CENTRE FOR CORPORATE COMMUNICATION **BI** CELEBRATING 10 Years

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

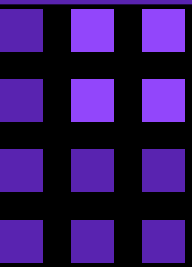## PR and Corporate Communication Measurement Summit

10./11. November 2016, BI, Oslo

...thanks to the generous support of:

BI HANDELSHØYSKOLEN

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telenor

Making Sense of Measurement:
How to navigate your way through standards, dashboards, modeling platforms, and correlations in order to tie communications to business results

The Centre for Corporate Communication at BI

November 10, 2016

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Paine Publishing

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About Paine Publishing

▶ We provide individuals and organizations with the knowledge and information they need to navigate the journey to high-quality, accurate measurement.

▶ Visit us online: www.painepublishing.com

The 4 Pillars of Paine Publishing

Education   Training   Consulting   Publishing
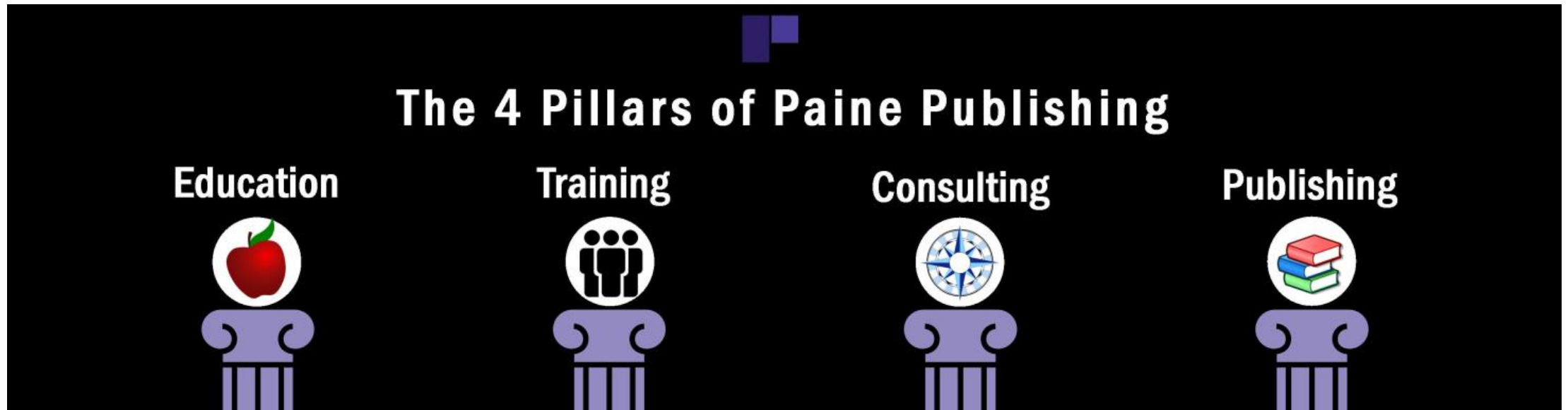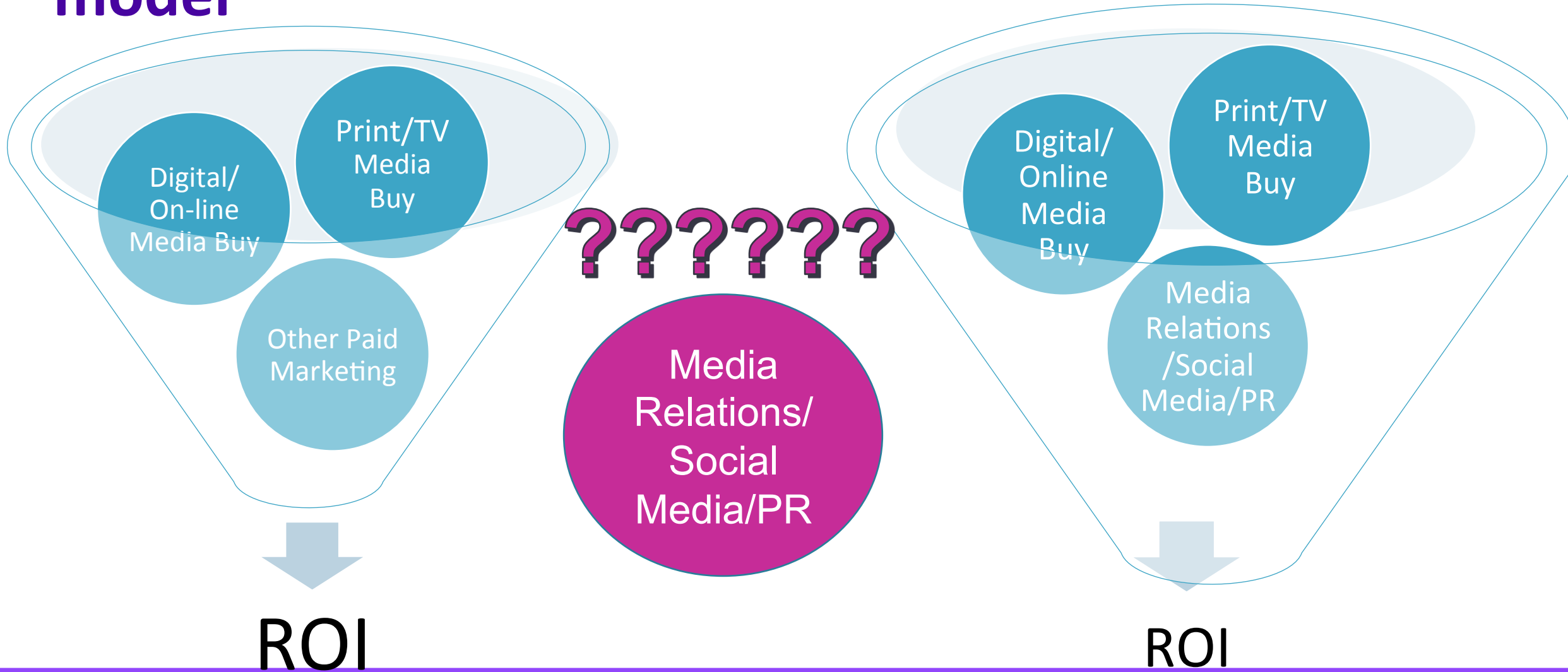
Fact Checking the Measurement Discussion

▶ False

  ▷ There are no standards

  ▷ You can't tie PR to business outcomes

  ▷ There's no data to prove ROI

  ▷ You can't measure dark social

▶ True

  ▷ There are standards for PR, Social and Digital Media here

  ▷ http://painepublishing.com/ standards-central-2/

  ▷ You can in fact tie PR to business outcomes as long as you agree on expectations.

  ▷ There is more data than every before (you must need to find it)

  ▷ There are many aspects of conversations that you can't monitor, but you can use analytics instead

The problem isn't standards, it's the attribution model

Digital/On-line Media Buy

Print/TV Media Buy

Other Paid Marketing

??????

Media Relations/ Social Media/PR

Digital/Online Media Buy

Print/TV Media Buy

Media Relations /Social Media/PR

ROI

ROI

Impressions Are Not Awareness. Where's the "So What?"

MSM → Online → Social media

Eyeball counting → HITS → Outcomes
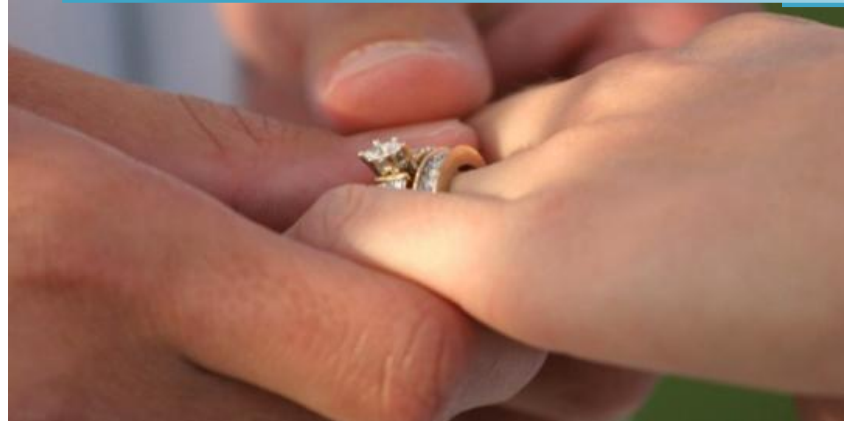
Likes Are Not Engagement

Impressions

Likes

Followers

Trial/Consideration
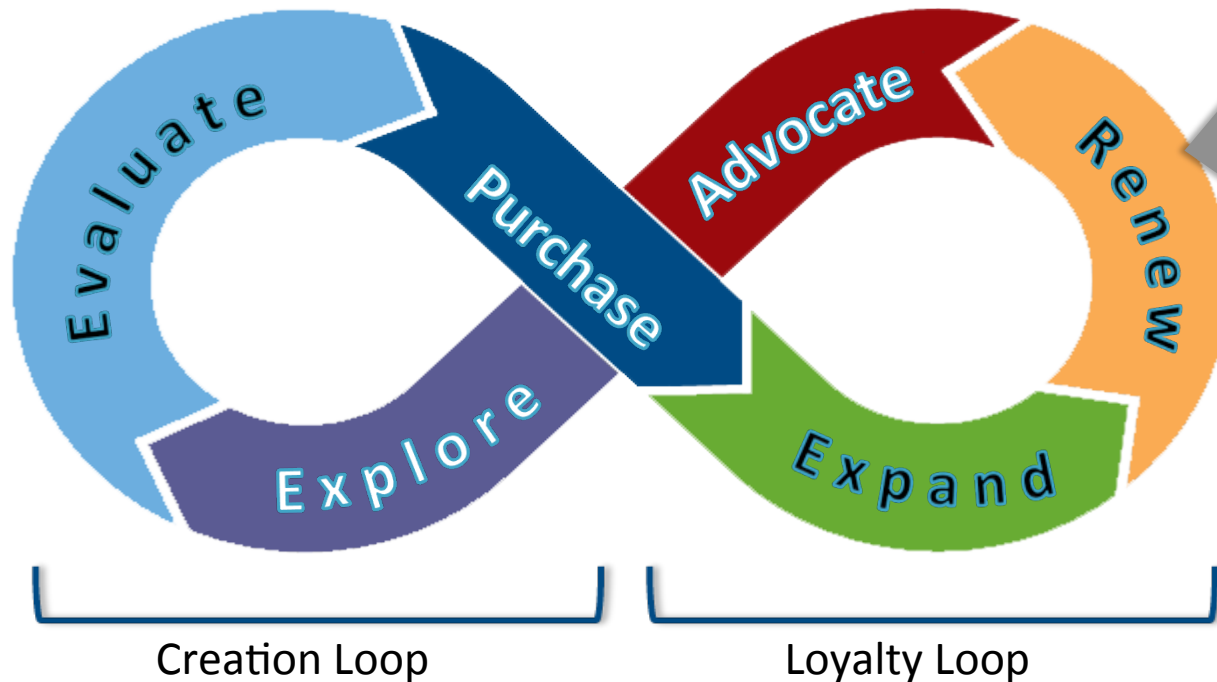
Commitment

Advocacy

The Lines are Blurring

- ▶ Social/traditional
- ▶ Digital/Social
- ▶ Marketing/Comms
- ▶ Internal/External
- ▶ CSR/PR
- ▶ Issues Management/PR

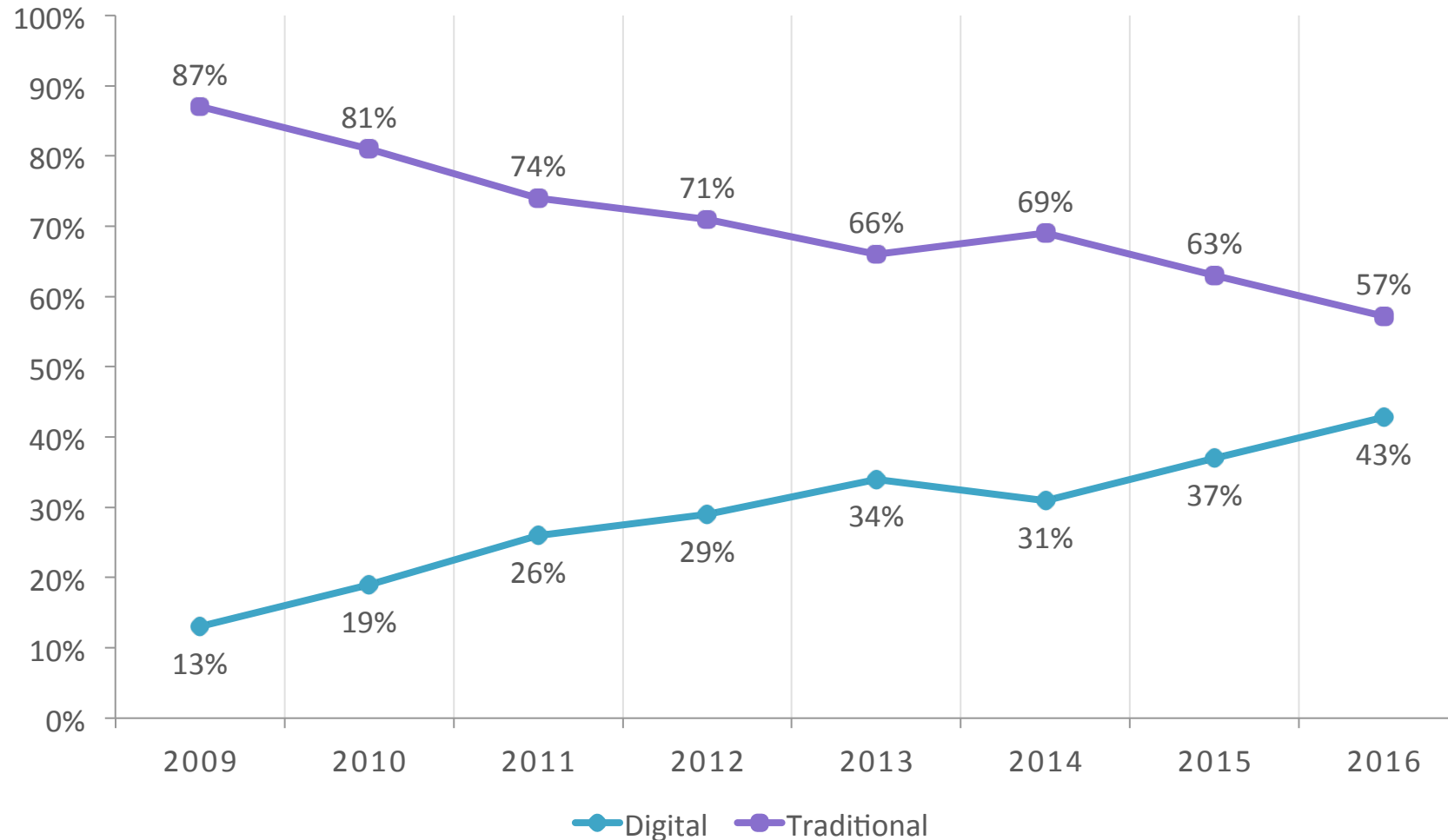# Goodbye social/traditional/digital. Hello, Customer Centricity

IDC's Customer Experience Loop

40% of survey participants can track investments by Buyer's Journey Stages

Evaluate · Explore · Purchase · Advocate · Expand · Renew

Creation Loop · Loyalty Loop

Digital Marketing:
37% in 2015; 43% in 2016

Chart showing Digital and Traditional marketing percentages from 2009 to 2016.

Traditional: 87% (2009), 81% (2010), 74% (2011), 71% (2012), 66% (2013), 69% (2014), 63% (2015), 57% (2016)

Digital: 13% (2009), 19% (2010), 26% (2011), 29% (2012), 34% (2013), 31% (2014), 37% (2015), 43% (2016)

Legend: Digital — Traditional

Integrated Metrics are in your Future

▶ Customer-centric outreach requires communications + marketing to be in sync

▶ Internal communications is critical to external effectiveness

▶ 63.2%of social media teams live within marketing, 6 points higher than last year

▶ Only 4.5% assign social media to PR anymore

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Integrated Metrics are in your Future

▶ According to a Conference Board/SNCR study The results of Integrating Marketing and Communications include:

  ▷ **Creating a customer-centric culture.**

  ▷ **Leading to an employee-centric culture.**

  ▷ **Builds trust and infuses the business with purpose**

  ▷ **Improves agility and efficiency**.

  ▷ **Creates a consistent message.**

  ▷ **Aligns goals, metrics, and budgets**

Companies that have successfully implemented Standards-compliant dashboards

6 Steps to an Integrated Dashboard

Step 1: Define the goal
What outcomes is this strategy or tactic going to achieve?
What are your measurable objectives?

Step 2: Define the parameters
Clarify who are you are trying to reach, and what will be measured? Make sure you tie your efforts connect to business goals.

Step 3: Define the benchmarks
Who/what are you going to compare your results to?

Step 4: Define the metrics
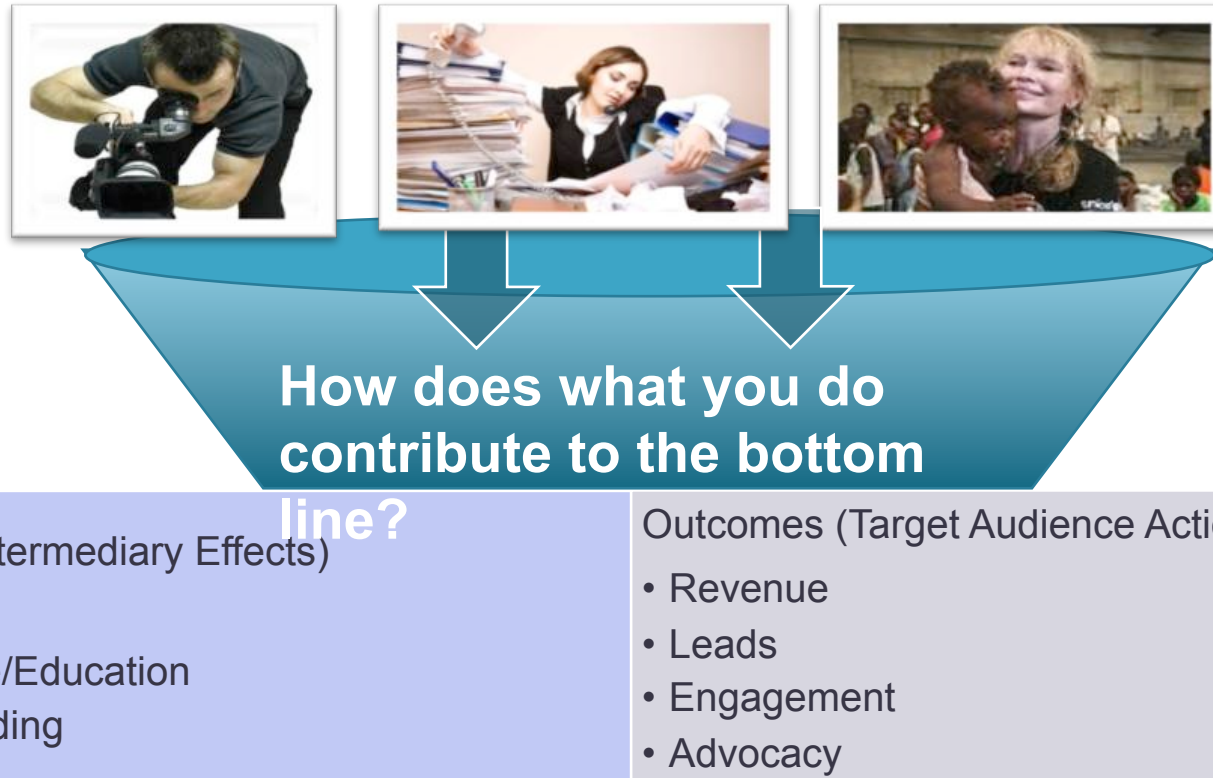What are the indicators to judge your progress?

Step 5: Select data sources and tools

Step 6: Analyze the data
Find insight, turn into action, and measure again!

6 Steps to Success

Step	
Insight & action	6
Select tools	5
Define the metrics	4
Define the benchmarks	3
Understand the investment, & motivations	2
Define the goal	1

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Step 1: Define the Goals

How does what you do contribute to the bottom line?

Outtakes (Intermediary Effects)

• Awareness
• Knowledge/Education
• Understanding

Outcomes (Target Audience Action)

• Revenue
• Leads
• Engagement
• Advocacy

Step 1: Agree Upon Business & Communications' Goals

▶ Leadership must provide goals against which to measure

▶ Define the Target Audience

  ▷ Be clear about whom you're trying to reach & why

  ▷ Know what matters to them

  ▷ Know what will influence them or make them act
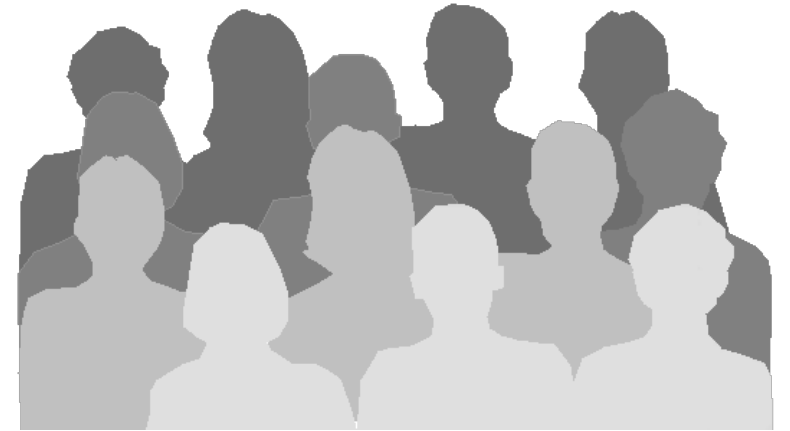
Step 2: Agree on Parameters, Goals & Audiences for Your Dashboard

▶ Who will use it?

▶ What decisions do they need to make from the data?

▶ What reports do you need to generate?

▶ How much drill down and detail do they need?

▶ How much time do they have to use and analyze the data?

▶ How often?

▶ What are you measuring

⊳ Paid/Owned

⊳ Earned/Shared

⊳ Other marketing activities?

⊳ The competition?

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Definitions of "Success"

▸ First: Understand how you contribute to the business or the mission

High-quality media coverage

Improved reputation

Awareness/Engagement/Consideration

Increased revenue

Step 3: Define Your Benchmarks

▶ Who's the competition? Peer group

▶ What keeps your CEO up at night?

▶ 13-months or 5 quarters?

Step 4: Define your Kick Butt Index

▶ **You become what you measure, so pick your metrics carefully**

▶ The Perfect KBI

  ⬦ Is actionable

  ⬦ Is there when you need it

  ⬦ Continuously improves your processes & gets you where you want to go

Objectives

Business Objectives	Comms' Contribution
Increase high quality leads	Increase awareness/preference
Increase/save revenue	Increase engagement Increase trust

Objectives ➲ Actions

Business Objectives	Comms' Contribution	Comms' Activity
Increase high quality leads	Increase awareness/ preference	Publicity Social Media
Increase/save revenue	Increase engagement Increase trust	Events Content Creation

Objectives ➲ Actions ➲ Metrics

Business Objectives	Comms' Contribution	Comms' Activity	Activity Metric	Outcome Metric
Increase high quality leads	Increase awareness/ preference	Publicity Social Media	• % increase in media quality score • % increase in social sharing	• % increase in awareness/ preference
Increase/save revenue	Increase engagement Increase trust	Events Content Creation	• % increase in attendance • % increase in engagement with content	• % increase in trust • % increase in engagement

Step 5: Pick 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 the Dashboard Platform that can integrate all three

Step 5: Identify Data Sources and Tools

► Web analytics

► Listening/monitoring

► Sales Data (CRM?)

► Product marketing data

► Brand research

► Reputational and attitudinal data on how people perceive your brand or products

► Financial data such as monthly or quarterly budget figures

A Good Dashboard Tool is more than Pretty Charts

▶ Valid data

▶ Easy to find answers to *your* questions

▶ Metrics aligned to goals

▶ Integration of social, traditional, digital, web, survey data, CRM etc.

▶ Ability to easily find the data and/ or stories behind the charts/ numbers
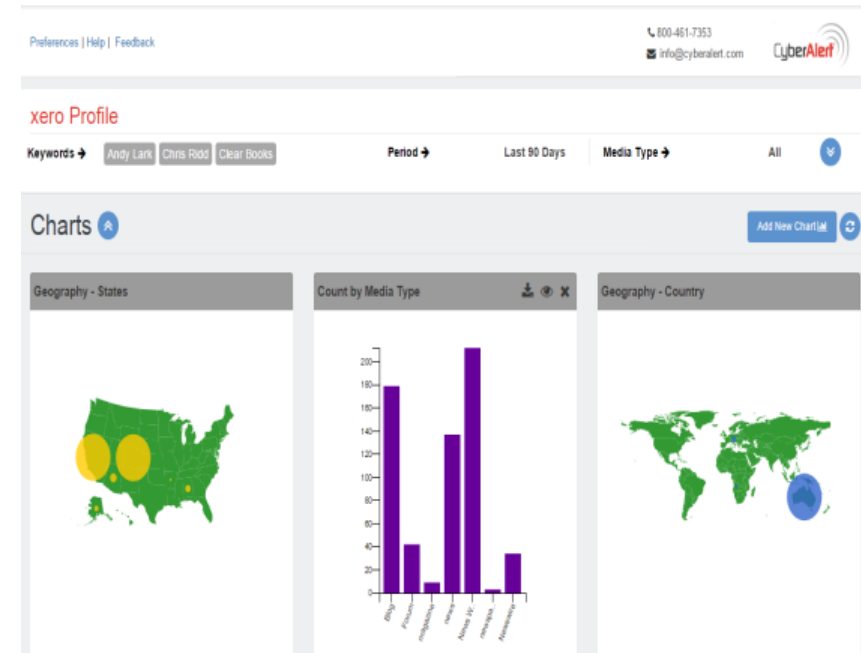
Objectives ➲ Actions ➲ Metrics ➲ Tools

Business Objectives	Comms' Contribution	Comms' Activity	Activity Metric	Outcome Metric	Tool
Increase high quality leads	Increase awareness/ preference	Publicity Social Media	• % increase in media quality score • % increase in social sharing	• % increase in awareness/ preference	• Media content analysis • Social Metrics • Survey Research
Increase/save revenue	Increase engagement Increase trust	Events Content Creation	• % increase in attendance • % increase in engagement with content	• % increase in trust • % increase in engagement	• Survey Research • Web Analytics • Social Metrics

Step 6: Be Data Informed, not Data Driven

- ▶ Rank order results from worst to best

- ▶ Ask "So What?" at least three times

- ▶ Put your data into an overall framework consistent with C-Suite expectations

- ▶ Find your "Data Geek" (or someone who is)

- ▶ Compare to last month, last quarter, 13-month average

√What?

√So what?

√Now what?

Learn to love small numbers

▶ Your target is not trillions, billions or even millions

▶ Engagement matters more than impressions

▶ Conversions matter more than clicks

▶ Orders matter more than opens

▶ Trust matters more than sentiment

▶ Influence matters more than reach

Step 6A: Expect to fail

▶ Experiment and A/B test constantly

▶ Not everything succeeds

▶ Rank order everything best to worst
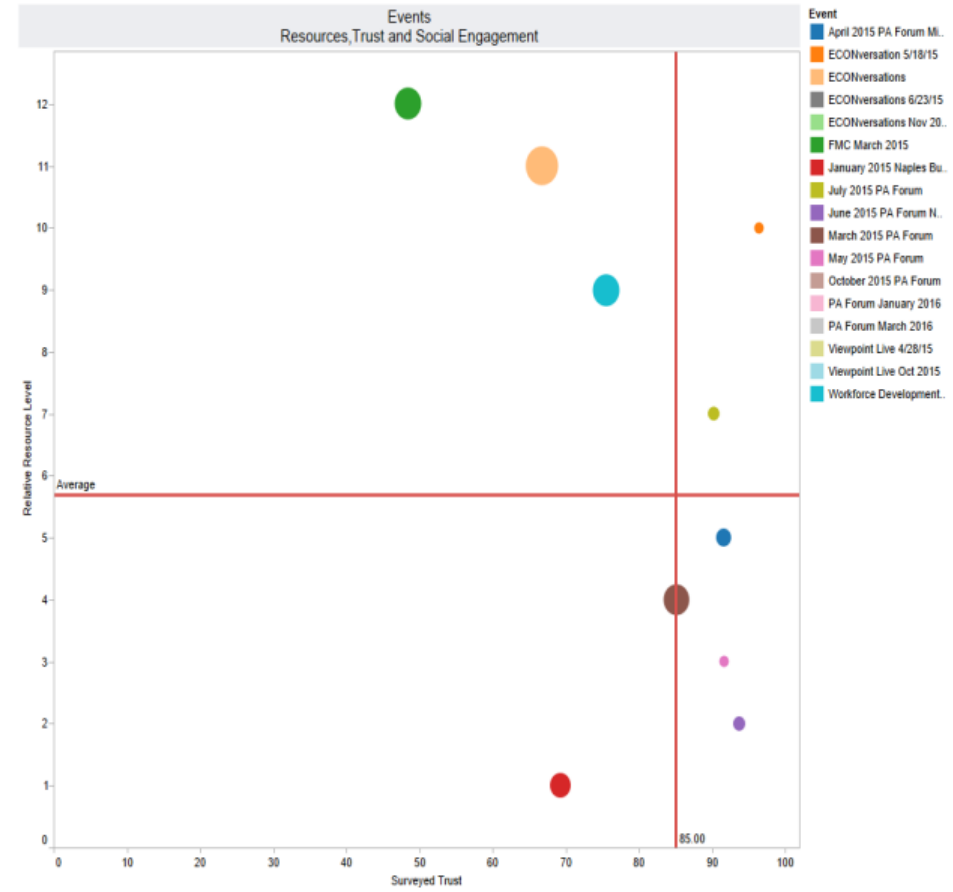
▶ Correlate and connect

▶ Look at trends not moments

The A-Ha moments Come from Integrating Data

Correlations shown between media quality and unique traffic to the destination site
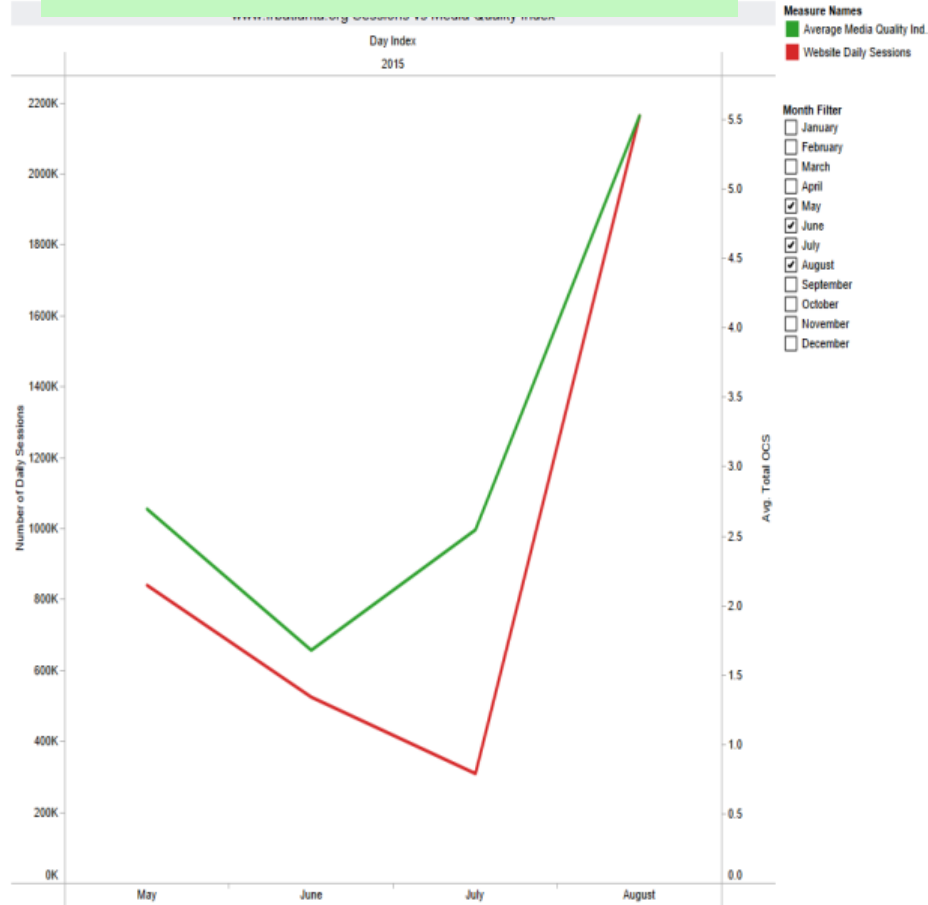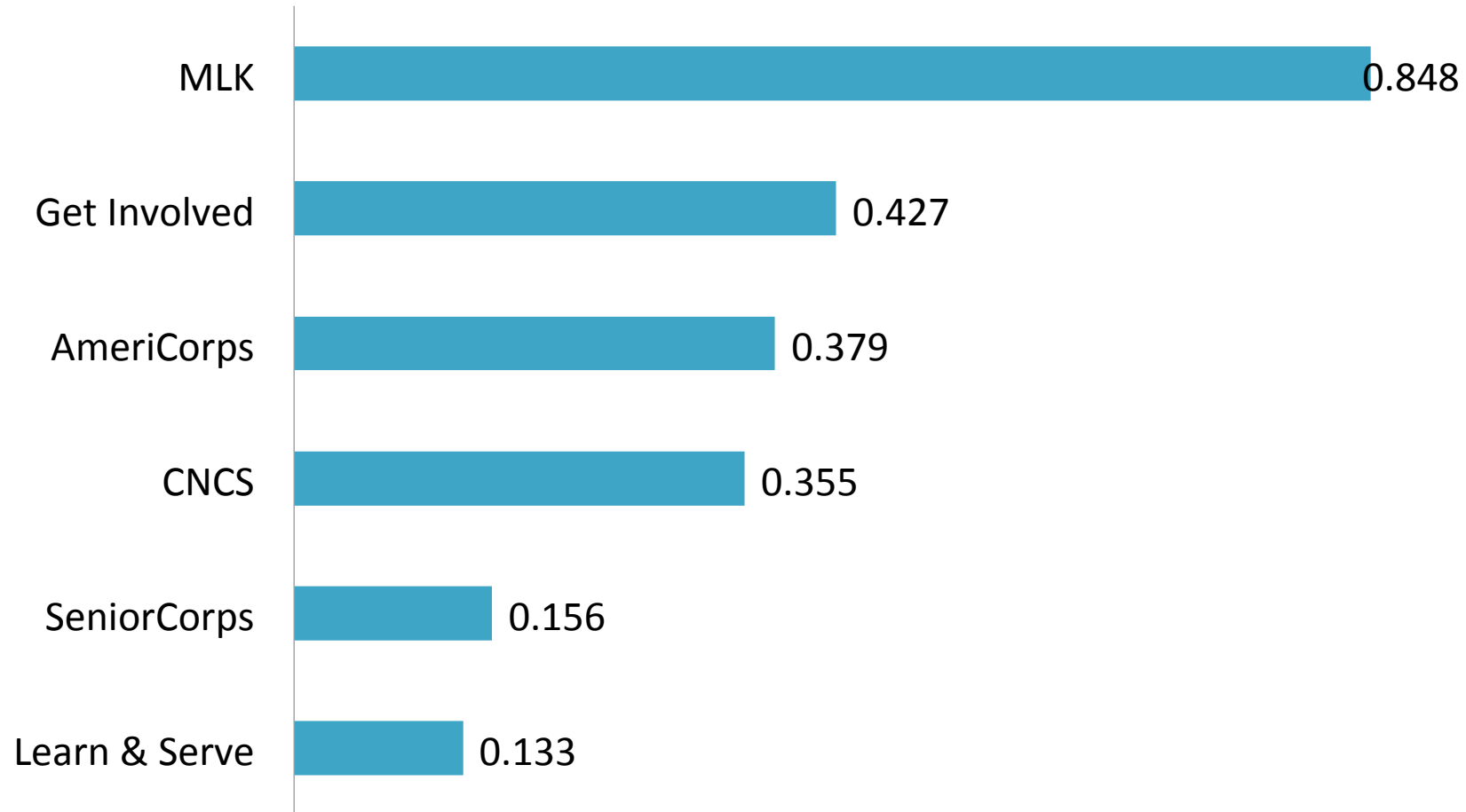
High Resource Events do not increase trust in the organization

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# White House Volunteerism Office (CNCS) is able to connect specific social outreach to registrations on serve.gov
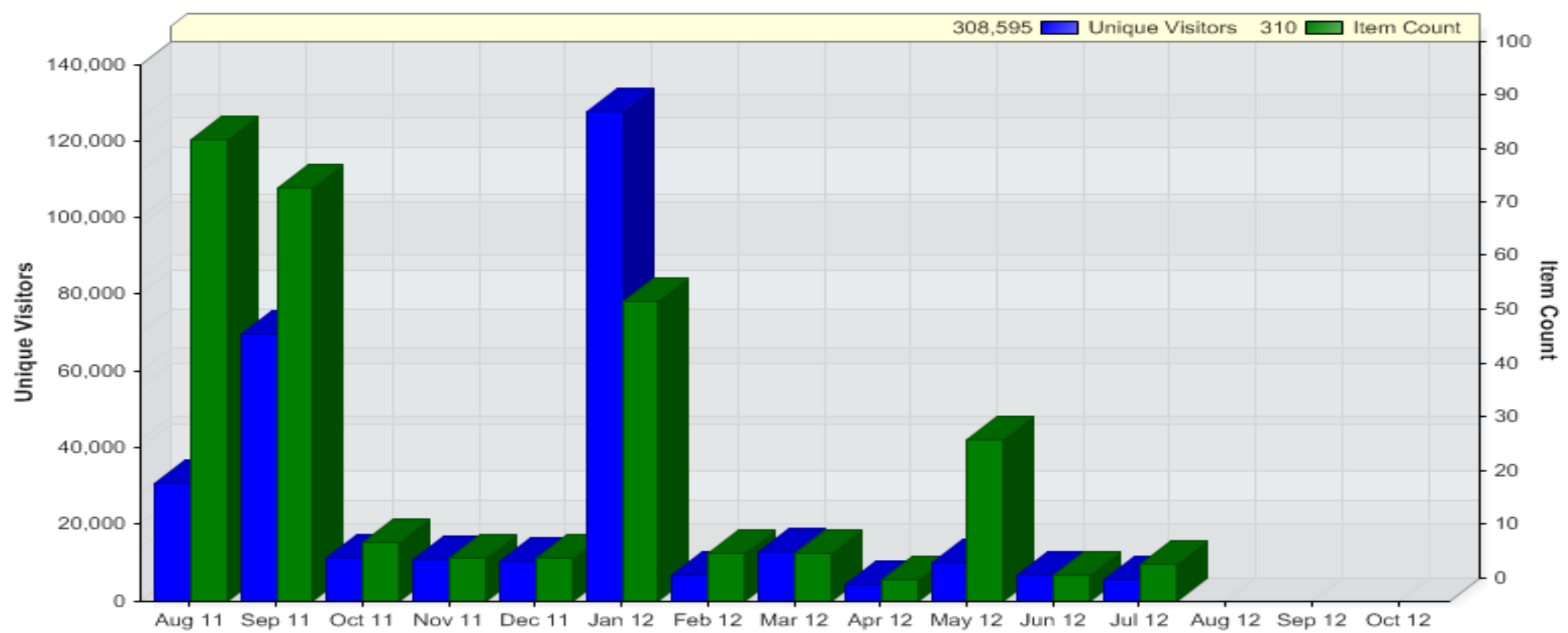
By showing correlation between spokespeople and desirable coverage, more subject knowledge experts made themselves available to PR:

▶ A Pearson correlation addressed the relationship between the number of quotes and the volume of desirable coverage.

  ▹ The number of quotes and the volume of desirable coverage are positively related

▶ GT could potentially increase its share of desirable coverage by building relationships between individual subject matter experts and key reporters


Desirable Coverage vs. Spokesperson Visibility Over Time
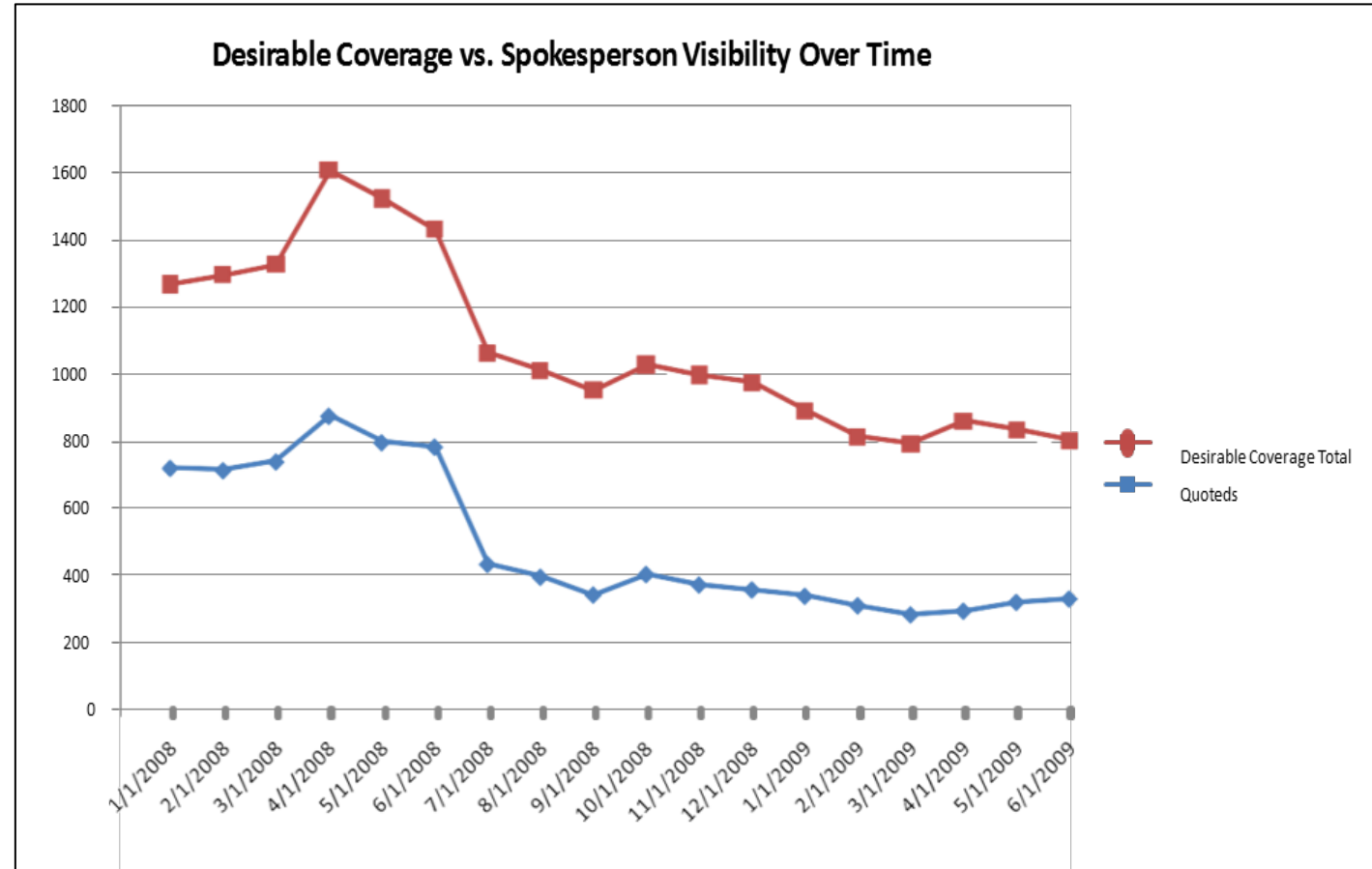
When ACA programs received media coverage, goal conversions followed

Relationship between ACA Program Mentions and Site Visits
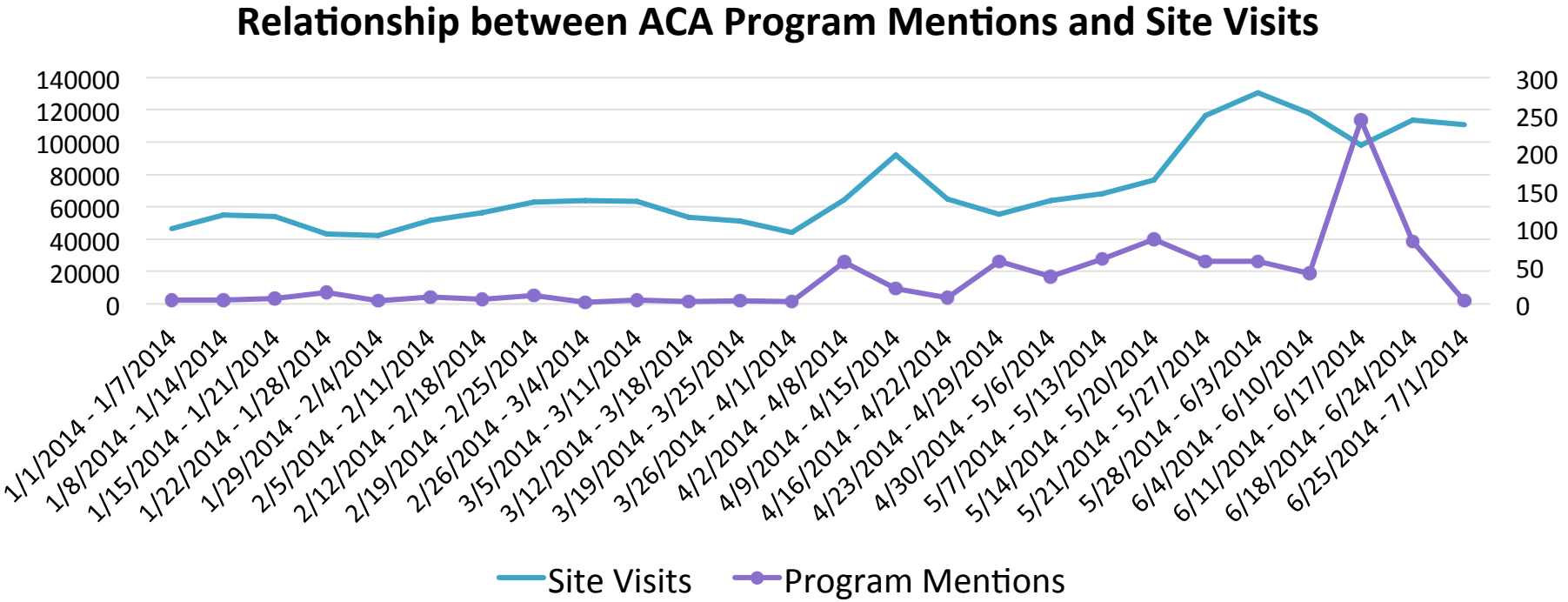
Without ACA events, Optimal Content Scores for Atlantic City would have been significantly lower

The red line represents coverage of Atlantic City minus all mentions of ACA and its programs
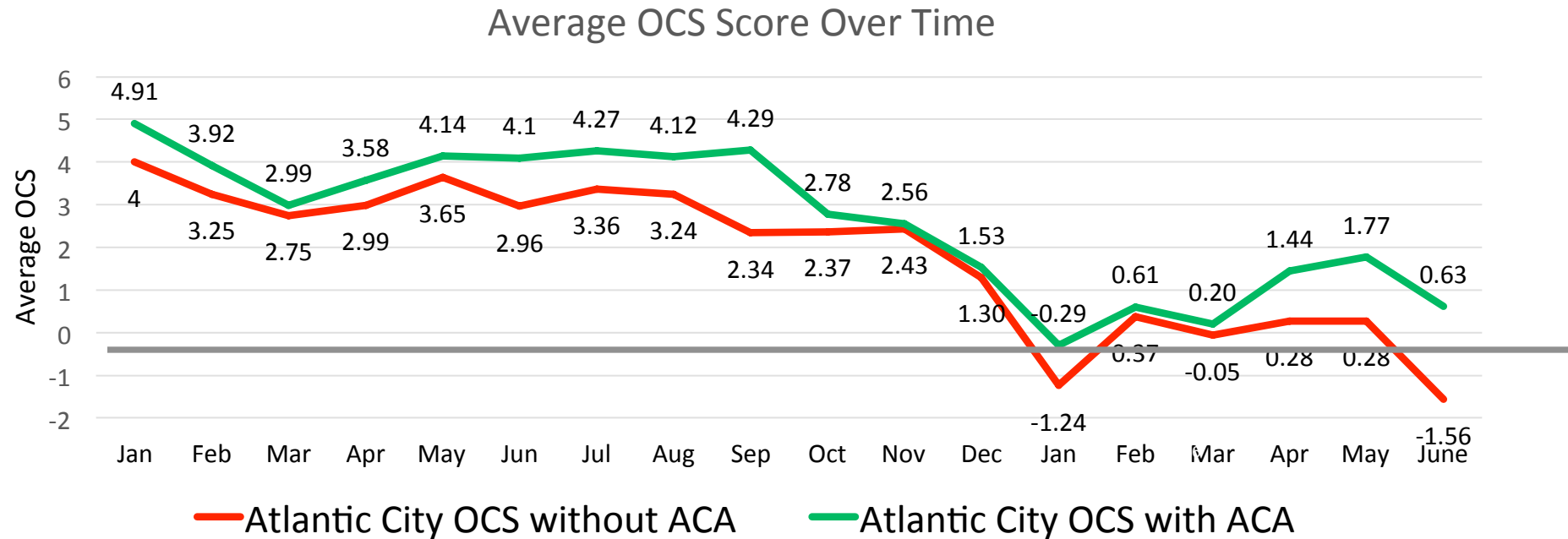
Average OCS Score Over Time

Atlantic City OCS without ACA — Atlantic City OCS with ACA
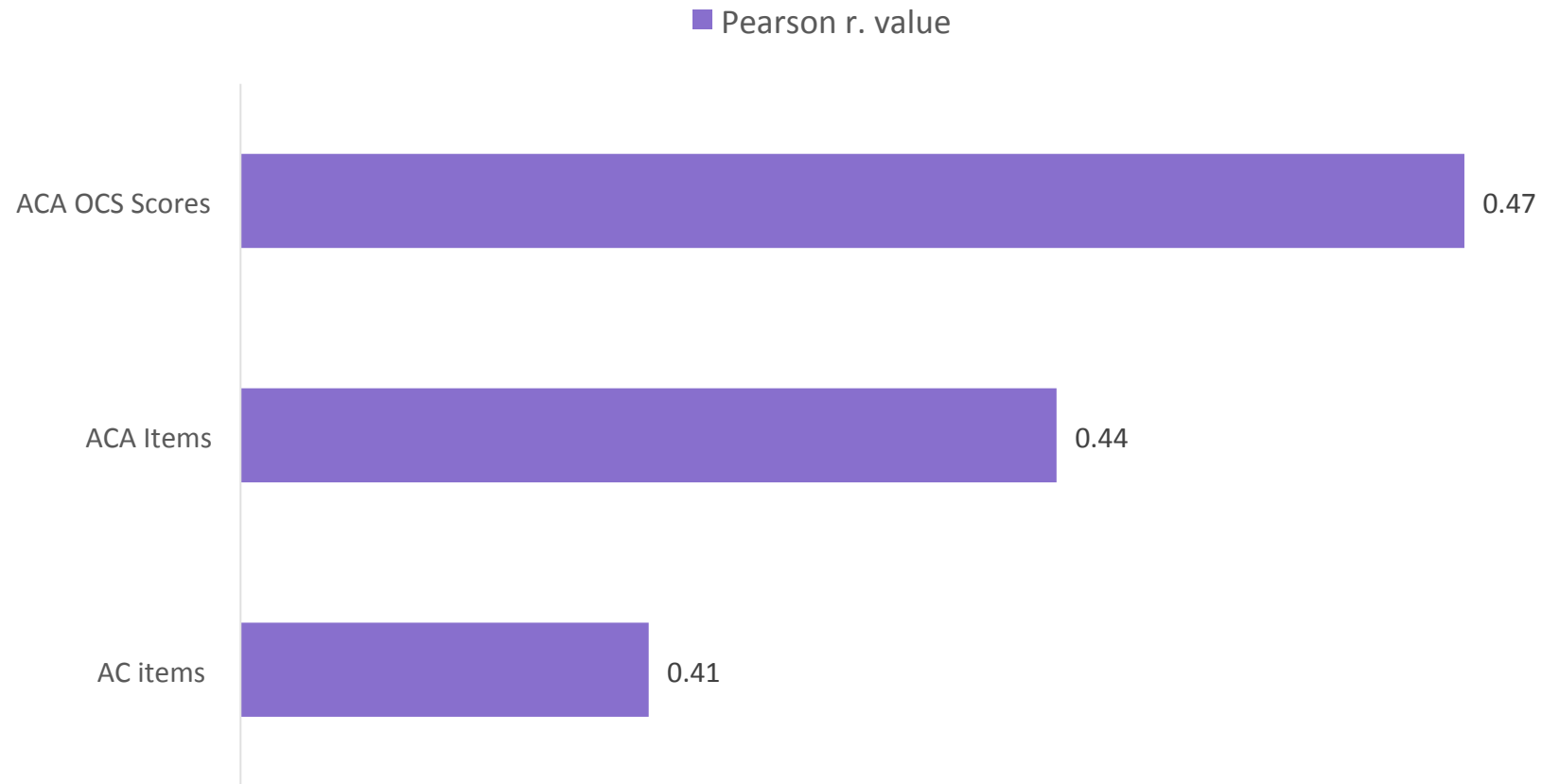
Thank You!

- For more useful resources on communications measurement, check out Paine Publishing's Measurement Mall

- For any questions, email me: measurementqueen@gmail.com

- Follow me on Twitter: @queenofmetrics

- Follow Paine Publishing on Facebook

- Or call me: 1-603-682-0735