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EUROPEAN SUMMIT
ON MEASUREMENT

13-15 June 2012, **Dublin**



David Rockland, Ph.D.

Partner/CEO, Global Research and Ketchum
Pleon Change

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break **through**

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Chris Foster

Principal,
Strategy & Organization

Grant McLaughlin

Vice President,
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Measurement Debate

The Need for Change

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Global Communications Measurement Tour



The Lisbon List

In Lisbon, we came up with a list of 12 action items – four of which we decided were top priorities. The focus of our discussion today will be on the long-term strategic priorities based on a broad set of data collected over multiple geographic regions.

Create Methodology:

How to measure return on investment of public relations

- **Codify Standards:**

Create and adopt global standards for social media measurement

- **Normalize:**

Measurement of public relations campaigns and programs needs to become an intrinsic part of the public relations toolkit

- **Educate:**

Institute an education program such that clients insist on measurement of outputs, outcomes and business results from communications programs

Recap: Hong Kong

- We need metrics that support business decisions
- Web metrics/survey research/sentiments/perceptions are most effective measures of digital media impact
- Economy has had a negative effect on communications and measurement budgets
- We need much deeper understanding of communications measurement practices
- Greatest need is for a common ROI definition
- We need standard metrics for ROI and communications effectiveness

2012 Survey Results (Dublin)



Association for Measurement and Evaluation of Communications

Survey Question #1:

What are the biggest challenges to measuring the value of public relations?



Association for Measurement and Evaluation of Communications

Survey Question #3:

What do you believe are the greatest barriers to the adoption of standardized research techniques for the measurement of public relations?

Globalization

Intangibility of PR

Lack of consensus on standards

Debate between client and agency

Low barriers to entry within the PR profession

Lack of C-suite buy-in

Monetizing PR impact

Informal research

Value definition variance

Heavy reliance on outputs

Limited resources

Lack of conviction

Standards vs. meaningful metrics

Business model variance

Disconnect between PR and finance

PR practitioner education

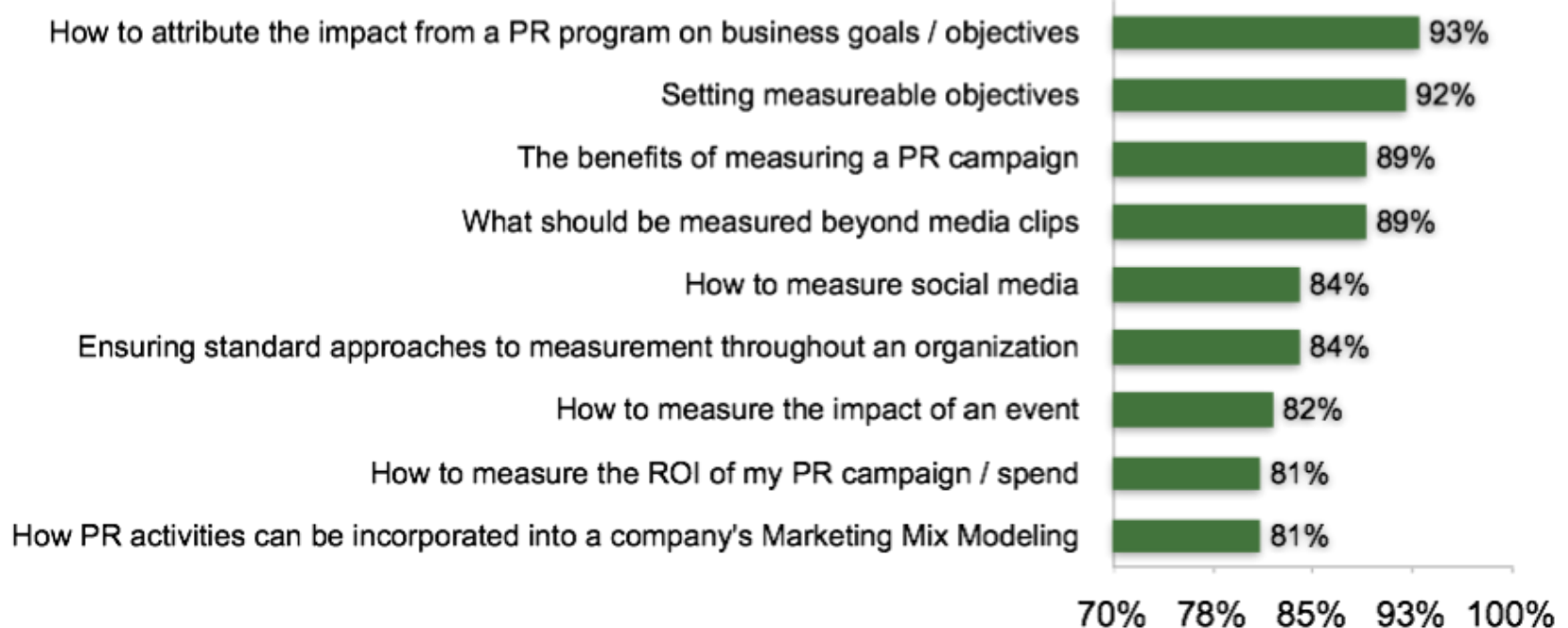
Fear of failure

Regionalization vs. standardization

Importance of PR Measures

On a scale of 0 to 10, where “0” is unimportant and “10” is important, how important is it the following are well understood across the public relations profession in the next five years?

Incidence of “Very” and “Somewhat Important” Rating

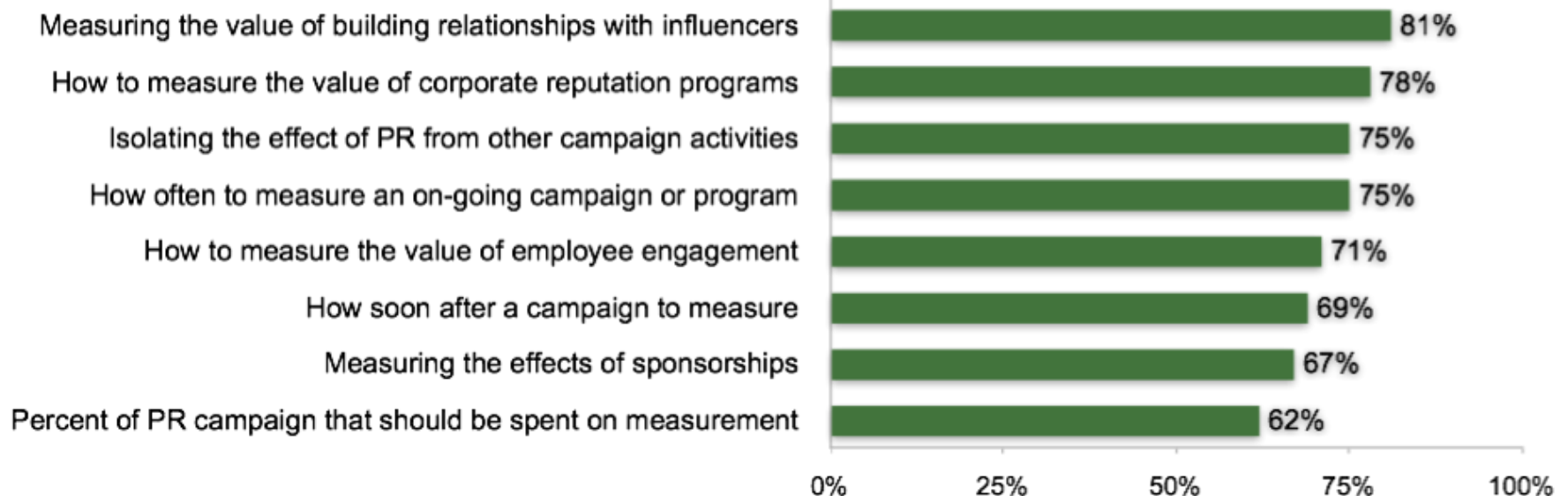


Base: All respondents **n=167**

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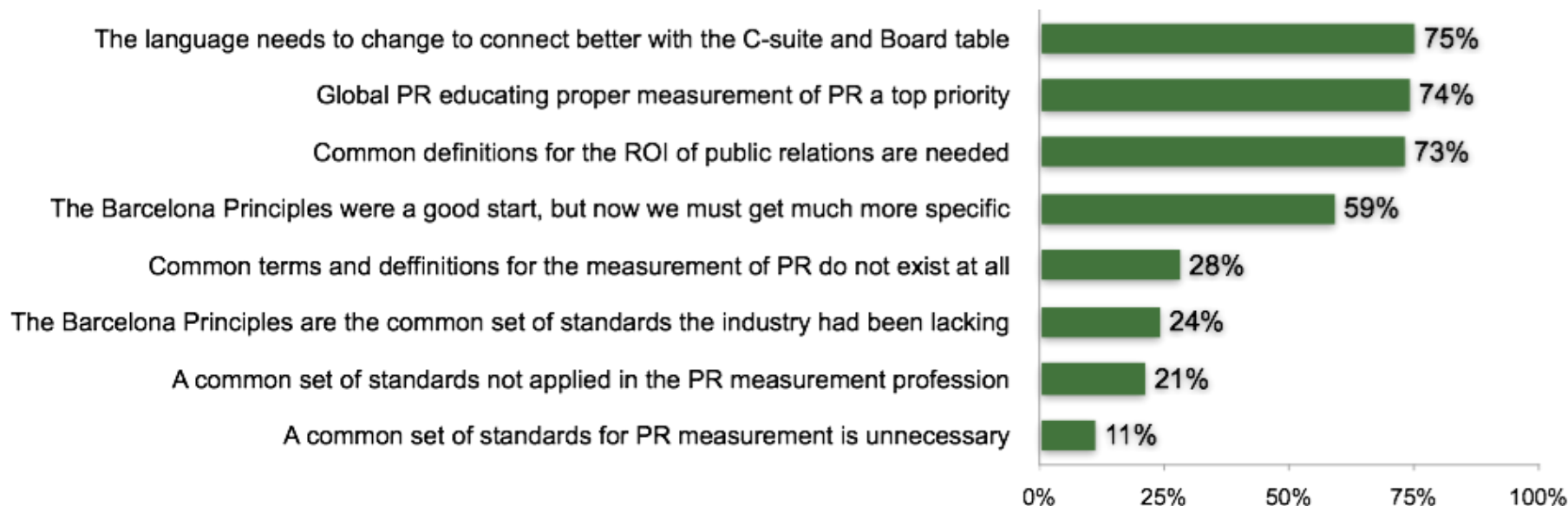


Base: All respondents **n=167**

Attribute Assessment

How much do you agree or disagree with the following statements, where “5” is “strongly agree” and “1” is “strongly disagree”?

Incidence of “Strongly” and “Somewhat Agree” Rating

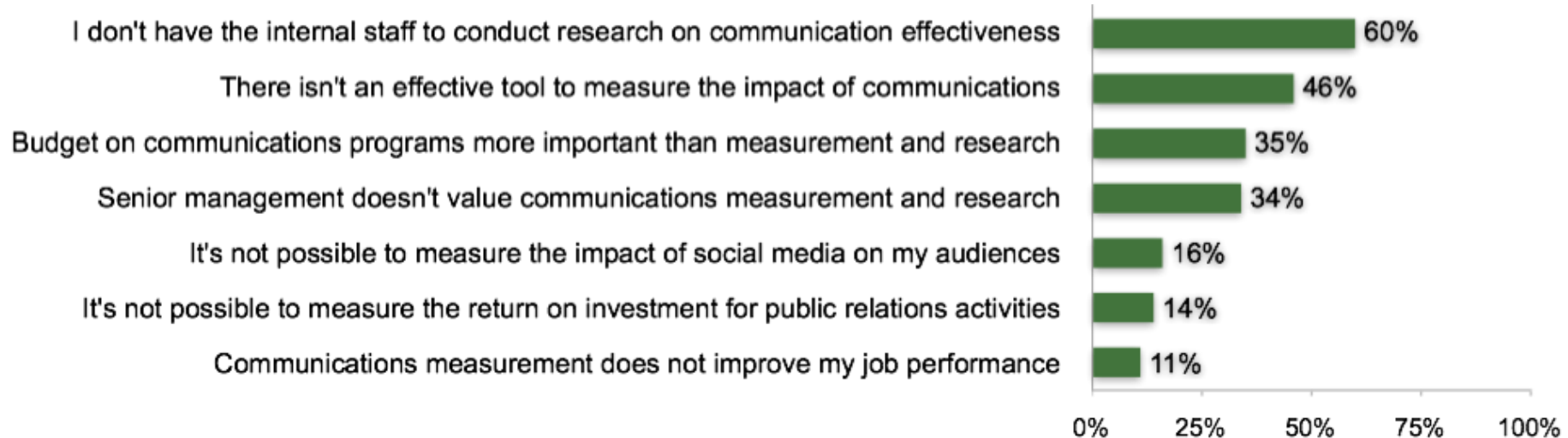


Base: All respondents **n=167**

Challenges / Barriers to Measurement

What are the challenges/barriers to measurement that you encounter? Below are statements about barriers to measuring communications that you may or may not agree with or hear most commonly from clients. Using the scale where “0” means you completely disagree with that statement and a “10” means you completely agree with that statement, please rate each of the following.

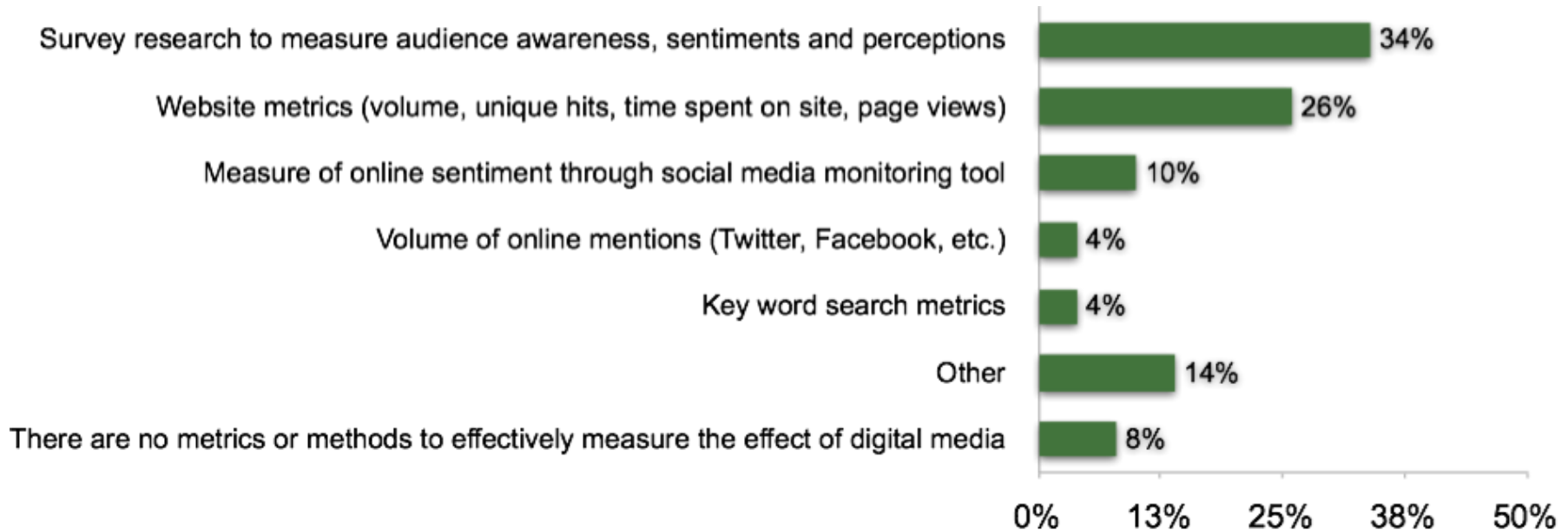
Incidence of “Very” and “Somewhat Agree” Rating



Base: All respondents **n=157**

Digital Media Impact Metrics

Below is a list of metrics that may be used to measure the impact of digital media. Based on your experience or by what you read and hear, which one do you consider most effective?



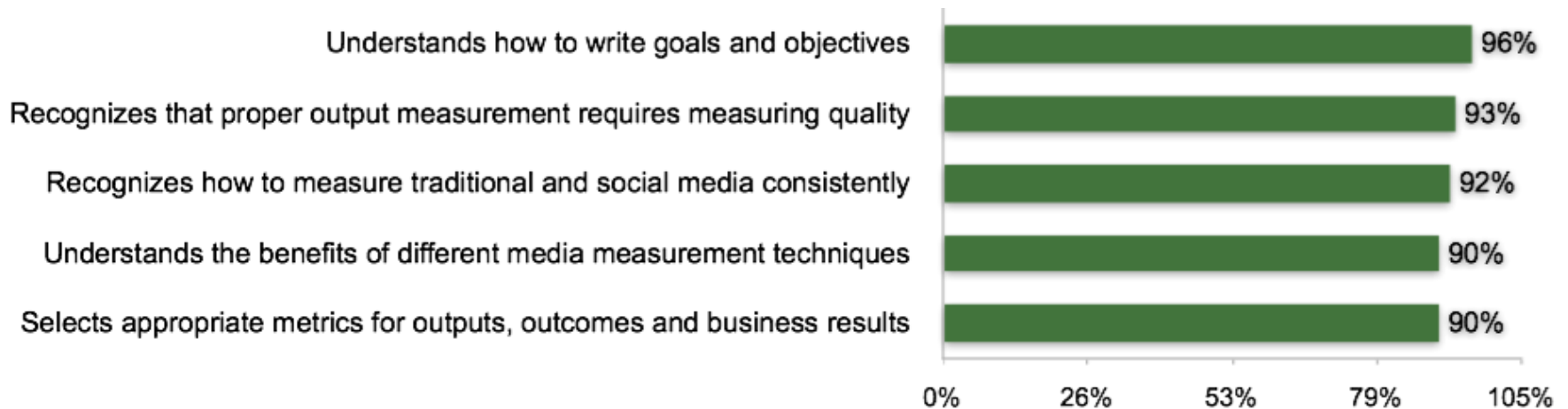
Base: All respondents **n=167**

Importance of Competencies

Public Relations Professionals

On a scale of 0 to 10, where “0” is unimportant and “10” is important, how important are each of the following competencies for a research and media measurement professional?

Incidence of “Very” and “Somewhat Important” Rating



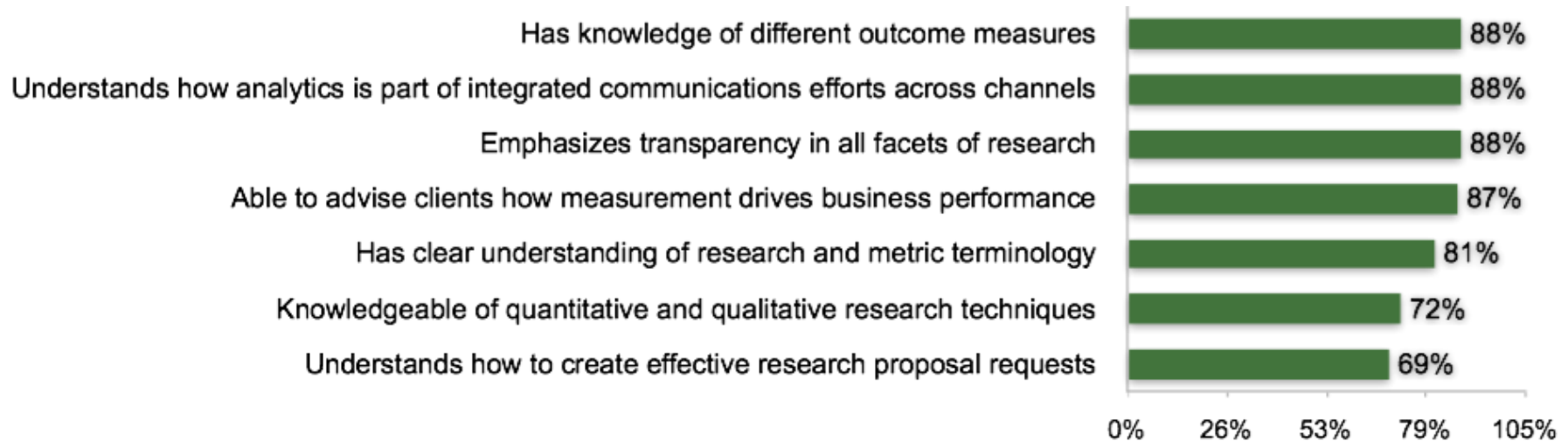
Base: Public Relations Professionals **n=115**

Importance of Competencies

Public Relations Professionals

On a scale of 0 to 10, where “0” is unimportant and “10” is important, how important are each of the following competencies for a research and media measurement professional?

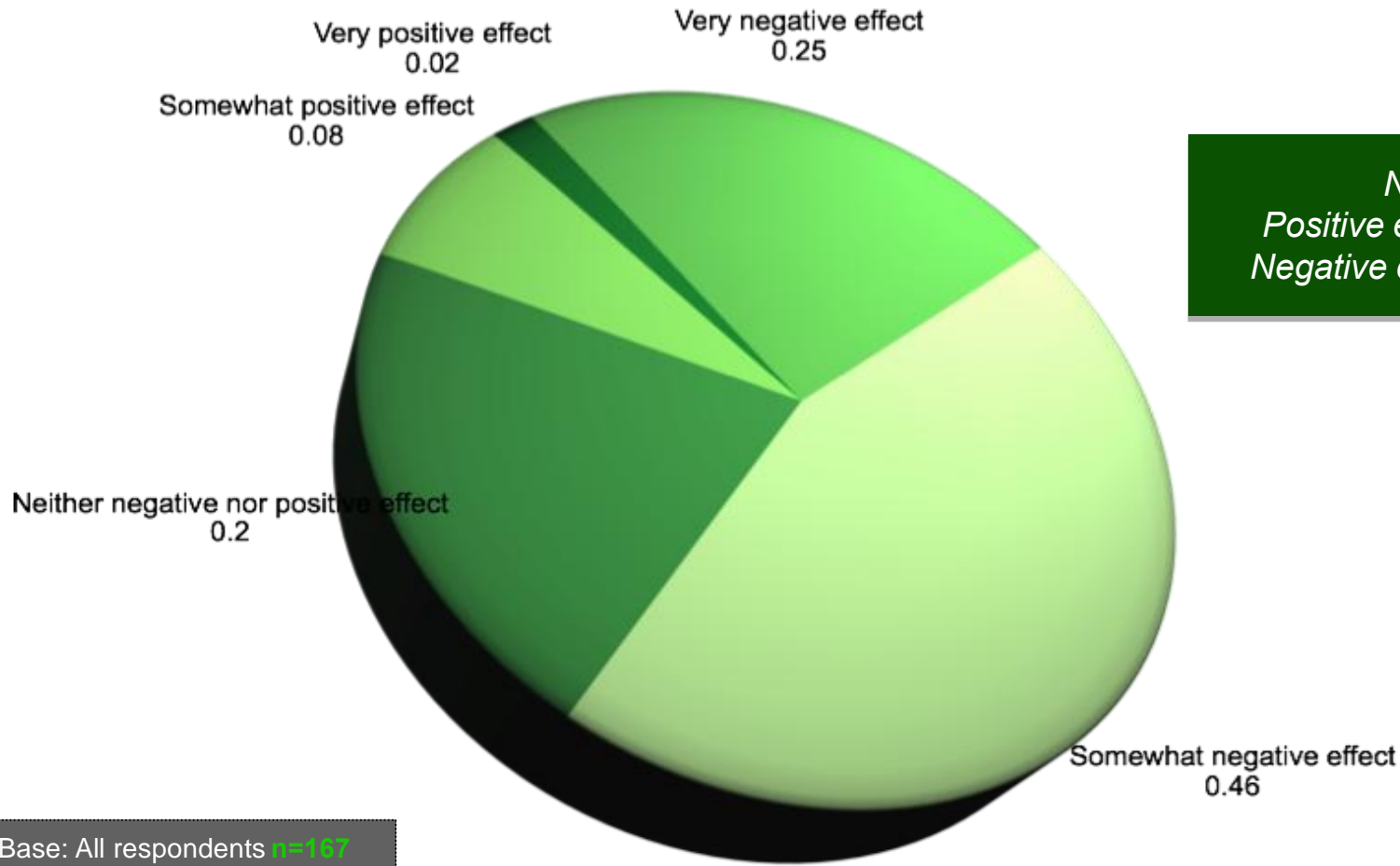
Incidence of “Very” and “Somewhat Important” Rating



Base: Public Relations Professionals **n=115**

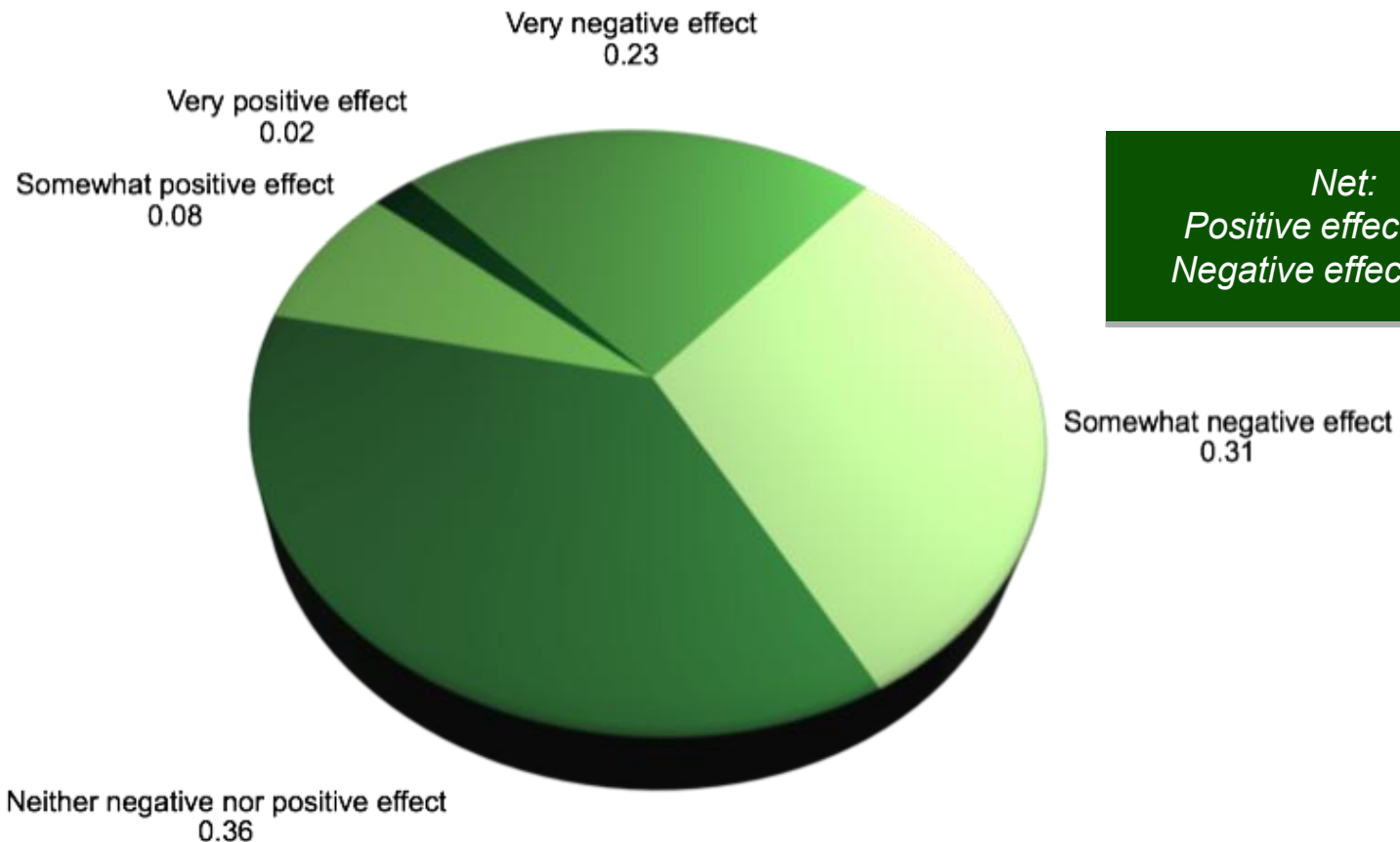
Effect of Economy on Communications Budget

During the past three years, what impact, if any, has the economy had on your organization's overall communications budget?



Effect of Economy on Research/Measurement Budget

During the past three years, what impact, if any, has the economy had on your organization's overall research/measurement budget?



Base: All respondents **n=167**

Summary

- Practitioners need metrics that support business decisions and are accepted in the C-suite and at the Board level.
- Survey research to measure audience awareness, sentiments and perceptions as well as website metrics (volume, unique hits, time spent on site, page views) are considered the most effective measures of digital media impact.
- In the past three years the economy has had a negative effect on communications and measurement budgets.
 - Only a small minority of professionals said the economy has had a positive impact on their PR and research spend.

Summary

- Within five years, public relations professionals want development of communication measurement standards and practices.
- The profession's greatest need is for development of effective measures of various PR activities.
- Among PR professionals, there is a need for standardized metrics for measuring ROI and communications effectiveness.

Environmental Scan

and Where We Want to Be

Where We Are: Environmental Scan

- Disconnect between PR practitioners' understanding of value that communications measurement offers and our non-PR brethren's perception of the value it offers
- Gap is exacerbated by tightening budgets around the globe
- As a result, there is a hole in our ability to effectively deliver our full repertoire of expertise – one that puts our profession's value proposition at risk

Where We Want to Be: Ideal End State

- Goal: Use research-driven data to demonstrate the value that strategic communications delivers in a way that can be universally understood and embraced by budgets across the globe

How We Plan to Get There: Staking Next Steps

- Define a value statement that's driven through data
- Pinpoint and underscore impact
- Outline vehicle to drive long-term success



How We Will Get There

Instituting a Client Education Program

- Shared industry responsibility
- Demand for data-driven campaign
- Ripe opportunity to be seized

Addressing the C-Suite Perspective

- Outcome-oriented metrics are preferred
(note: Barcelona Principles were on the right track)
- Reputation management is reflected in goodwill contributions to the bottom-line
- Want PR practitioners to articulate actual value, vs. perceived value
- Interested in non-paid media coverage
- Interested in ways in which PR increases cost efficiency

C-Suite Insights

■ Measurement continues to grow in importance with Communications C-Suite level executives:

- A recent survey of 620 PR/Communication practitioners indicates that the budget allocated to measurement and evaluation of communications by corporations increased from 4% in 2009 to 9% in 2011.
- Developing accurate measures for digital and social media is at the forefront of the increased focus on measurement.
- A 2011 Thomson Reuters survey of 664 of PR managers confirms the importance that communications practitioners place on measurement, as more than 70% of respondents indicated that measurement of communications is important in their (or their clients') C-Suites.
- Other findings from this study include: the most popular measures used by PR managers are “traditional” quantitative measures, such as number of times mentioned in print (82% of respondents), number of clips in broadcast media (74%), and number of followers, members, or fans of social media (79%).

C-Suite Insights

Measurement best practices have moved beyond impressions to engagement, but in reality, most are still using impressions.

Best practice papers on PR/Communications measurement have common themes:

- ✓ Importance of setting proper objectives relevant to target audience of interest
- ✓ Measures must move beyond mere impressions (outputs) to understanding comprehension of message (outtakes), and ultimately, to understanding how the message impacted the target audience's attitudes and emotions (outcomes).
- ✓ The 2011 Thomson Reuters survey that less than half of PR/Communications professionals surveyed use outcome based measurement to assess communications effectiveness; the bottom line is that although measurement has been placed as a priority in discussion (Barcelona Principles, Commission on PR measurement), in practice, many are still stuck in the old ways (impressions) of communications measurement.

C-Suite Insights

Social Media

- Measurement of social media is growing in importance with C-Suite executives responsible for PR/Communications faster than any other area.
- A survey conducted by Thomson Reuters about PR Measurement Practices (Raymond 2012) shows that the top social media metrics tracked by communications professionals include: followers (79%) and website visits (68%); thus, similar to the discussion above regarding PR, social media has yet to move from impression-based measures to more insightful ones.
- According to Laura Howe, VP, public relations at the American Red Cross, “You have to move beyond the obvious metrics such as media impressions, Facebook “likes” and Twitter followers. Those can provide a clue to your reach. If you really want to show your effectiveness, you need to decide what needle you want to move—sales, fundraising activity or advocacy reach, for example—and then measure your media activity against that” (D'Alesio 2012).

Global Campaign: **Best Practices**

- Determine who owns the campaign and why
- Focus on behavior changes
- Articulate global business solutions
- Global effort that can be implemented locally
- Use universal terminology
- Message, Messenger and platforms
- Manage stakeholder role & expectations



Global Campaign: Potential Pitfalls

- Concentrate on impact, not actions
- Be proactive, not reactive
- Shape as investment, not an expense to be justified
- Incorporate into process; don't treat as an afterthought



The Challenge

- What should a global education campaign accomplish?
- What steps need to be taken and what is your organization willing to do?
- How can we obtain broader support in the public relations community and beyond?



Embarking on a Global Education Campaign

Highlighting top priorities reflected in the research

- Setting measurable goals and objectives
- Defining proper metrics to link communications impact to business impact (beyond impressions)
- Selecting the proper tools for quantitative and qualitative measurement
- Developing accurate measures for digital and social media
- Communicating the importance of measurement to clients and those in the c-suite

So...

Where do we go from here?

Measurement Competencies: an AMEC Consultation Process The PR Communications Professional	Yes	No
1. Knowledgeable of quantitative and qualitative research techniques		
2. Understands how to write goals and objectives		
3. Selects appropriate metrics for outputs, outcomes and business results		
4. Recognizes that proper output measurement requires measuring quality and does not rely on simple quantitative measure such as clips and impressions alone.		
5. Understands benefits of different media measurement techniques		
6. Has knowledge of different outcome measures		
7. Understands how to create effective research proposal requests (or RFPs), vendor and tool selection best practices and how to develop research budgets		
8. Understands how analytics is part of integrated communications efforts across channels.		
9. Emphasizes transparency in all facets of research		
10. Recognizes how to measure traditional and social media consistently		
11. Able to advise clients how measurement drive business performance		
12.Has clear understanding of research and metric terminology		

The Dublin Delegate's Vote

Measurement Competencies: an AMEC Consultation Process The PR Communications Professional	Yes	No
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Direction

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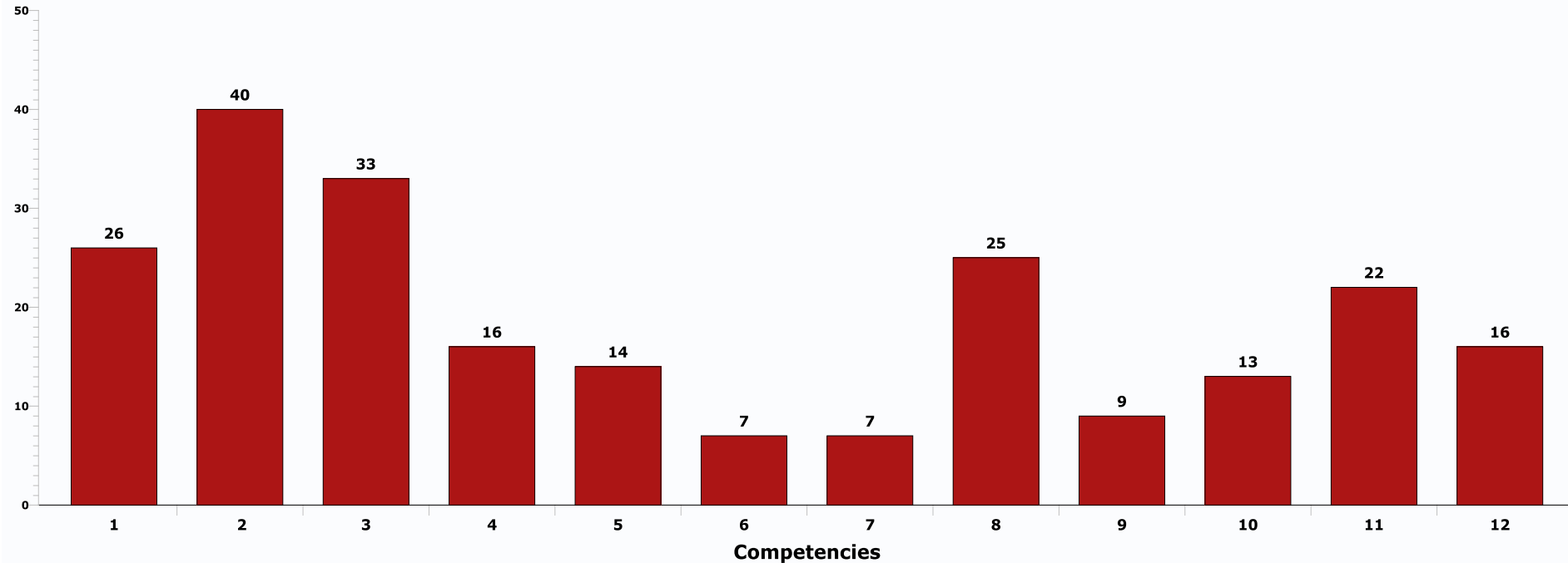
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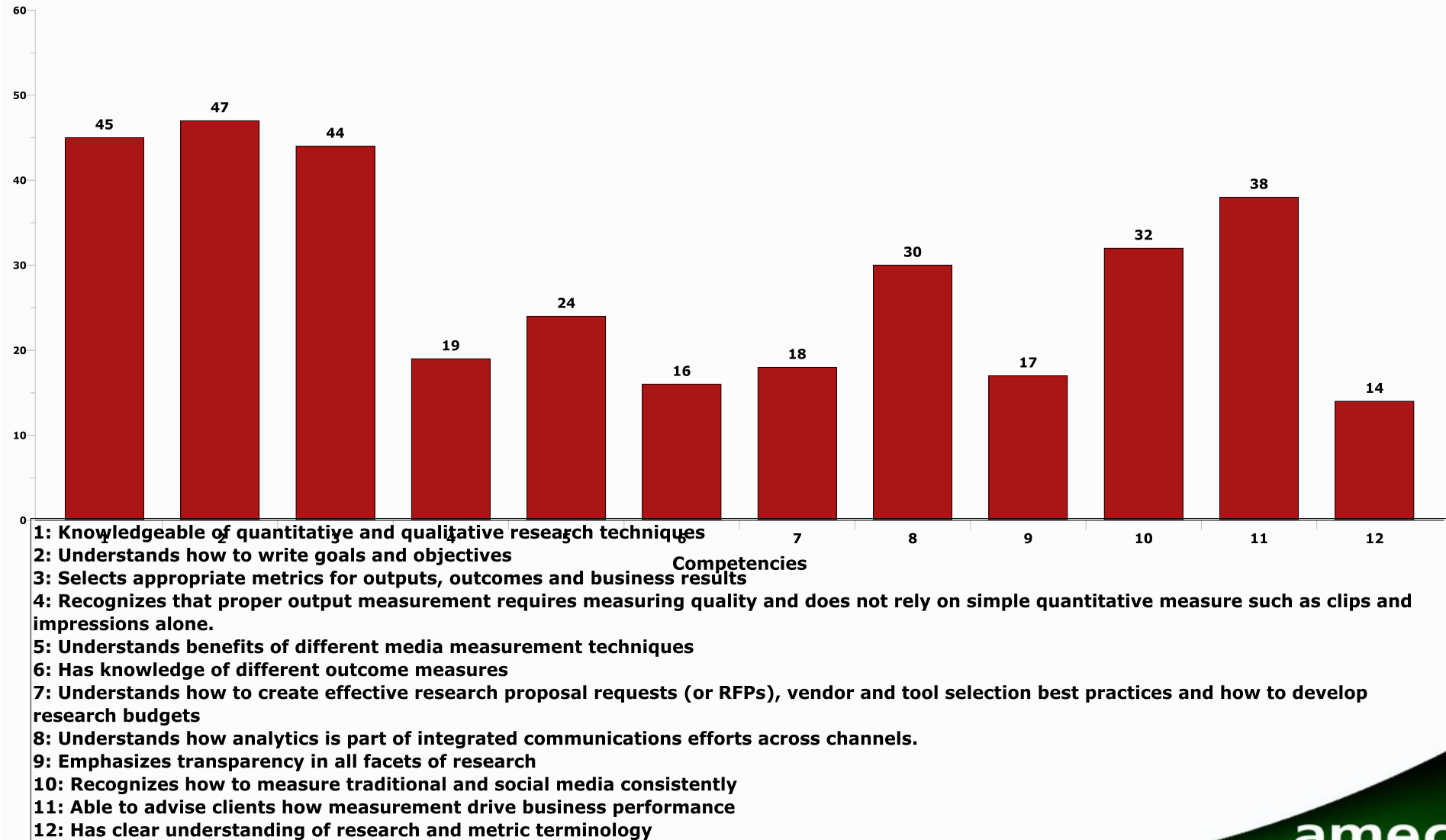
Measurement competencies What the PR Professional needs - votes from APAC Summit



- 1: Knowledgeable of quantitative and qualitative research techniques**
- 2: Understands how to write goals and objectives**
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Measurement competencies

What the research and media measurement Professional needs - votes from APAC Summit



THE RESULTS

Yes No

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Using the voting handset

- Press the number associated with your choice.
- If you change your mind simply re-vote.
- There is **no need** to press send. Once the time has elapsed you can no longer vote





REFRESHMENT BREAK

Christina M. Darnowski

Director, Research and Project Management

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Increased Spending and Significant Interest in Measurement and Evaluation Among U.S. Public Relations Practitioners

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GAP VII, the seventh biennial Generally Accepted Best Practices for Public Relations, shows some of the most significant findings in the area of measurement and evaluation: **On average, corporations now spend 9 percent of their total PR budget on research-related activities, a sharp incline from 4 percent in the previous GAP study.**

USC Annenberg Strategic Communication and Public Relations Center

PRSA Members Interested in Professional Development Areas (Top 3 boxes)



The Business Case for Public Relations

An important part of our mission at PRSA is to foster more accurate and better-informed perceptions of the value and role of public relations in the diverse organizations it serves. One way we are approaching this is through an industry advocacy campaign: “The Business Case for Public Relations™.”

Measurement and evaluation are the key to measuring value and making the “business case.”

PROMOTION - Raise awareness about the importance of measuring value.

PROFESSIONAL DEVELOPMENT - Train practitioners in measurement tools and techniques.

STANDARDS - Refine and promote standards and make them “real” for practitioners.



PRSA's commitment to train practitioners in measurement and evaluation tools and techniques



The PRSA/AMEC Measurement Symposium, a measurement boot camp for mid-level professionals will provide attendees with the knowledge of how to apply the Barcelona Principles in their work.

- Renewed our strategic partnership with AMEC.
- Support and promote AMEC's work to PRSA members.
 - *Demonstrating the Value of the Work You Do* webinars.
 - Doc Rock in *Tactics*.

Mike Daniels

Chairman, AMEC
Senior Consultant, Report International Ltd

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Engagement

Let's get it done!

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The sunny uplands?

Or continuing confusion?

- We've made progress
 - Admittedly from a pretty low base
- Concrete successes
 - Barcelona Principles
 - Valid Metrics framework
 - PR associations accept measurement as core professional deliverable
 - AVEs dead and (nearly) buried
- New challenges – more to do
 - Social Media Measurement principles
 - Professional standards
- BUT
 - Many potential users still don't know about any of this
 - Regions vary in their measurement competencies
 - Still too much opacity - breeds confusion
 - Clients still think of measurement as a nice to have
 - Media analysis is still silo'd

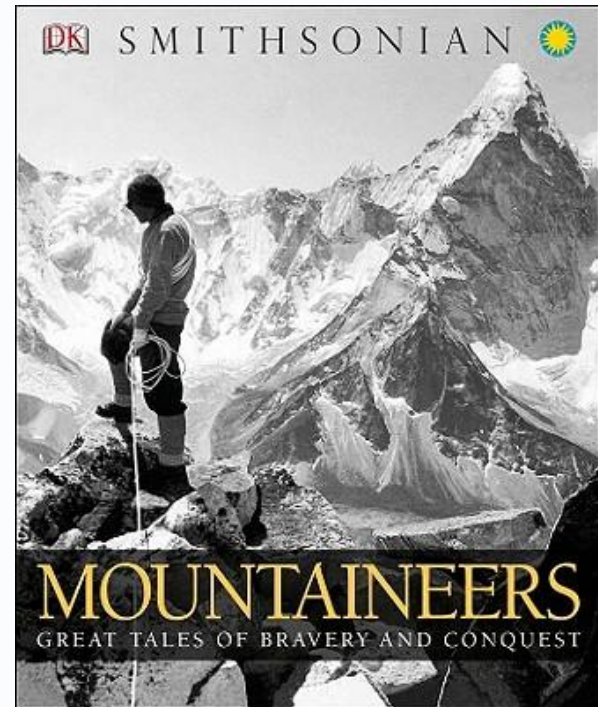
The big challenges

1. Ensure communications measurement is credible and research-based
2. Raise the professional status of measurement
3. Remove any vestige of “nerdiness” from measurement – make it cool
4. Articulate a stronger value and benefits proposition by listening to users
5. Broaden the potential users of communications measurement
6. Create a really robust framework for social media measurement

We can choose



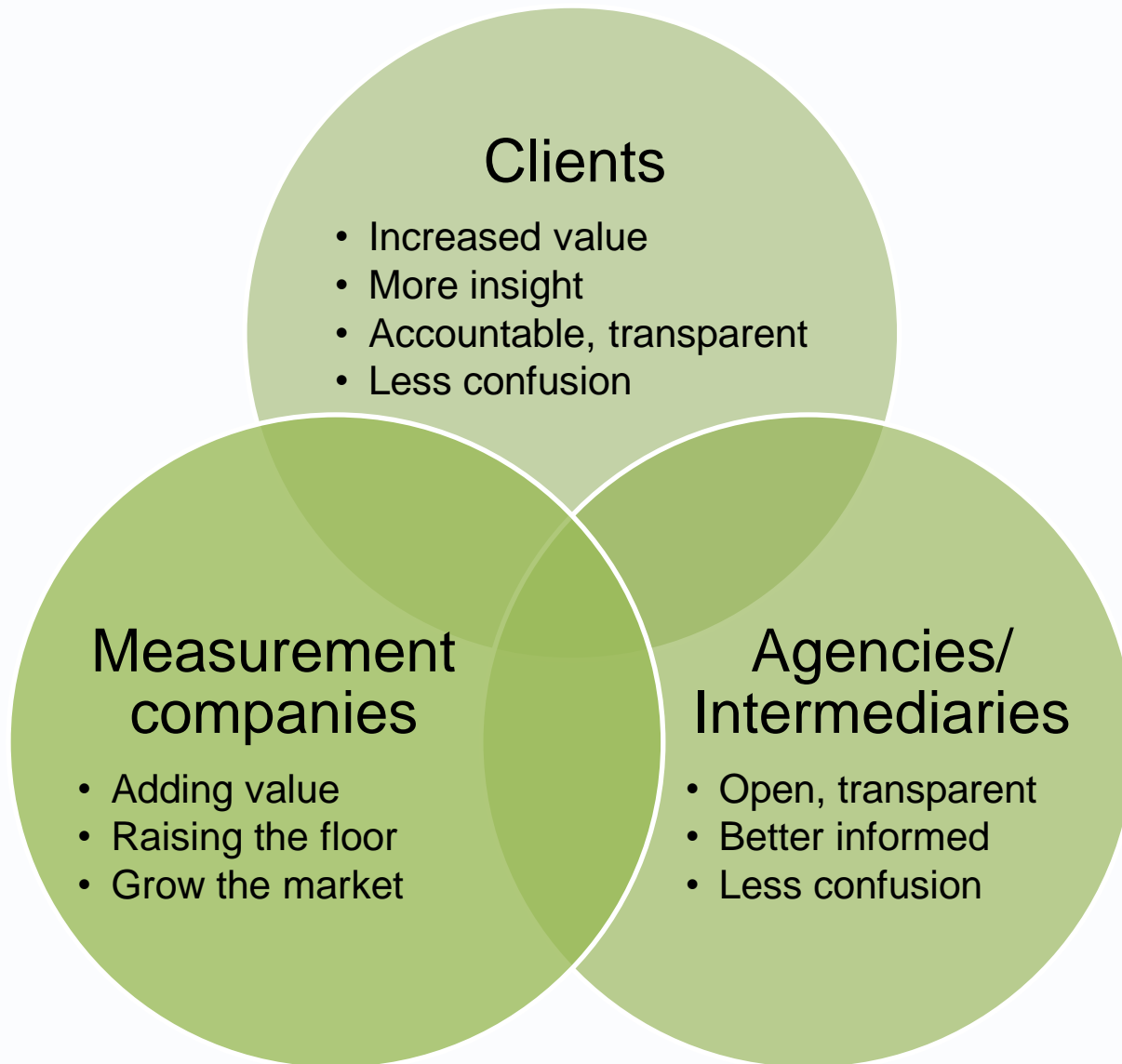
OR?



AMEC's engagement agenda

- Need to make 100 years communication research theory accessible
 - Coalitions with academia and research organisations
 - Measurement to be embedded in tertiary communications education
- Develop our sector's professional profile
 - AMEC online college
 - Continuing partnering with global/national PR associations
 - Collaboration with other research bodies - market research, management consulting
- Professional standards the key
 - Across the sector
 - For individuals
 - For intermediaries
- Next steps
 - Develop global education programme
 - Create coalitions to advance professional standards
 - Communications and outreach programmes need funding/resourcing

We'll ALL benefit



Gerry Davis

CEO, Public Relations Institute of Ireland



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Measuring Up



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Outcomes – m. quantifiable changes in awareness, knowledge, attitude, opinion and behaviour levels that occur as a result of a public relations programme; in effect consequence or impact of a set or programme of communication activities or products.

IPR Commission on Measurement & Evaluation

What should a global education campaign accomplish?

- Universal acceptance that measurement is a fundamental part of PR activity and that PR objectives must be set and measured.
- An understanding that certain types of PR activity (e.g. Consumer PR) are relatively easy to measure while others (e.g. Reputation Management & Public Affairs) may be more difficult to measure. There is no 'one size fits all' measurement solution.
- An acceptance that measurement can add significantly to the cost of PR but that the investment is worthwhile in that it demonstrates ROI.

What's to be done?

- Measurement must move from being a topic for academic discussion to being rooted in the real world.
- The PR professional bodies must take greater ownership of the measurement agenda and develop SMART metrics which are relatively inexpensive to implement.
- AVEs, although cast out at Barcelona and before, are still widely used and accepted even by blue chip and public sector clients. The PR profession and AMEC members must collaborate to find realistic metrics to replace AVEs.
- Measuring the real influence of social media as a PR channel of communication is a challenge for the PR profession. The true impact of social media on PR publics must be qualitatively identified before relevant measurement tools can be developed.

Tim Marklein

Practice Leader, Technology & Analytics

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Richard Houghton

MD London & Partner, Aspect Consulting
Immediate Past President ICCO
@rhoughton



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Making Measurement Matter



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Consultants

- Definitely not the 'enemy'
- But not totally engaged
- ICCO 2011
- 48% believe AVEs sometimes valid, depending on the nature of the campaign
- 50% + use AVEs when reporting to clients
- Widely varying use of measurement across world
- PRCA – this week
- 33% believe AVEs useful tool
- 61% expect evaluation spend to grow in next 5 years

Campaign aims

1. Acceptance (maybe even endorsement) of benefits of measurement across public relations community – in the broadest sense
2. Start process of educating non-public relations community on value of public relations measurement

Approach

- Build on Barcelona and Valid Metrics
- Leverage industry focus on social to raise interest
- Be consistent in:
 - Terminology
 - Tools
 - Benefit messages
 - Channels
- Demonstrate benefits
 - Sector heroes
- Be honest over challenges
- Set clear measurement criteria for campaign

ICCO commitment

- Member education programme
 - “Why Measurement Matters”
- Guidance Paper
 - ICCO official endorsement of AMEC campaign
 - Barcelona principles
 - Valid metrics
 - Support on ICCO website and Insights blog
- Online training for agency member teams
 - PRCA platform
 - AMEC contribution and tools
 - Commercial sponsorship to subsidise cost to member
- Board Education
- Speaker Bureau
 - Presentations
- 2013 Summit

Gaining broader support

- Focus on what non-PRs want from measurement
- Talk same language as finance and operations
- Demonstrate value through case studies
- Make getting started as easy as possible

The Commentators

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QUESTIONS?



THE RESULTS

Yes No

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In Conclusion...

- There is no doubt that companies are increasing spend on measurement and evaluation—key elements to measuring value and making the “business case.”
- Measurement proficiency is low. As the industry measurement standards develop in sophistication, there is an increasing need for education among PR professionals.
- It is our responsibility as measurement experts to education the PR community. The goal of the global education campaign should be widespread acceptance and implementation of the Barcelona Principles, through existing tools and resources.

A Global Education Campaign

- Ben Levine to create this slide IN REAL TIME as the plenary takes place to list the specific elements of a global education campaign
 - Target Audience
 - Roles of professional organizations
 - Key elements as defined in the earlier part of the plenary session from the voting
 - How to build broader support
 - Role of academic institutions
 - AMEC delegate responsibilities

Using the voting handset

- Press the number associated with your choice.
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Summary and Next Steps

- Created REAL TIME BY Ben Levine

Thank you.

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