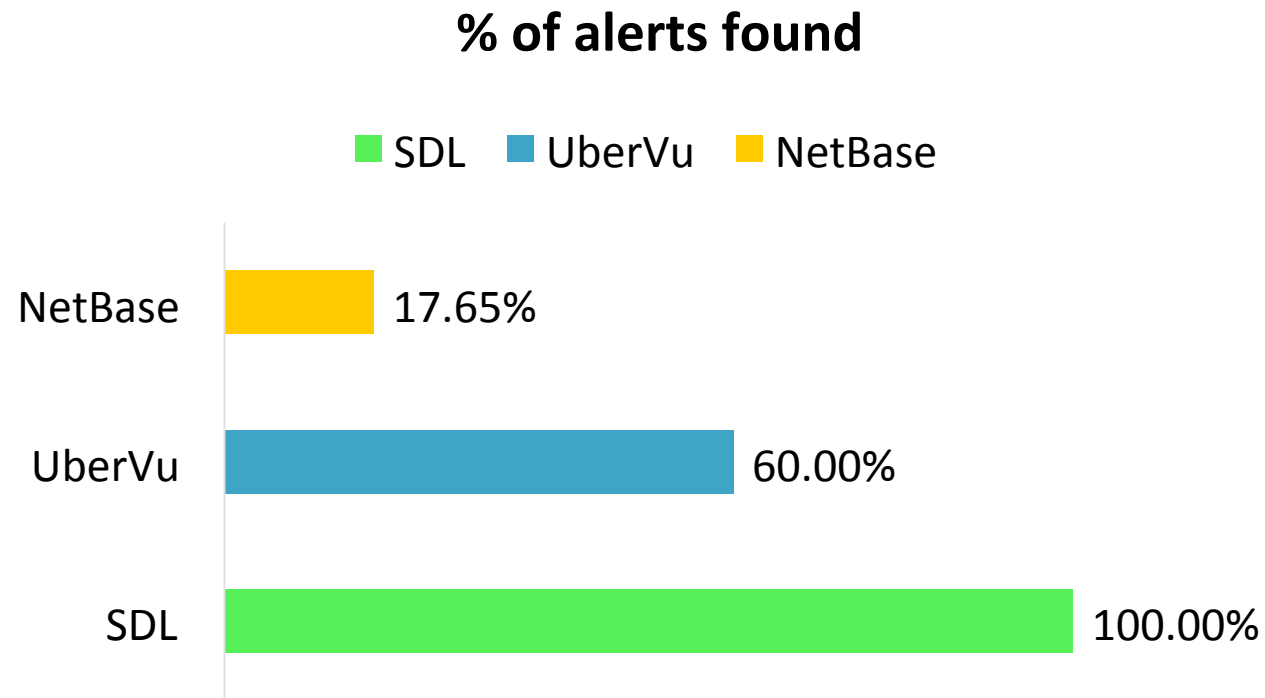
## Skill #4: Ensure data integrity

- ▶ Do you have sufficient data?
- ▶ Do you have the right data?
- ▶ Are the time frames correct?
- ▶ Is sentiment accurate?
- ▶ Can you find the data you need?

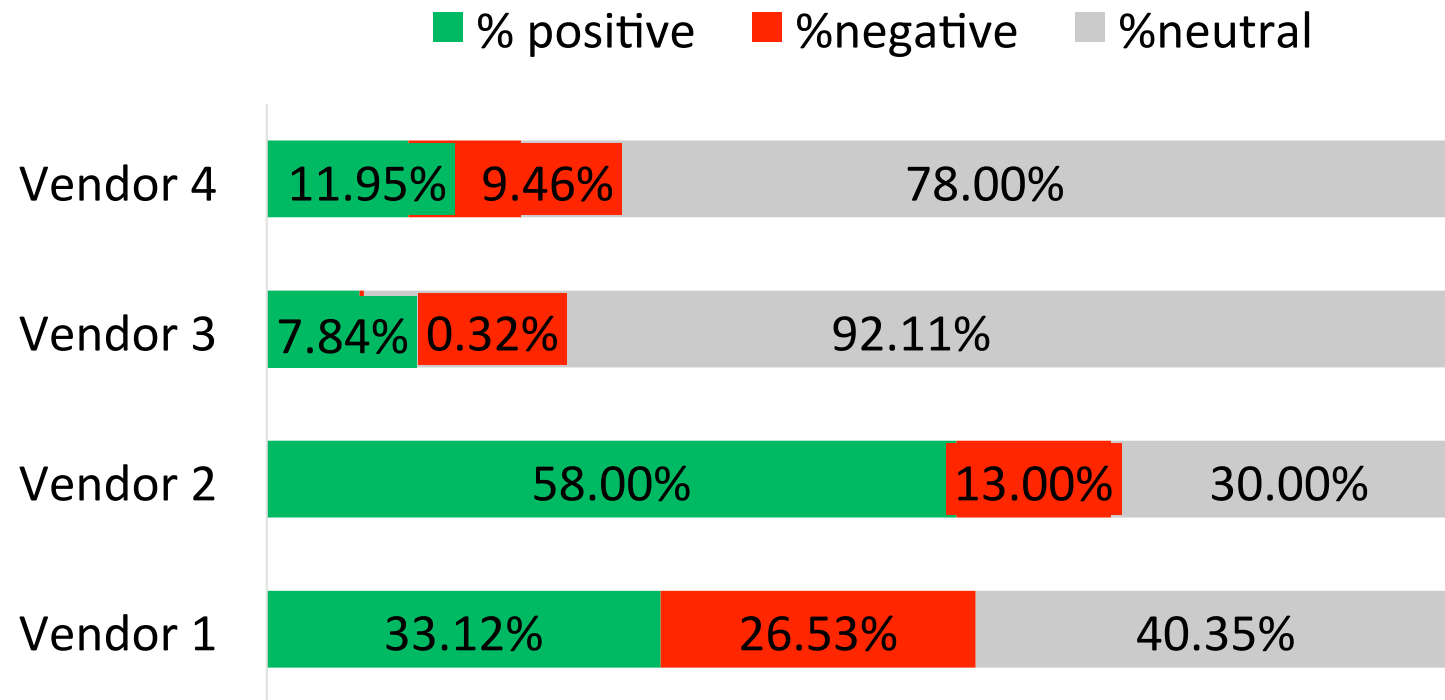




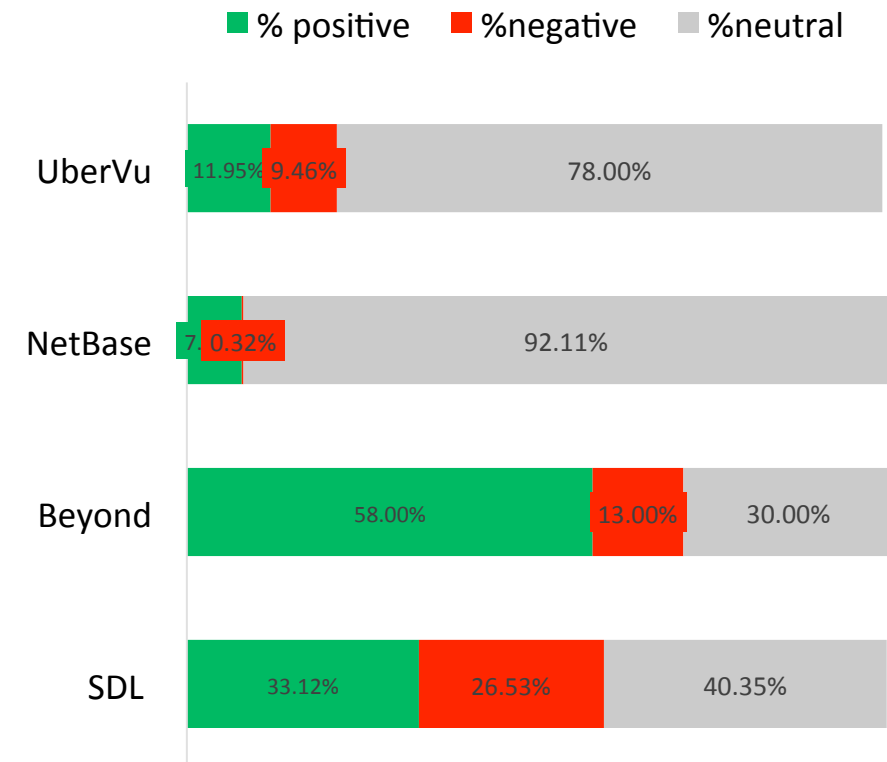
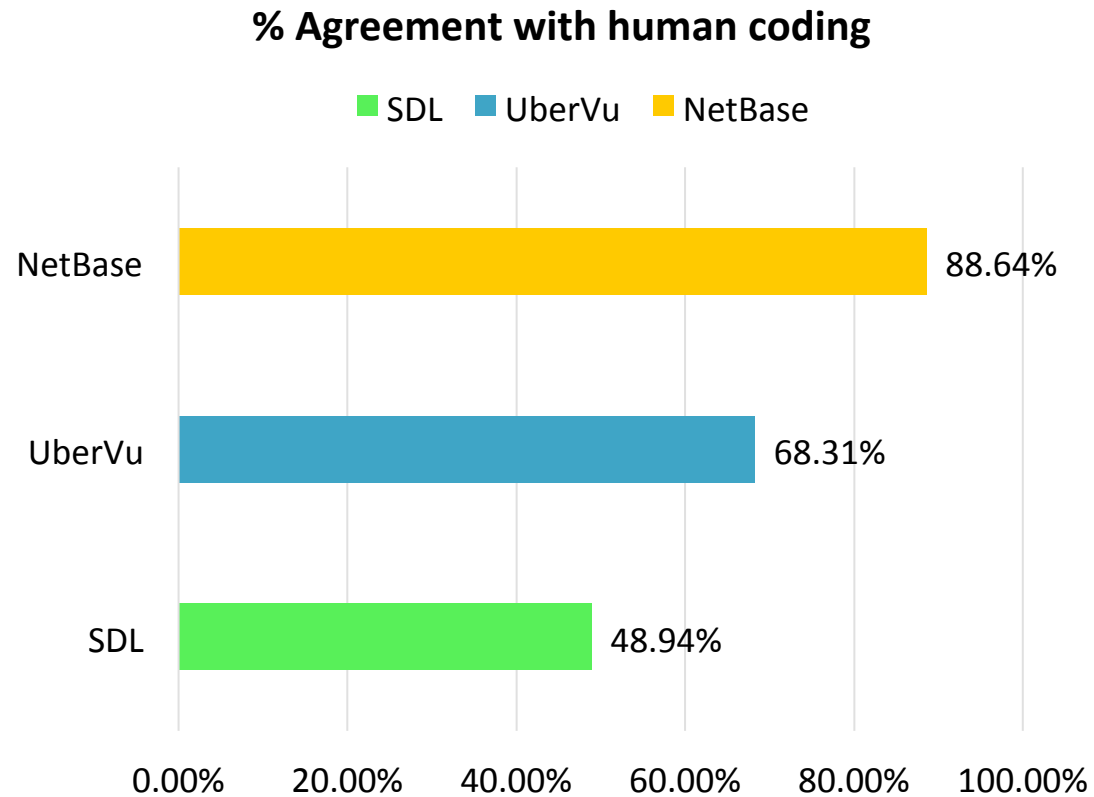
# Testing for Completeness



# Comparison of tonality between vendors

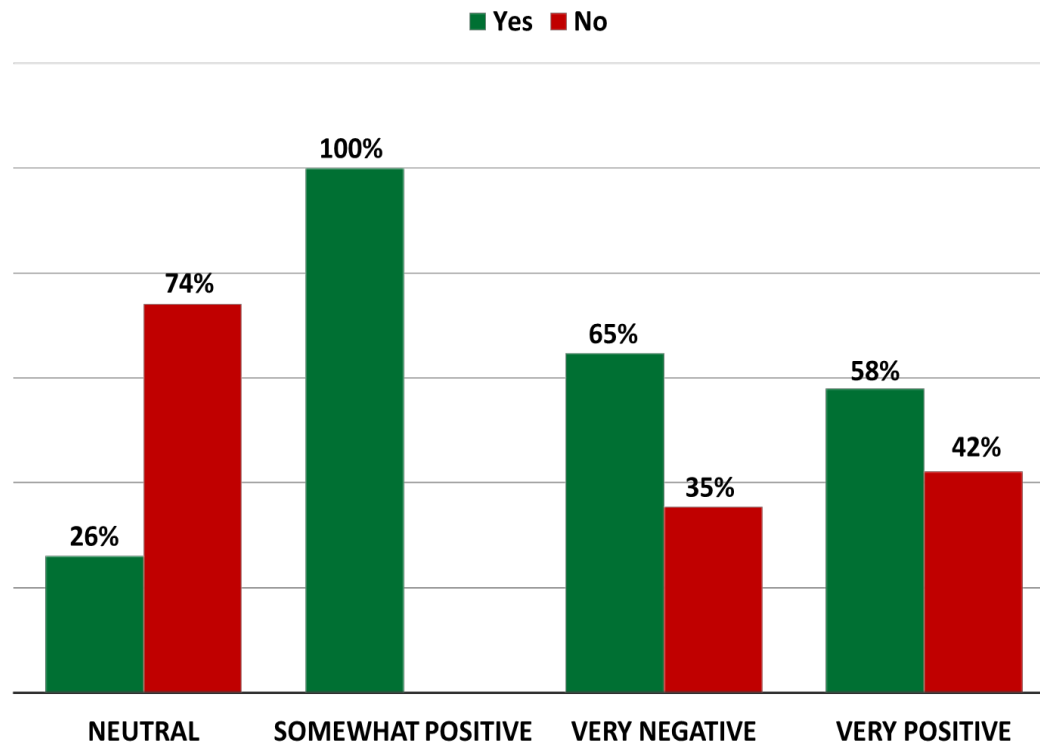


# Testing the Accuracy of Coding

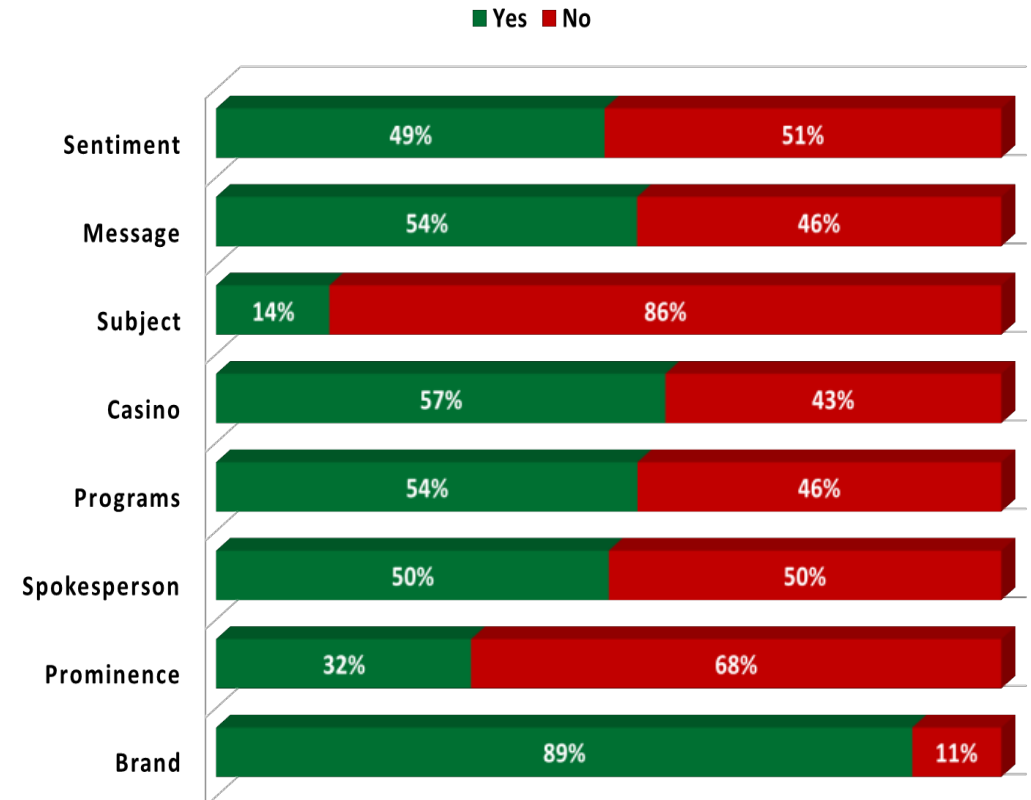


# Testing Validity of Criteria

Intercoder Reliability of Sentiment



Intercoder Reliability of Key Metrics



# Criteria for Media Quality

## ▶ Positive:

- ▶ Mentions of the brand
- ▶ Positive brand mentions
- ▶ Key messages
- ▶ Customer quoted positive
- ▶ Analyst quoted
- ▶ Positioned as trusted partner
- ▶ Positioned as vendor of choice
- ▶ Recommendation
- ▶ Call to action

## ▶ Negative:

- ▶ Omitted
- ▶ Negative tone (less likely to support, buy from, invest in, work for)
- ▶ No key message
- ▶ No quote
- ▶ Inaccurate

# Skill #5: Create a Report That Will Wow the Board

## Step 1: Start with the basics

- ▶ What were the objectives?
- ▶ Who's the audience?

## Step 2: Make sure you have all your data

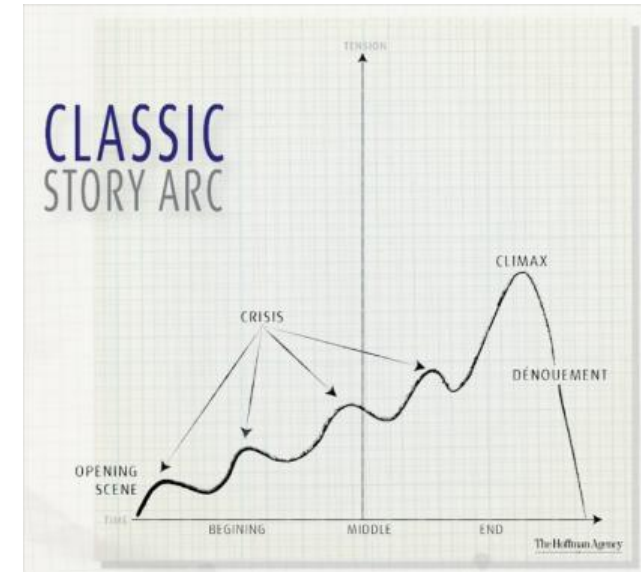
## Step 3: Analyze data

- ▶ Rank from worst to best
- ▶ Run correlations

## Step 4: Find your “A-ha!” moment and put everything in context

## Step 5: Craft the story board

## Step 6: Add recommendations



# Analyzing your data

- ▶ Rank everything from best to worst
- ▶ Learn from what didn't work

Count of ItemID	Column Labels		
Row Labels	Positive	Neutral Negative	Grand Total
Challenge Triathlon		1	1
Fine Wines & Dines	1		1
Air Show	2		2
Meet AC	2	1	3
Better Brews	1	3	4
Entertainment Capital	5	1	6
Top Comics	4	3	7
Rascal Flatts	6	2	8
July 4th Fireworks	9	2	11
Boardwalk Hall	8	4	12
DO AC	8	4	12
Nick Jonas	26	4	30
Maroon 5	30	7	37
Miss America	37		37
Beach Concerts	30	7	37
Grand Total	169	39	208

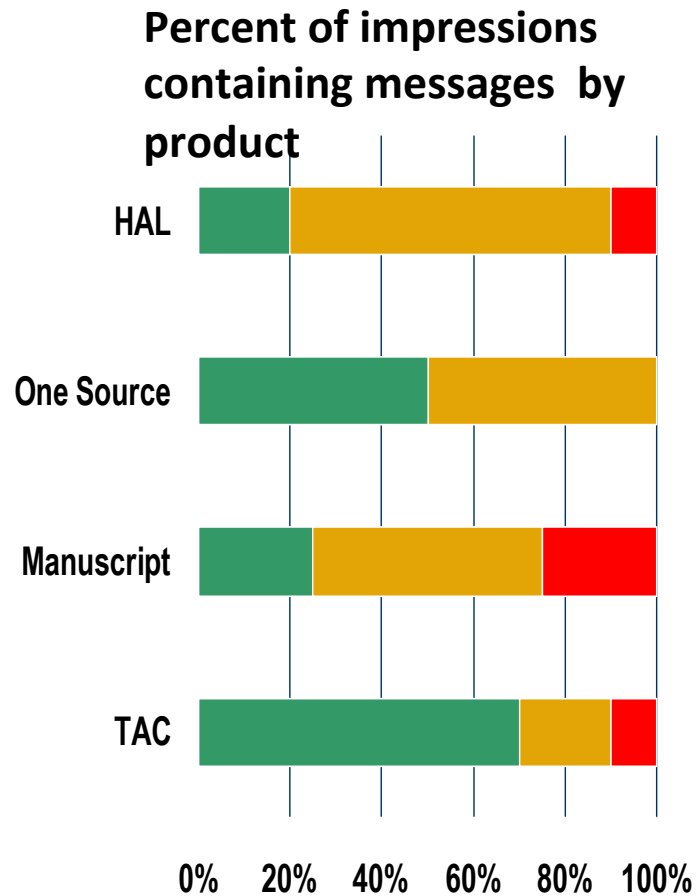
# Find the “A-ha!”

- ▶ Look at the data and ask “So what?” three times
- ▶ Rank everything from worst performing to best
- ▶ Does the data support your conclusion?
  - ▶ If not, why not? If yes, so what?
- ▶ Look at a 13-month timeframe
- ▶ What was the competition doing?
- ▶ Who is doing what best? Worst?
- ▶ Use correlations to connect the dots
- ▶ Write recommendations

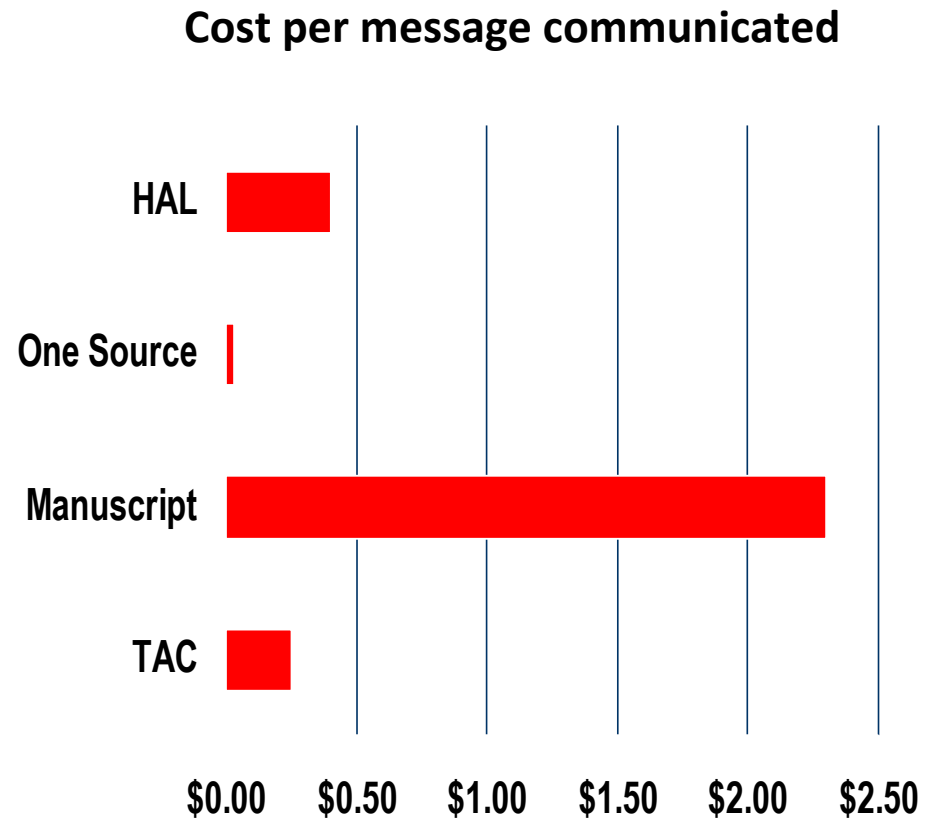




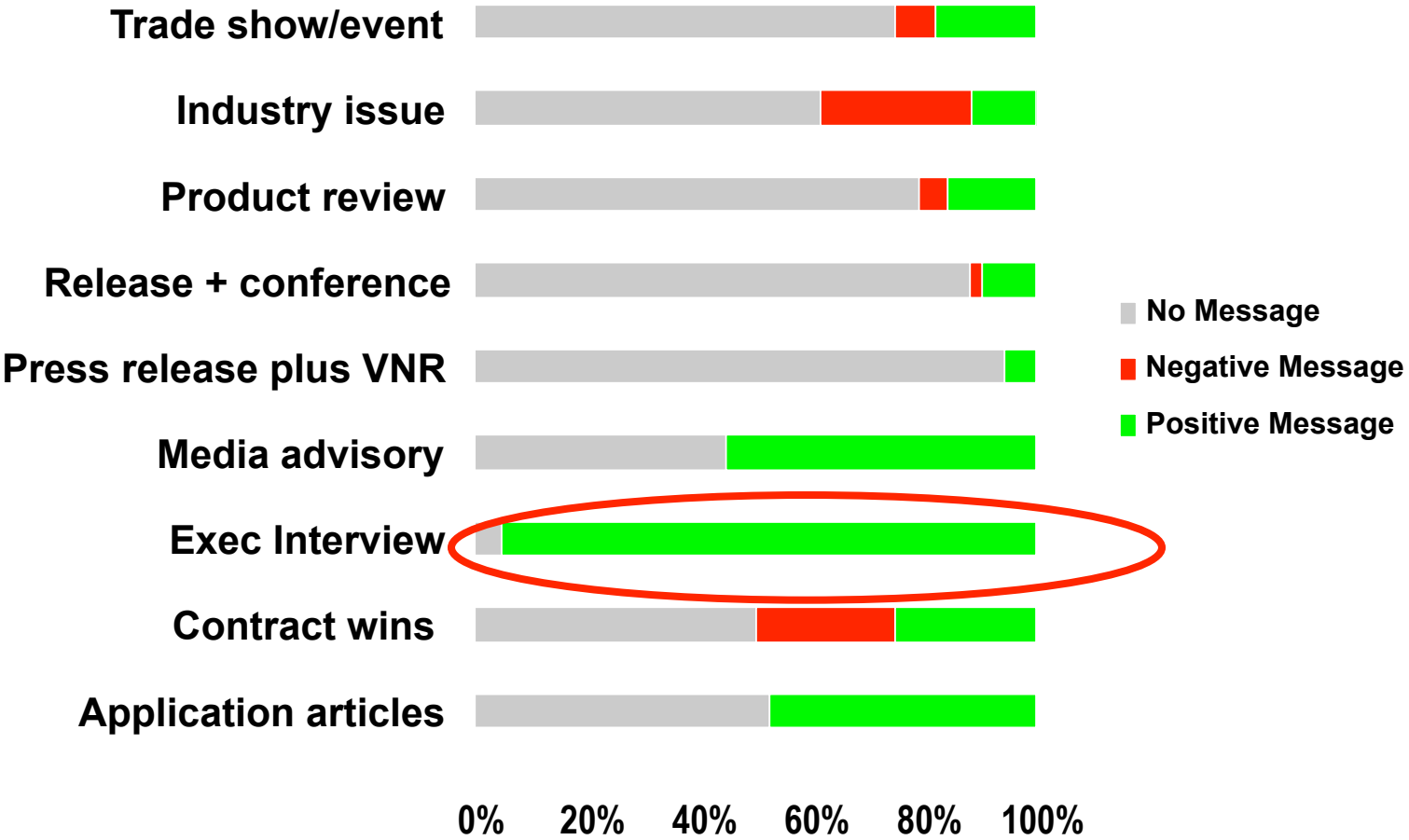
# Adding in cost created the “A-ha!” moment



■ Positive Messages ■ No Messages ■ Negative Messages

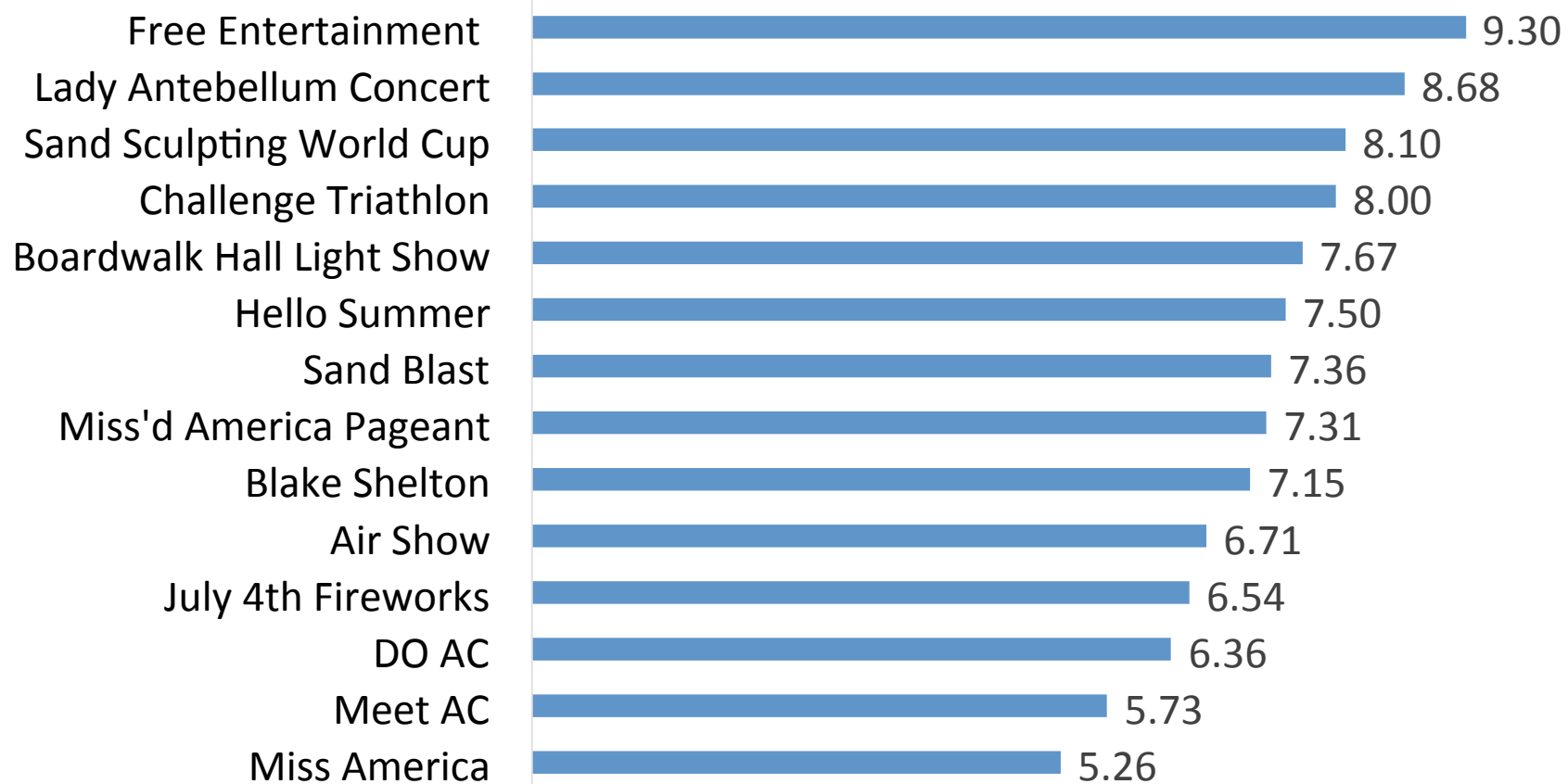


# Interviews and media advisories generated best coverage



# Free entertainment generated the highest quality scores

**Top Programs By Optimal Content Score**

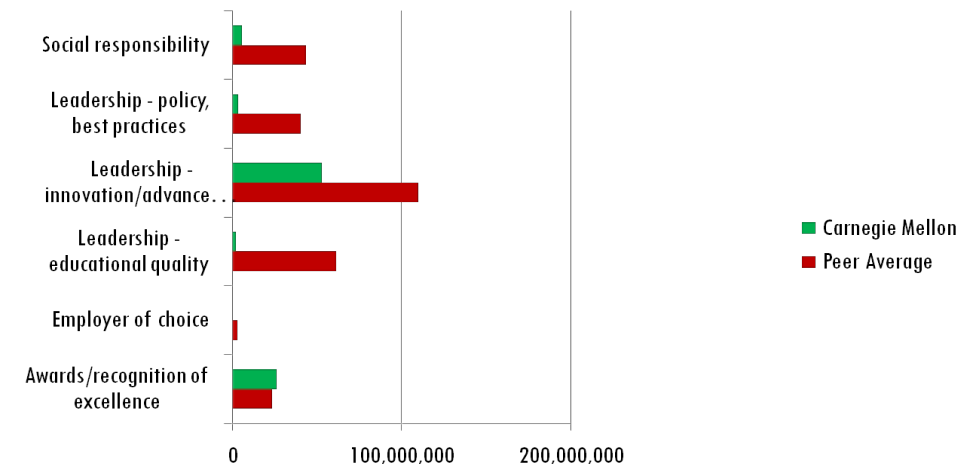


# The Data is the Data

- ▶ Don't be afraid of bad news
- ▶ You learn more from failure
- ▶ Suggest ways to improve
- ▶ Make sure you relate data to goals

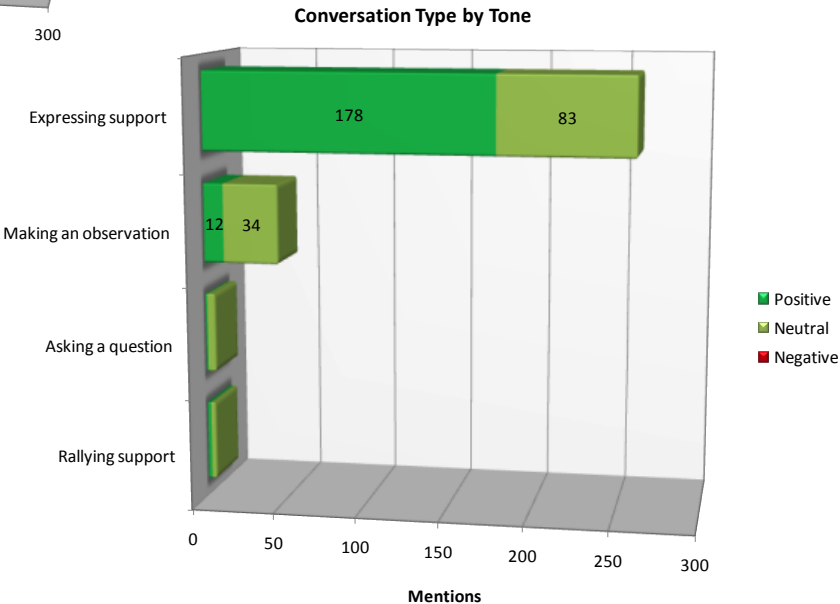
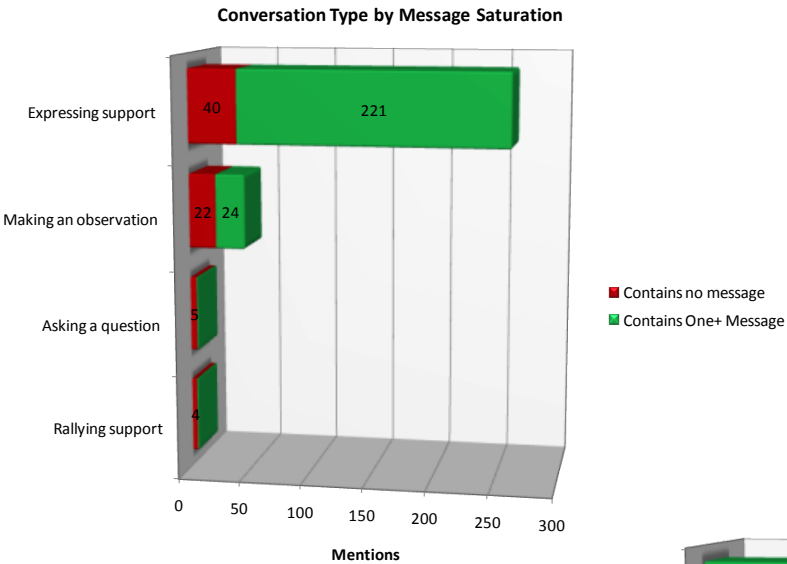


Carnegie Mellon lags its peers on all key issues

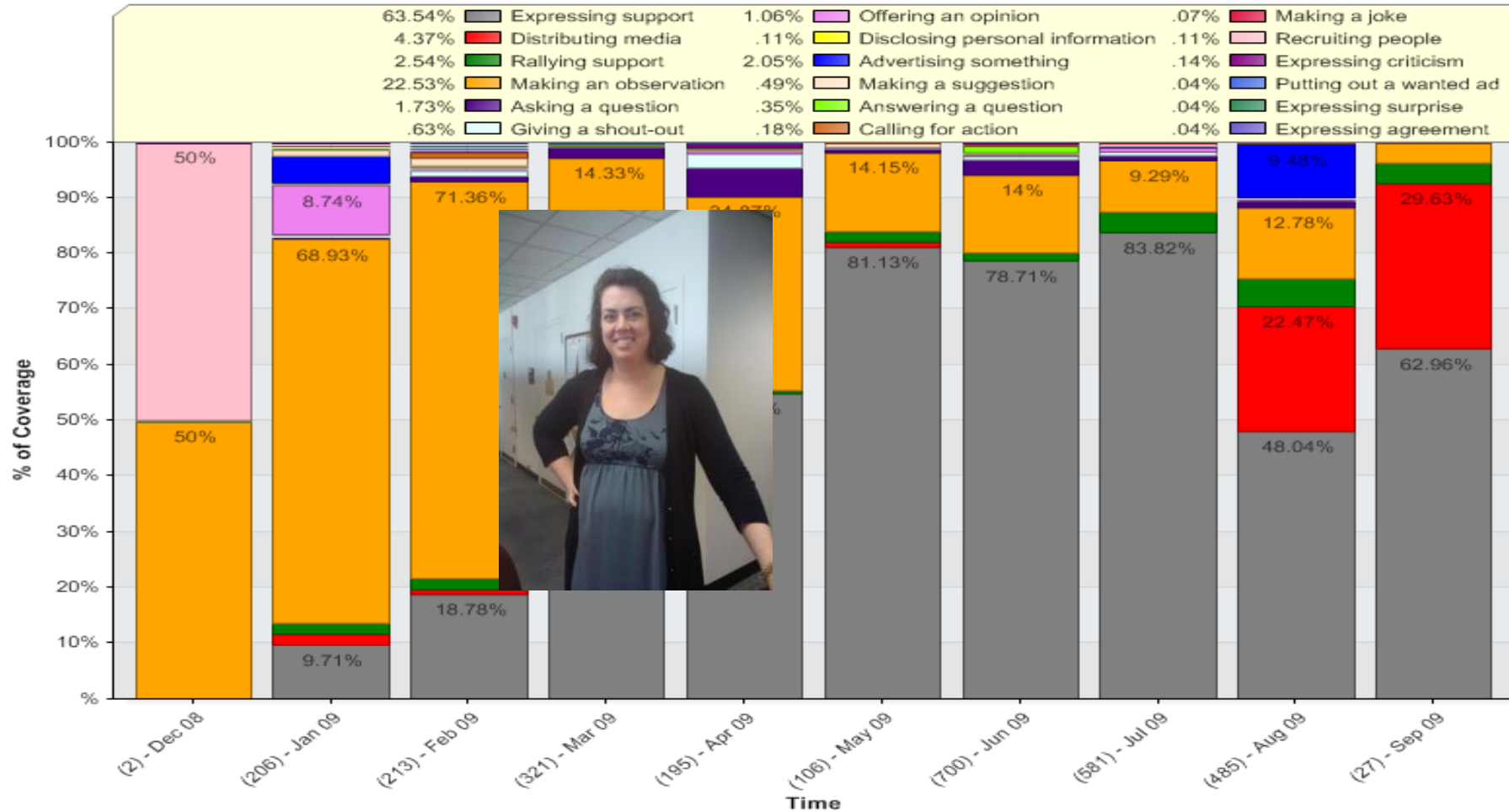


# Ask “So What?” three times & the ROI of Emily

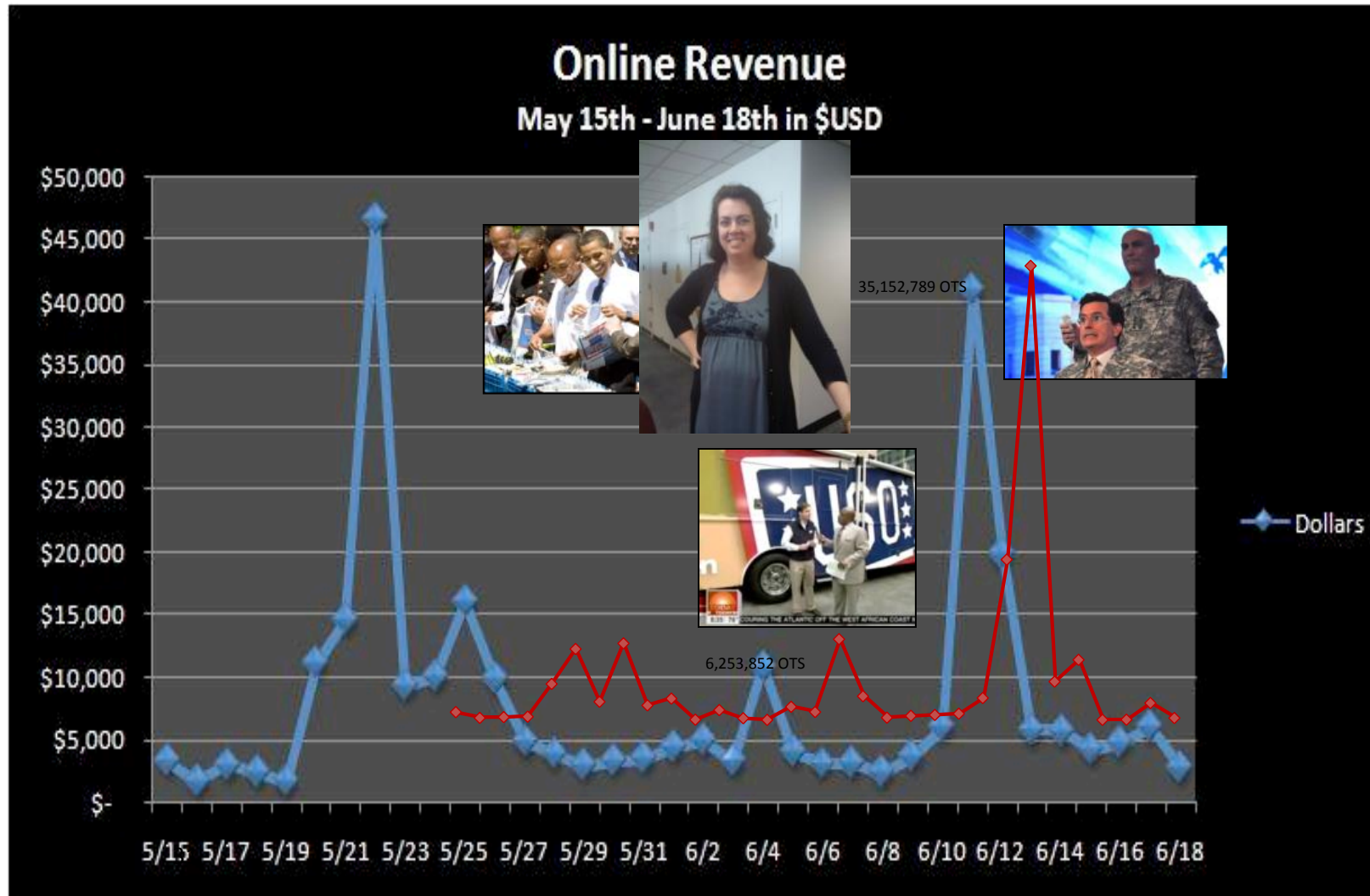
Conversation Type	January	February	March
Making an observation	142	152	46
Expressing support	20	40	261
Offering an opinion	18	1	1
Rallying support	4	4	5
Advertising something	10		
Asking a question	1	2	6
Distributing media	4	2	
Making a suggestion	2	3	
Giving a shout-out	1	2	1
Calling for action	1	2	
Expressing criticism		1	1
Disclosing personal information	1	1	
Putting out a wanted ad		1	
Expressing agreement		1	
Recruiting people	1		
Answering a question	1		
Expressing surprise		1	
Grand Total	206	213	321



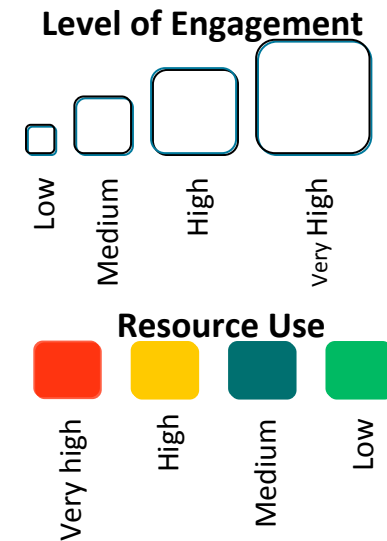
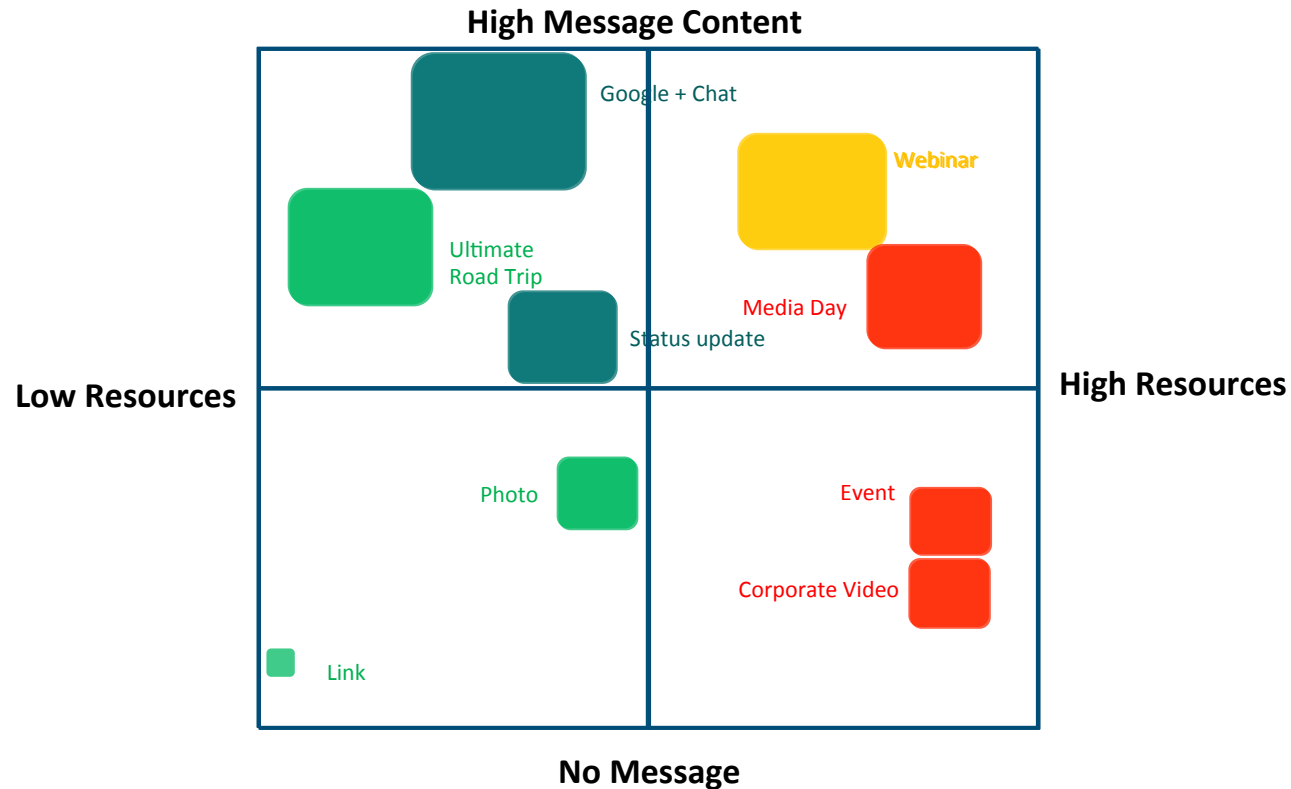
# Conversation changed...so what?



# So What? = Revenue



# Efficiency vs. Effectiveness





# Research and Evaluation Dos and Don'ts

- ▶ Get consensus on definitions of Success
- ▶ Measure what matters –how you contribute to the business
- ▶ Make your metrics tell a story
- ▶ Make sure your data is valid and accurate
- ▶ Test any indexes or algorithms with real data before presenting them
- ▶ Don't use metrics that you don't have buy-in for
- ▶ Don't measure what's easy
- ▶ Don't clutter up your dashboard
- ▶ Don't put numbers on it you can't explain
- ▶ Don't use charts that people can't read or understand



# Thank You!

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