

# KDPaine & Partners

## **Data Driven Public Relations :**

## **Tangible Metrics that Increase PR's Accountability & Contribution**

**LSA Communicators Presentation**

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# The Myths of Measurement

- You can't measure intangibles
- Measurement will show that my program isn't working
- Research should be done either at the start or the end of a program
- Measurement is expensive

## Why Measure?

“If we can put a man in orbit, why can’t we determine the effectiveness of our communications? The reason is simple and perhaps, therefore, a little old-fashioned: people, human beings with a wide range of choice. Unpredictable, cantankerous, capricious, motivated by innumerable conflicting interests, and conflicting desires.”

*Ralph Delahaye Paine, Publisher, Fortune Magazine ,  
1960 speech to the Ad Club of St. Louis*

“The main reason to measure objectives is not so much to reward or punish individual communications manager for success or failure as it is to learn from the research whether a program should be continued as is, revised, or dropped in favor of another approach ”

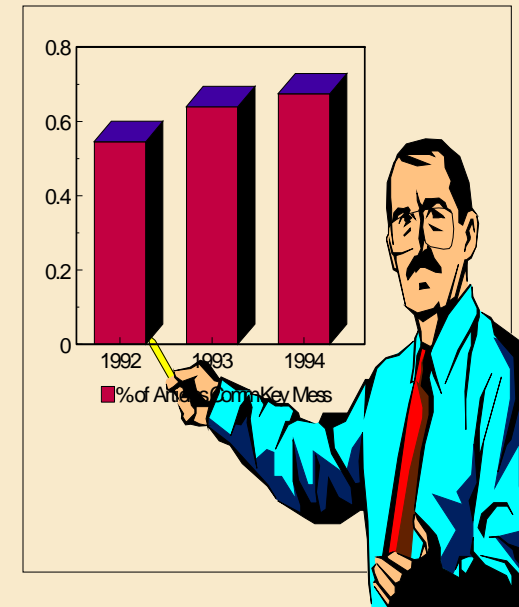
*James E. Grunig, Professor Emeritus, University of Maryland*

# Why measure?

## The World According to Martians

- Work =
  - ✓ Reviewing results
  - ✓ Looking at spreadsheets
  - ✓ Downsizing

- Results =
  - ✓ ROI
  - ✓ Hard Numbers
  - ✓ Charts & Graphs



# The World According to Venutians

Work =

- ✓ Schmoozing
- ✓ Lunching
- ✓ Opportunistic creativity

Results =

- ✓ A busy trade show
- ✓ An award
- ✓ A front page headline



# Let Research be your dictionary

**What we say**

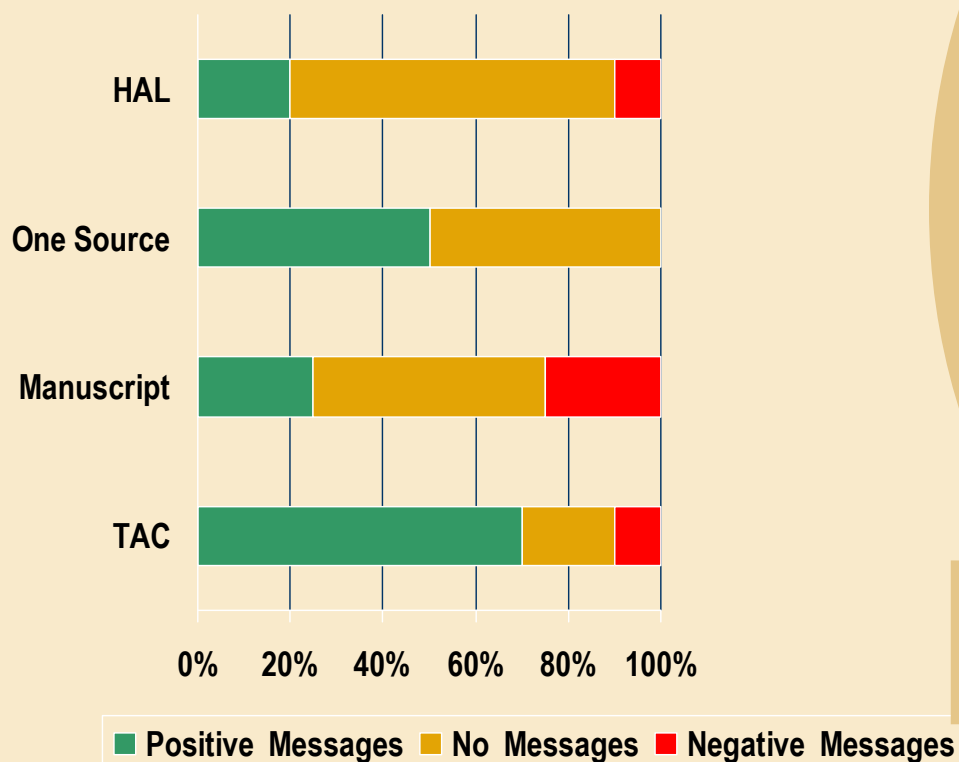


**What they hear**



# Measuring the impact of messaging

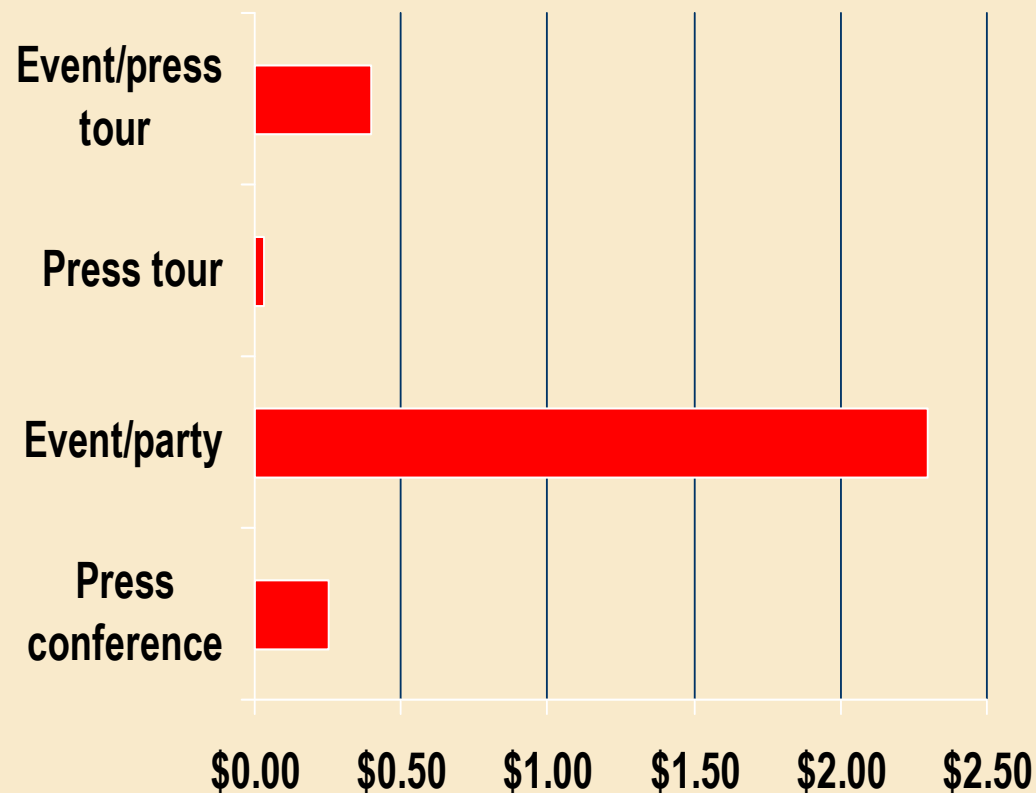
## Percent of impressions containing messages by product



A major software company had had many different product launches over the course of a year. By measuring the extent to which key messages were communicated, versus those messages they didn't want to see in print they were able to judge the effectiveness of each launch. Further, by investigating the large number of negative messages they were able to isolate problems with a specific group of media. Turns out, the person responsible for that group of publications was sidetracked by her wedding and hadn't returned phone calls.

# Measuring which tactics was most efficient

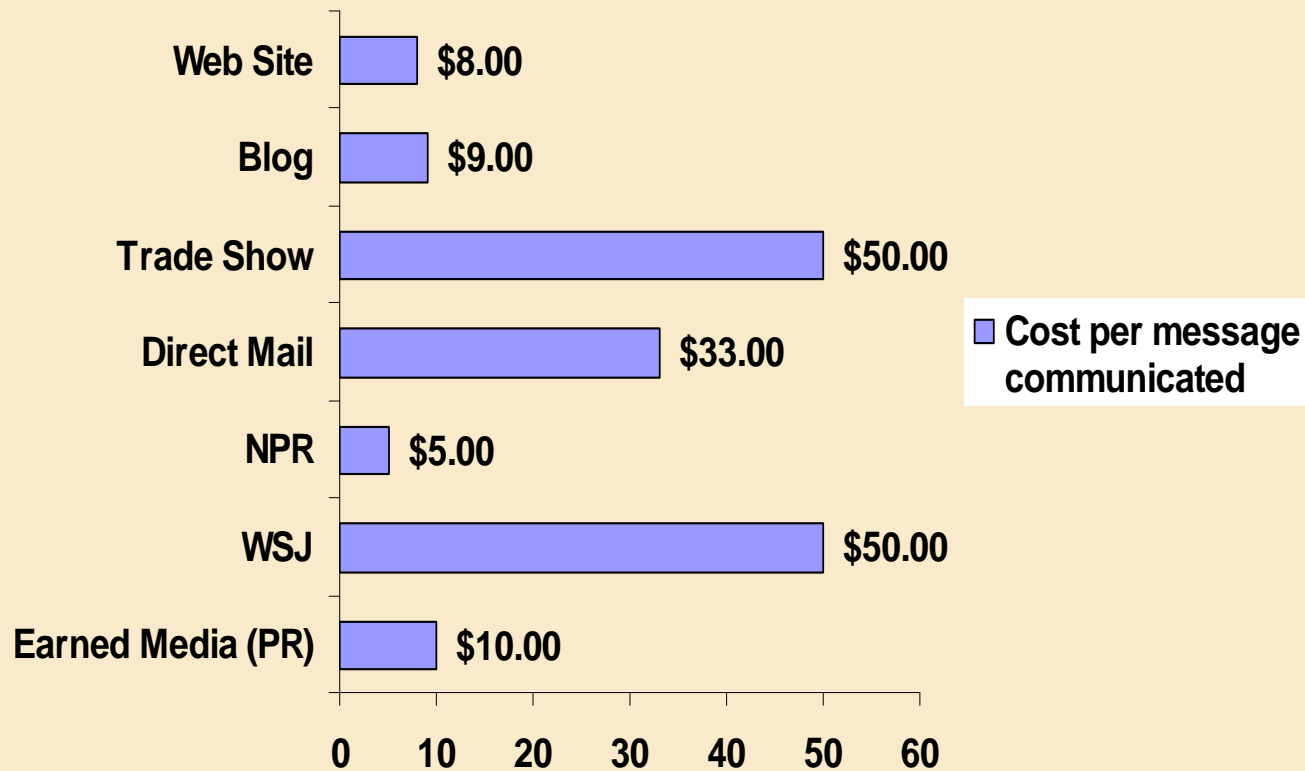
Metric: Cost per message communicated



The press tour was clearly the most efficient for communicating key messages and the big party was least efficient.

# Comparing the effectiveness of different tactics


Cost per message communicated



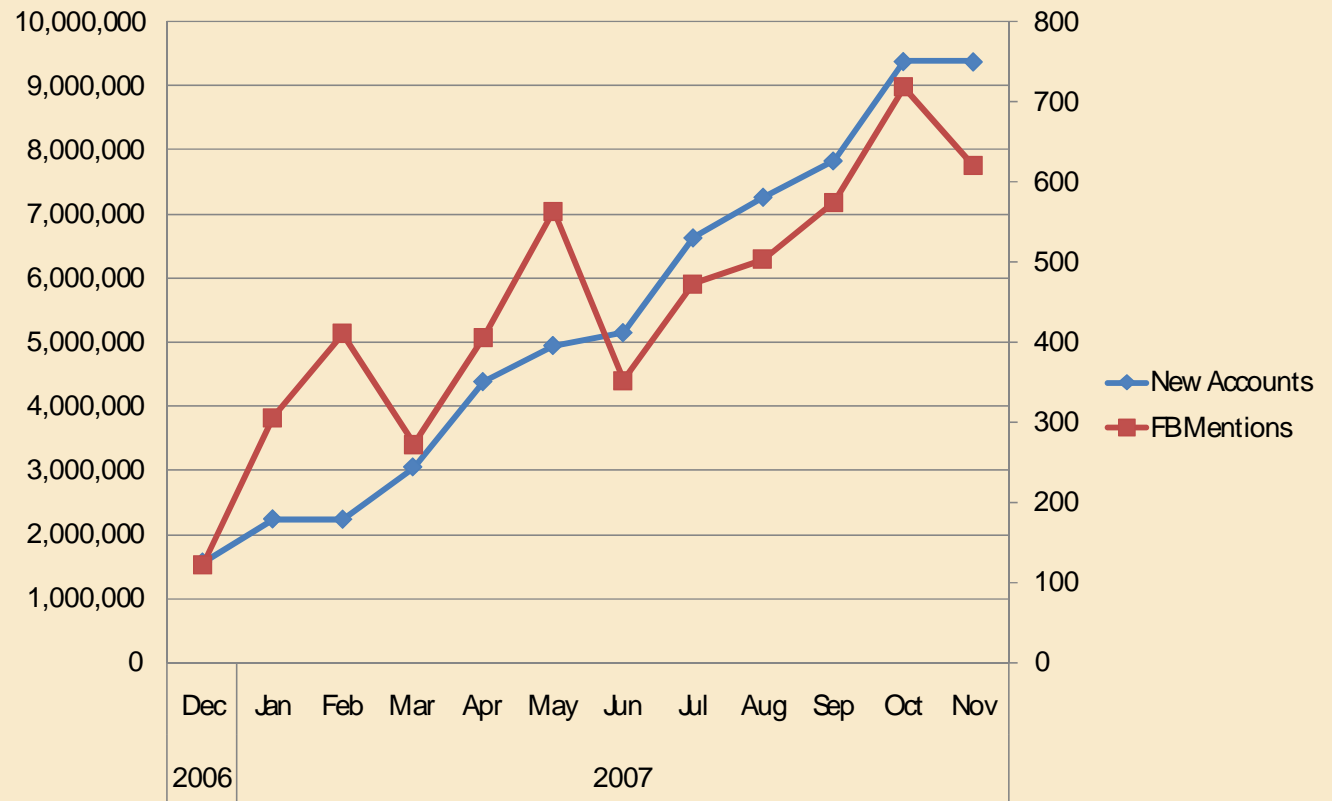
A major consumer company used a variety of techniques in its communications program. To determine the most cost effective tactics, they compared the cost per message communicated for each one. NPR sponsorship, the web site and blog were the most efficient.

# Facebook: Correlating MSM, CGM and signups

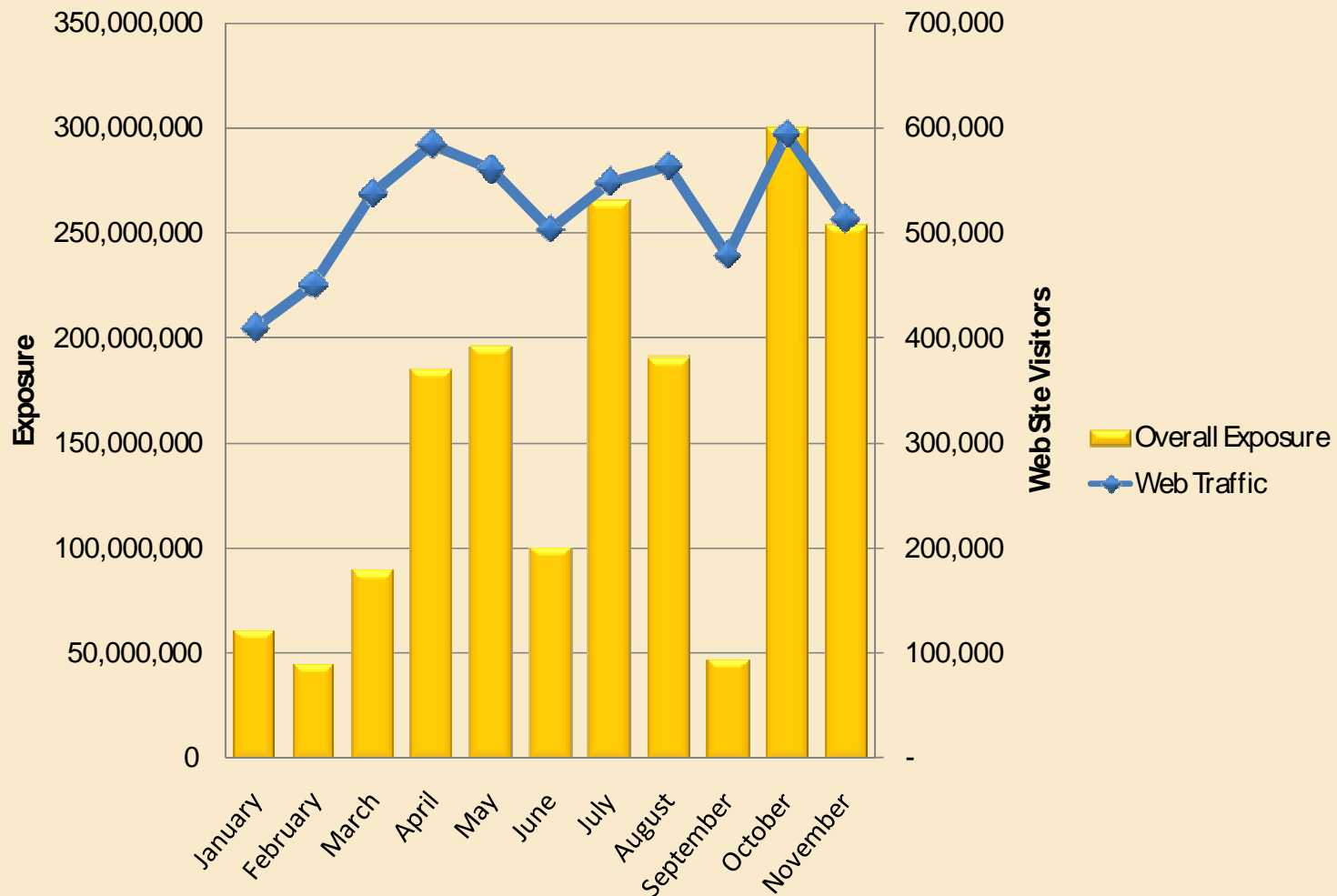
 Strong correlation

 Non-negative discussion only

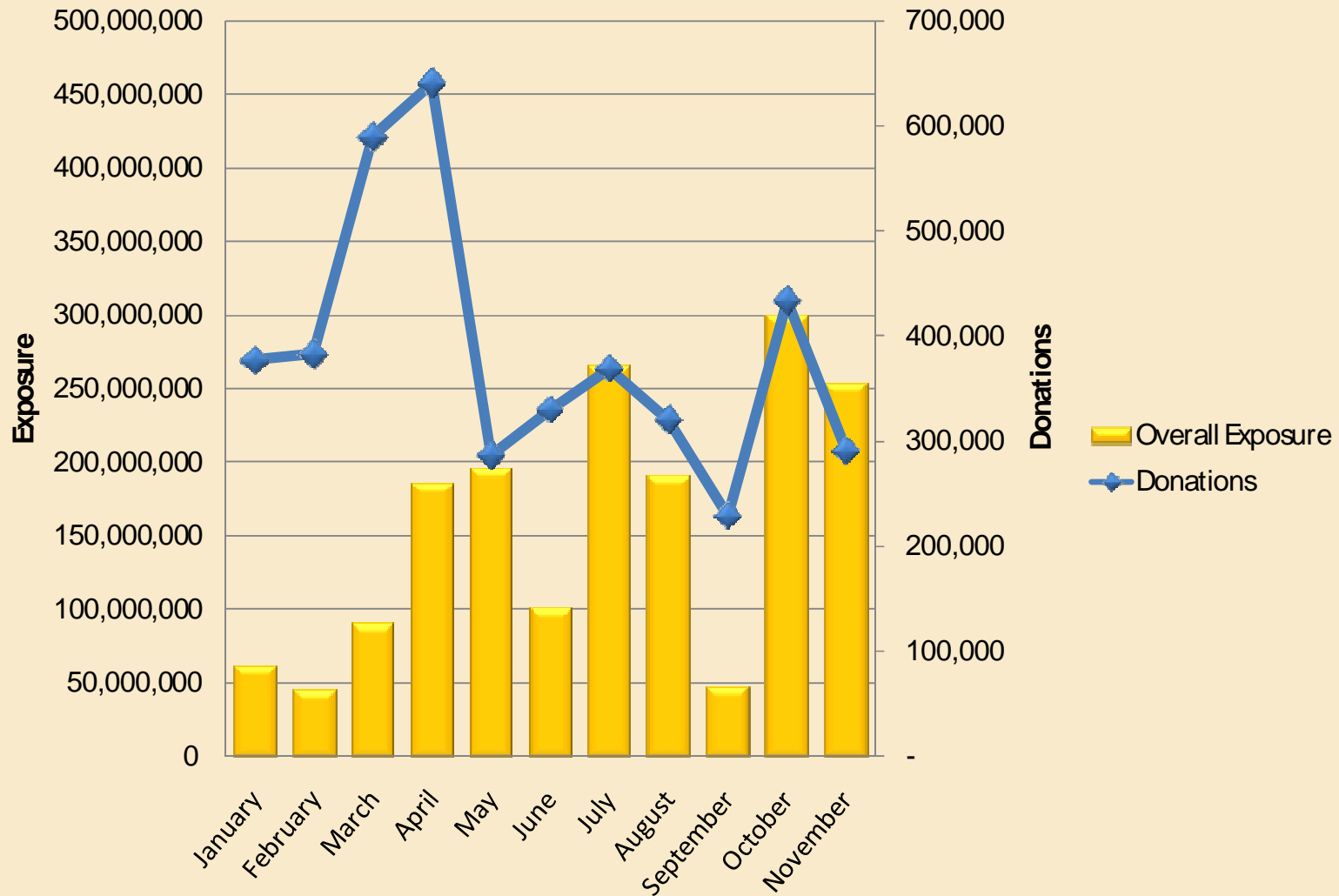
User Registrations and Media Coverage  
December 2006-November 2007



## Correlation exists between traffic to the ASPCA web site and the organization's overall media exposure



## Correlations also exist between online donations to the ASPCA and the organization's overall media exposure



## No more excuses



The latest tools start at \$200-300 a month.



Standard guidelines are in place, written by the IPR nearly a decade ago.



If you don't know how, try googling PR Measurement.



Gut feeling doesn't cut it any more.



Measurement is no longer optional; accountability is mandatory.



If you're not measuring your results, you aren't managing your organization's assets wisely.



If you aren't managing wisely, you won't last long.

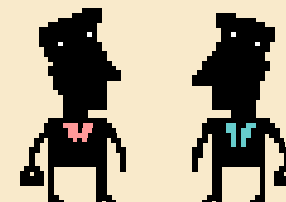
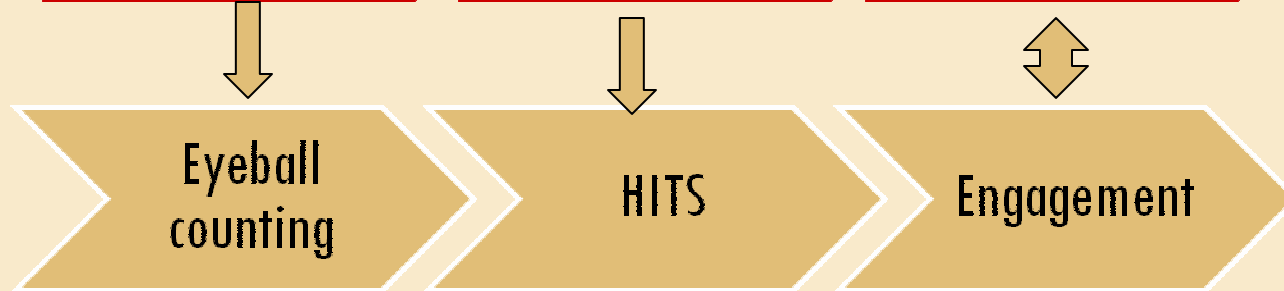
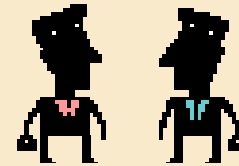


If you don't have data, how can you make decisions?



If you think research is expensive, what's the cost of ignorance?

# A measurement timeline



# 10 immutable laws of 21<sup>st</sup> Century Communications

1. It's all about the conversation between the cantankerous and the capricious
2. There is no market for your message
3. Size doesn't matter so stop screaming, start listening
4. It's not how many eyeballs, it's the right eyeballs
5. Spin is dead, long live transparency
6. Be who you are and see who is pleased and be there when they need you
7. ROI doesn't mean what you think it does, HITS = How Idiots Track Success
8. You become what you measure, so match the measurement tool to your objective
9. The media will all change tomorrow -- measure the customer not the media
10. You can't divide by zero

# 10 reasons why you need to measure “Free”

1. The opportunities for communications are growing exponentially, without data, how can you be expected to do your job without data?
2. Would the CFO have to justify an accounting firm or an audit?
3. What you don't know WILL hurt you, just ask Dell
4. Listening = learning and improving
5. It's one big focus group and will help you understand your marketplace
6. Chances are the competition is already doing it
7. A release that went out to bloggers delivered 4 times the web traffic as did the same news on ABC News
8. Bloggers fit the profile of “influentials”
9. 51% of journalists read blogs regularly, 33% of journalists say they use blogs as a way of uncovering breaking news or scandals, 43% of journalists use blogs to research and reference facts
10. It's easier than you think

## **The Super 6 Steps to a Data Driven PR Department**

- 1. Define your mission and goals**
- 2. Understand your audiences and what motivates them**
- 3. Define the metrics (what you want to become)**
- 4. Determine what you are benchmarking against**
- 5. Pick a tool and undertake research**
- 6. Analyze results and glean insight, take action, measure again**

# What is Media?

In the average day and average person might use the following forms of media

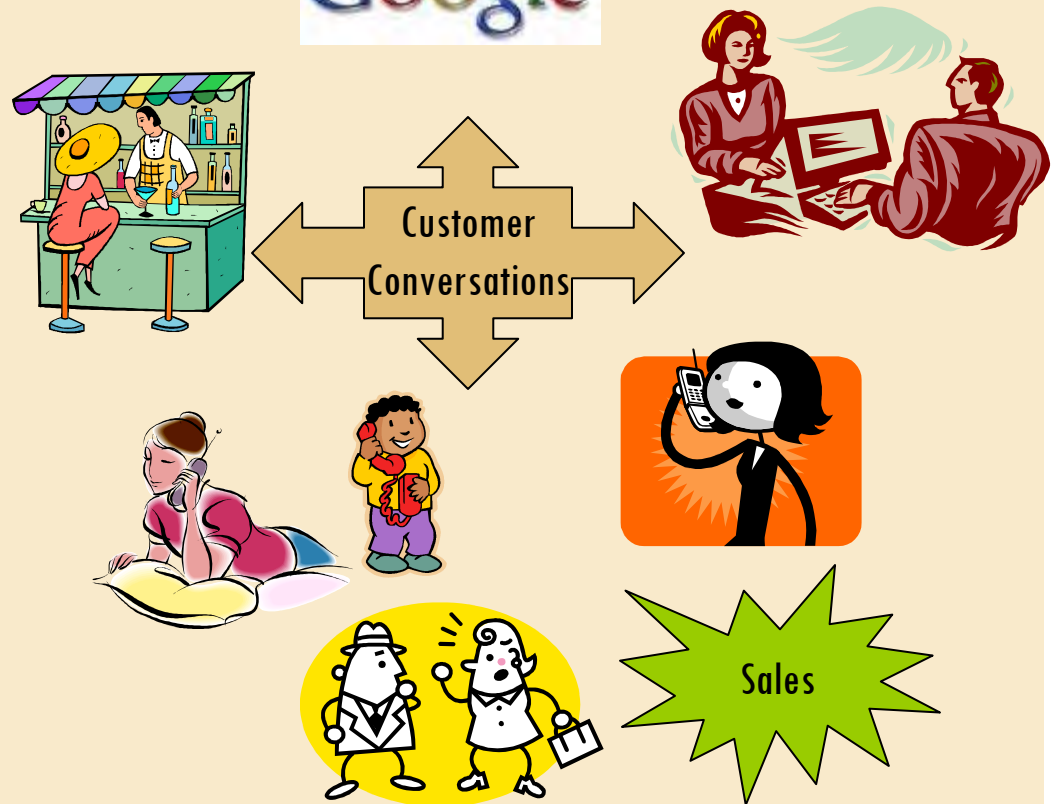
- E-mail
- Twitter
- My Space/Facebook
- i-Tunes
- Podcasts
- Skype
- RSS feeds
- Blogs
- Google ads
- YouTube video
- Facebook
- Search engines
- Produce placement
- Seismic/Oovoo
- Traditional print magazine editorial and advertising
- NPR
- Word of mouth
- E-commerce sites
- Cinema advertising
- Television dram
- Billboards
- Bus-sides
- Street signs
- Conversations with co-workers

# The New Model of Influence

## 20<sup>th</sup> Century influence



## 21<sup>st</sup> Century influence










# The New Influencers (with apologies to Paul Gillin)

## Old Influencers

-  Financial analysts
-  Industry analysts
-  Top tier journalists
-  Top tier publications

## New Influencers

-  Me
-  You
-  Other guys like you and me
-  The guy in the cubicle across the street
-  The mom next door
-  Credible, authentic, transparent bloggers
-  Credible, authentic, transparent journalists

# The New Losers



MSM or journalists that aren't honest or transparent



MSM, bloggers or journalists that obviously lie



People that we don't agree with



Corporations that spew messages instead of stories

## What kind of data do you need?



Data on the impact and reputation you have in the media



Data on the impact and reputation you have  
online and in the blogosphere



Data on what your customers are thinking



Data on what your employees are thinking

.....What you need is a communications data dashboard

# Why a dashboard?



One place that tells you:












- ☀️ Are you headed in the right direction?
- ☀️ Are you making progress fast enough to get there?
- ☀️ What's working and not working in your program?



You become what you measure or “What gets measured gets done.”



## **If you've ever asked these questions....**

-  What's the most effective way to get our messages across?
-  How effective is our PR agency?
-  What's the most cost effective way to promote our products?
-  How do our customers feel about our recent actions?
-  What's our reputation among your stakeholders and what do I need to do to improve it?
-  Who is our most effective spokesperson?
-  What's the most efficient way to generate more sales leads?
-  Are we getting our fair share of coverage in the media?
-  How do our thought leaders stack up against the competition?
-  How is the media positioning us on our key battles?
-  What media/reporters/bloggers should I be targeting?

**Then you need a PR dashboard....**

# Industry Standard Practices



Article counts and column inches aren't enough.



Integrating media analysis with web activity, customer outcomes is the new norm.



Ad Value Equivalency is sooo 1999, and it's wrong too.



Most of Fortune's "Most Admired" are competitively measuring messaging, positioning and issues.



Competitive analysis is mandatory



Analyst and quote measurement will tell you what is driving your image.



Measuring blogs is a quick and inexpensive way to understand what your customers are thinking.



Standards are available on:

[http://www.instituteforpr.org/index.php/IPR/IPR\\_info/measuring\\_activities/](http://www.instituteforpr.org/index.php/IPR/IPR_info/measuring_activities/)

[http://ipr.wieck.com/files/uploads/2002\\_MeasuringPrograms.pdf](http://ipr.wieck.com/files/uploads/2002_MeasuringPrograms.pdf)

## Best practices



### Two or three overall organizational metrics

- ☀ Cost per target audience contact
- ☀ Cost per minute spent with target audience
- ☀ Opportunities to see (OTS) a key message
- ☀ Cost per OTS
- ☀ % of articles containing 1 or more key messages



### Specific metrics for each department



Budget: 3-5% of budget.

# What do you need to measure?



## Outputs?

- ☀ Did you get the coverage you wanted?
- ☀ Did you produce the promised materials on time and on budget?



## Outtakes?

- ☀ Did your target audience see the messages?
- ☀ Did they believe the messages?



## Outcomes?

- ☀ Did audience behavior change?
- ☀ Did the right people show up?
- ☀ Did your relationship change?
- ☀ Did sales increase?

# Outputs



How many press releases are going out?



Are the right messages being distributed?



Are the right people being reached?

# Outtakes



What messages are being communicated?



What messages *aren't* being communicated?



What messages are being communicated accurately?



What messages are being heard?



What messages are being believed?

# Outcomes



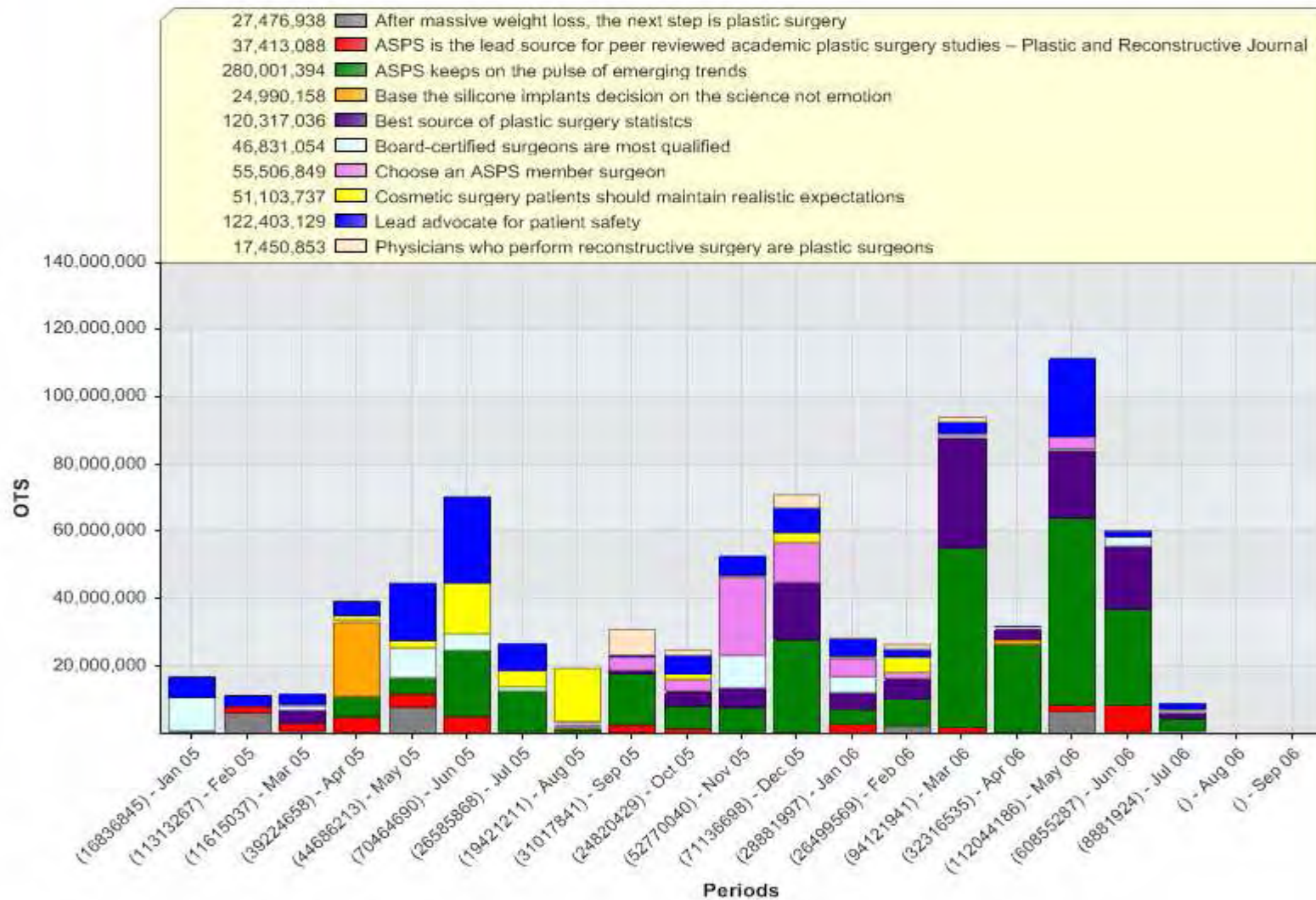
**Is customer/audience behavior changing?**

- ☀ More leads/traffic to web sites/click thrus
- ☀ Better attendance at events
- ☀ Lower turnover rates
- ☀ Improved job performance
- ☀ Improved \$ per employee or other efficiency metrics
- ☀ Lower recruitment costs
- ☀ Improved employee satisfaction
- ☀ Improved reputation
- ☀ Improved efficiency
- ☀ Lower legal costs

# Goals, Actions and Metrics

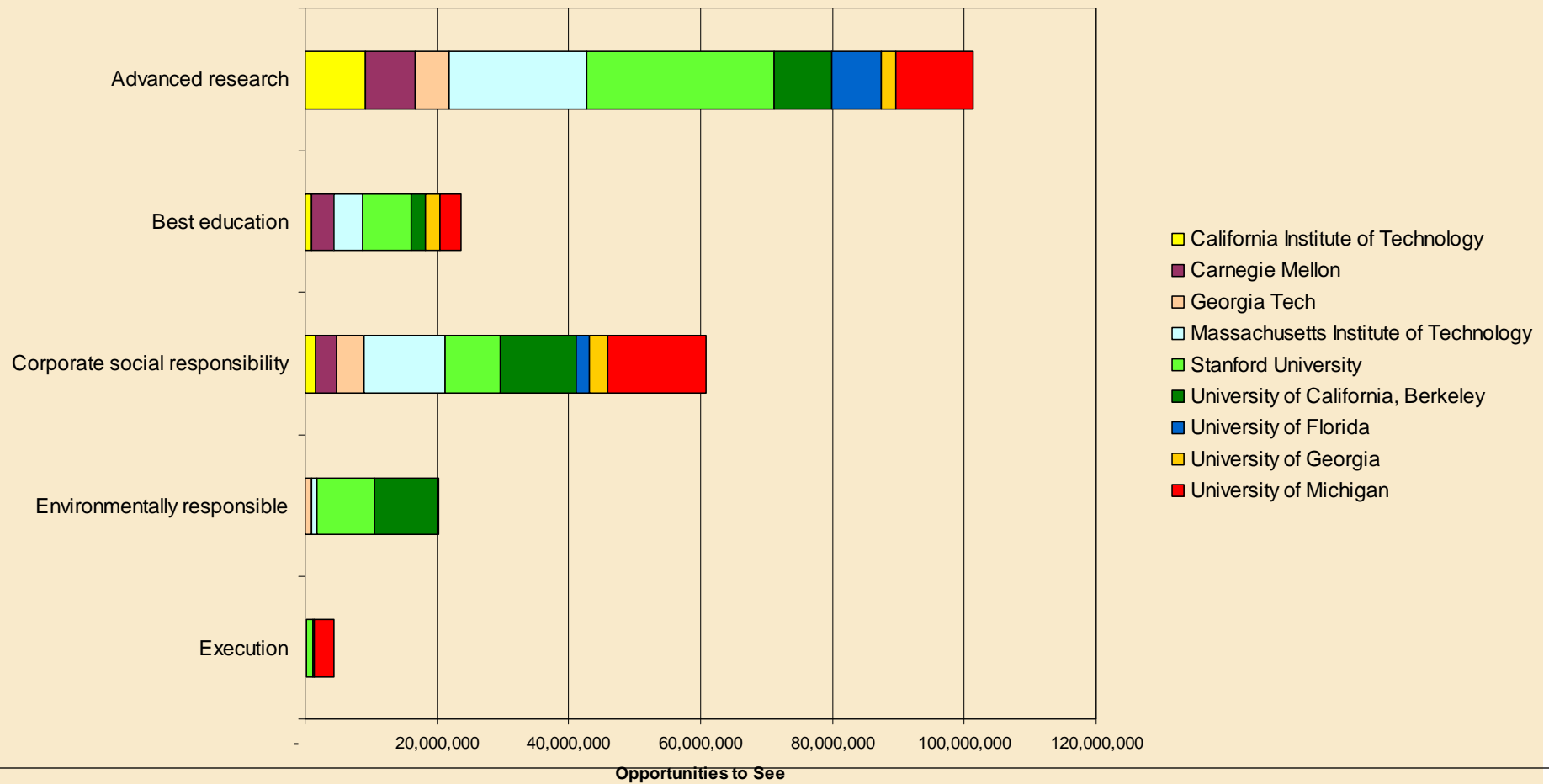
Goal	Action	Output Metric	Outtake Metric	Outcome Metric
Message consistency	Develop tools and vehicles:  Bulletin Site Newsletters Poster Talking points	Did they publish on time? How many people saw it? How many people requested it? How many people downloaded it?	% hearing message  % believing message	% consistency in messaging between external and internal communications  % employees correctly answering test questions
Employee engagement	Conversations with management	How many emails containing key messages were sent out?	% knowing about engagement programs % believing engagement messages	% increase in recommending as a good place to work % lower turnover rate Number of referrals
Success implementation of Customer 1 <sup>st</sup> .	Programs promoting bulletins, poster, Roundtables	How many stories about the capital campaign? Messages communicated?	% aware of capital campaign % understanding of reasons behind capital campaign	Funds raised

# Measurement helps improve message communication

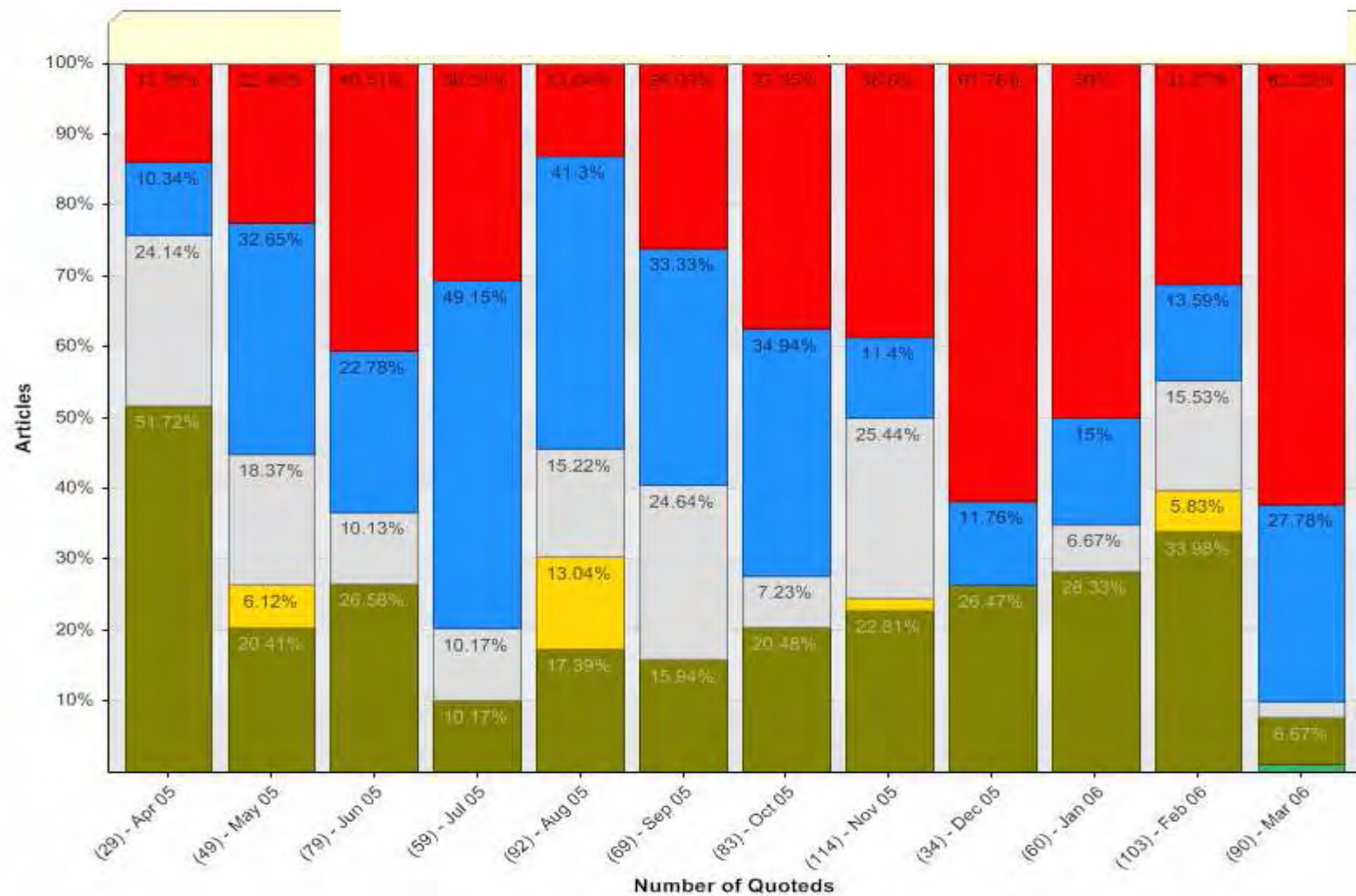


# Measurement focuses your messaging

## Key Message Communication



# Measurement improves spokesperson visibility



## The three biggest mistakes



Not tying results to organizational mission






Lack of agreement upon measures of success up front



Measures unrelated to objectives

## **Step 1: Define your measures of success**

-  **If you are celebrating complete 100% success a year from now, what is different about the organization?**
-  **What about 5 years from now?**
-  **If you eliminated your department what would be different?**

## Step 2: Understand what motivates your stakeholders and priorities the stakeholders



What motivates customers to purchase, members to join, students to apply, etc.?



What influences the audience



High authority vs low authority



Groups vs individuals



Don't ask me, as your customers



How does a good relationship with each audience benefit the organization?

## Step 2: What are the benefits of good relationships?



Improved competitive positioning



Increase loyalty



Lower recruitment costs



Cost Savings



Increased customer satisfaction



Reduce complaints



Increase donations



Help recruit volunteers



Reduce opposition?



Increase community support



Lower costs of communications

## **Step 3: Defining the metrics that will appear on your Dashboard**

**The numbers that determine your organization's success**

- ⇒ Increase in awareness**
- ⇒ Increase in preference**
- ⇒ Increase in funding**
- ⇒ Increase/decrease in accomplishment of mission**



## Potential Metrics for Media

- ✦ Cost Per Message Communicated
- ✦ Share of discussion vs. the competition
- ✦ Share of brand visibility vs. the competition
- ✦ Share of recommendations (positive coverage) vs. the competition
- ✦ Share of spokesperson visibility vs. the competition
- ✦ Share of negatives
- ✦ Share of coverage of key topics
- ✦ Share of rants and raves in the blogosphere
- ✦ Share of mentions by key media

## Most frequently used criteria



### For your own blog

- Number of unique users
- Returning versus new readers
- Referring source statistics
- Links from other sites
- Rank
- Conversation Index: The ratio of blog comments to blog posts (where applicable)
- Total time spent on the site
- The popularity of the content itself, which gets the most views
- Traffic from blog to web site
- Sales

## Most frequently used criteria



### For Social Media

- ☀ Share of positioning
- ☀ Share of rants vs raves
- ☀ Share of positives/negatives
- ☀ Share of visibility
- ☀ Share of quotes
- ☀ Share of brand benefits mentioned

## Potential Metrics for thought leader visibility

- ✦ Our share of quotes in mass media
- ✦ Our share of papers in scientific/academic/trade journals
- ✦ Our leaders appointed to key professional boards over time
- ✦ Our share of papers at key conferences
- ✦ % awareness among “influentials”
- ✦ Total opportunities to see our message via speaking engagements

# Potential Metrics for Recruitment

- 🌟 % increase in online, phone and print application/inquiries quarter to quarter
- 🌟 % increase in web site traffic from prospective talent
- 🌟 % increase in qualified applications
- 🌟 % increase in applications from special target groups (women, minorities)
- 🌟 Ranking in best places to work studies

# Potential Metrics for Community Relations

- ✦ Ratio between positive and negative press in local media
- ✦ % of articles in local media that contain our key messages
- ✦ % improvement in relationships scores between us and local community and those that influence the local community
- ✦ Lower litigation costs

## Step 4: Define your benchmarks



Past Performance



Peer companies



Whatever keeps the C-suite up at night



Think 3-5:



A stretch goal



The underdog who's nipping at your heels



Peer organizations



Anyone that you compete with for share of mind or share of wallet

## Step 5: Conduct research (if necessary)



First: find out what already exists



Web traffic



Customer Satisfaction data



Customer Loyalty data



Internal data on management behavior



Second: Decide what research is needed to give you the information you need.

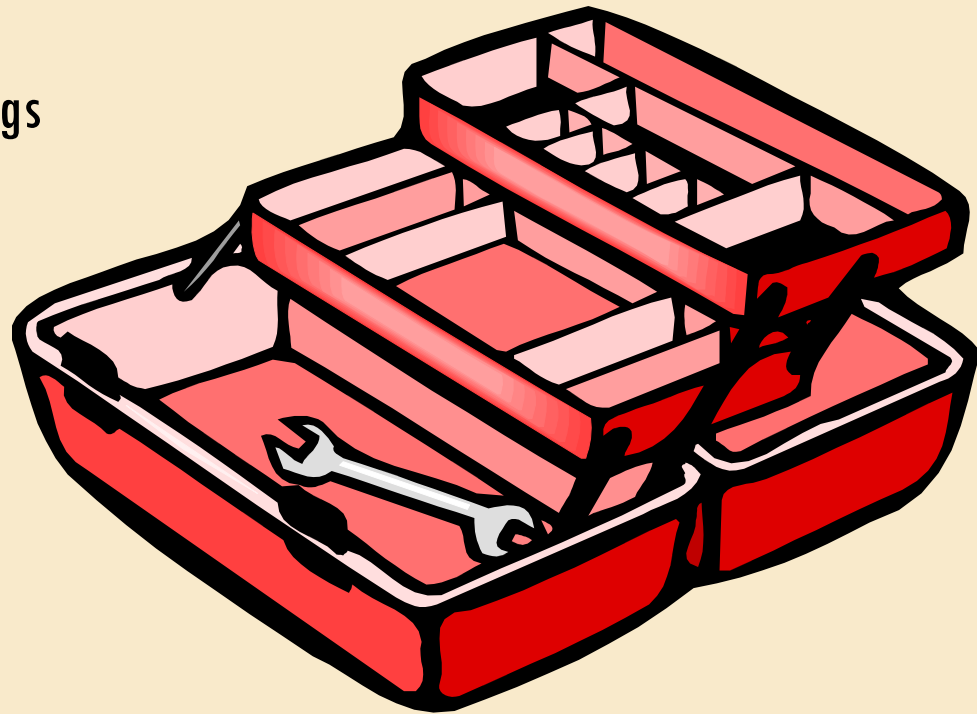
# Selecting a measurement tool

<b>Objective</b>	<b>Metric</b>	<b>Tool</b>
<b>Increase inquiries, web traffic, recruitment</b>	<b>% increase in traffic #s of clickthrus or downloads</b>	<b>Clicktracks, Web trends</b>
<b>Increase awareness/preference</b>	<b>% of audience preferring your brand to the competition</b>	<b>SurveyMonkey, Zoomerang</b>
<b>Engage marketplace</b>	<b>Conversation index greater than .8 Rankings</b>	<b>TypePad, Technorati</b>
<b>Communicate messages</b>	<b>% of articles containing key messages Total opportunities to see key messages Cost per opportunity to see key messages</b>	<b>Media content analysis – Dashboards</b>
	<b>% aware of or believing in key message</b>	<b>Survey</b>

# Select a measurement tool

## 1. A content source:

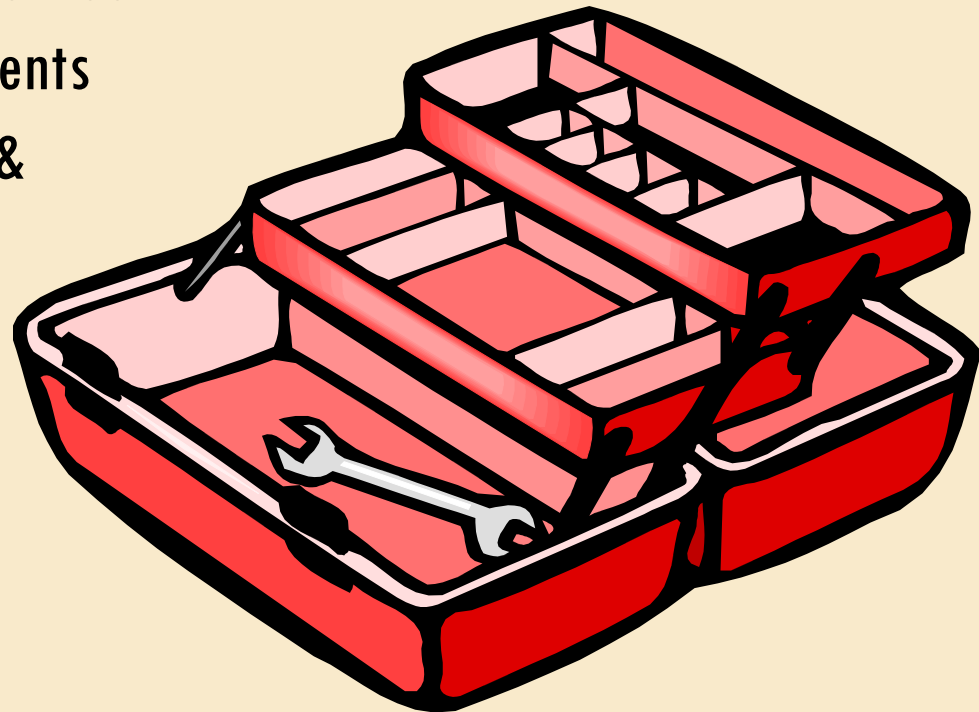
- 🌟 Survey Monkey, Zoomerang
- 🌟 Event attendees
- 🌟 Customer lists
- 🌟 Google News/Google blogs
- 🌟 Technorati, Sphere
- 🌟 NewsTrak, Cyberalert, CustomScoop, e-Watch
- 🌟 BuzzLogic
- 🌟 RSS feeds



## Your tool box needs to include:

### 2. A way to analyze that content

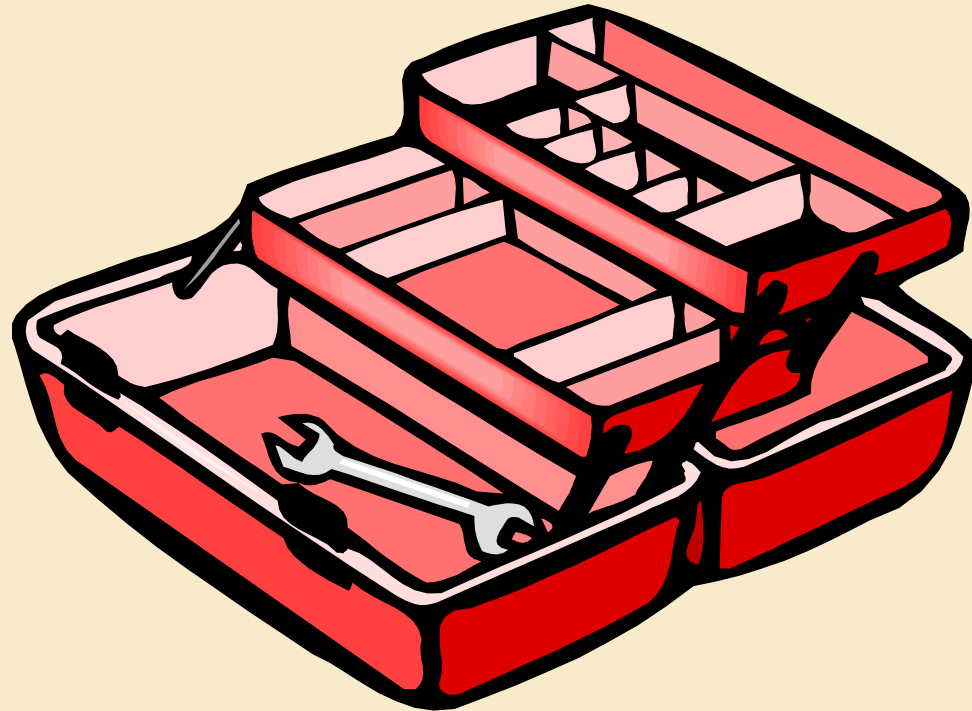
- ⊛ Automated vs. Manual
- ⊛ The 80/20 rule
- ⊛ Dashboards and other tools
- ⊛ Blog body vs. comments
- ⊛ YouTube, Facebook & MySpace content
- ⊛ SPSS/Wincross



## Your tool box also needs to include:

### 3. A way to measure ROI

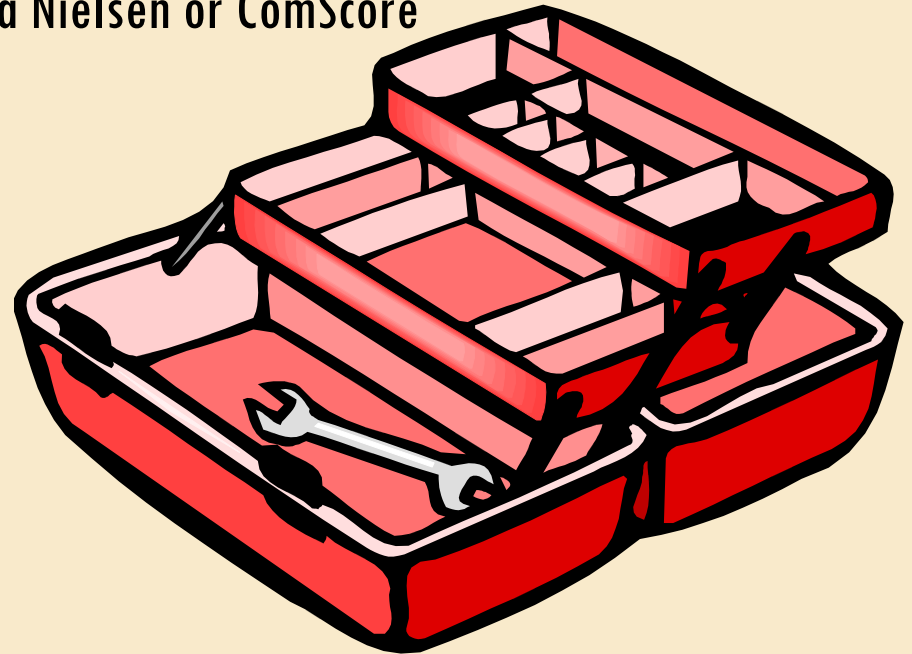
- ✦ Membership/donations/signups
- ✦ Intent to purchase
- ✦ Registrations
- ✦ Money saved



# Your tool box needs to include:

## 4. A way to quantify it all

- ⊛ \$\$ Budgets
- ⊛ Friends/followers
- ⊛ Page views,
- ⊛ Eyeballs,— coming next year to a Nielsen or ComScore near you
- ⊛ Web analytics
- ⊛ Panels
- ⊛ Surveys



## Your tool box also needs to include:

### 5. A way to measure engagement

☀ Comments/trackbacks/links/ratings

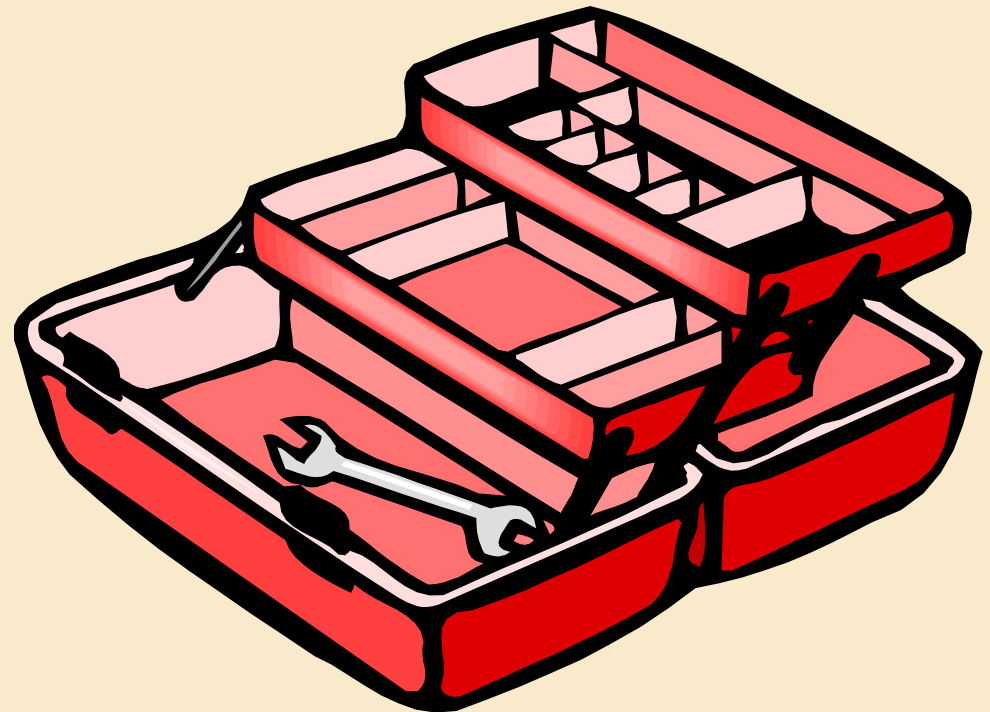
☀ Rankings —

➤ Xinu Returns

➤ Technorati

➤ Kineda

☀ Relationship studies



# Relationships = Reputation and brand



You can manage relationships, you can't "manage" your reputation



Brands are dead, long live Lovemarks



It's all about stories, conversations, and the experience



You can't measure stories, conversations or the experience without measuring relationships

# Aspects of relationships



Control mutuality



Trust



Satisfaction



Commitment



Exchange relationship



Communal relationship

## Control Mutuality



The degree to which parties agree on who has the rightful power to influence one another. Although some imbalance is natural, stable relationships require that organizations and publics each have some control over the other.

## Questions that test Control Mutuality



This organization and people like me are attentive to what each other says.



This organization believes the opinions of people like me are legitimate.



In dealing with people like me, this organization has a tendency to throw its weight around. *(Reversed)*



This organization really listens to what people like me have to say.



The management of this organization gives people like me enough say in the decision-making process.

# Measuring Trust



**One party's level of confidence in and willingness to open oneself to the other party. Includes:**

- Integrity: the belief that an organization is fair and just**
- Dependability: the belief that an organization will do what it says it will do**
- Competence: the belief that an organization has the ability to do what it says it will do.**

## Questions to measure trust



This organization treats people like me fairly and justly.



Whenever this organization makes an important decision, I know it will be concerned about people like me.



This organization can be relied upon to keep its promises.



I believe that this organization takes the opinions of people like me into account when making decisions.



I feel very confident about this organization's skills.



This organization has the ability to accomplish what it says it will do.

## Measuring satisfaction



The extent to which each party feels favorably toward the other because positive expectations about the relationship are reinforced. A satisfying relationship is one in which the benefits outweigh the costs.

# Satisfaction



I am happy with this organization.



Both the organization and people like me benefit from the relationship.



Most people like me are happy in their interactions with this organization.



Generally speaking, I am pleased with the relationship this organization has established with people like me.



Most people enjoy dealing with this organization.

## Measuring commitment



The extent to which each party believes and feels that the relationship is worth spending energy to maintain and promote.

## Commitment



I feel that this organization is trying to maintain a long-term commitment to people like me.



I can see that this organization wants to maintain a relationship with people like me.



There is a long-lasting bond between this organization and people like me.



Compared to other organizations, I value my relationship with this organization more.




I would rather work together with this organization than not.

# Measuring relationships




## Exchange Relationship

 In an exchange relationship, one party gives benefits to the other only because the other has provided benefits in the past or is expected to do so in the future.



## Communal Relationship

 In a communal relationship, both parties provide benefits to the other because they are concerned for the welfare of the other -- even when they get nothing in return.

## Exchange Relationships



Whenever this organization gives or offers something to people like me, it generally expects something in return.



Even though people like me have had a relationship with this organization for a long time; it still expects something in return whenever it offers us a favor.



This organization will compromise with people like me when it knows that it will gain something.



This organization takes care of people who are likely to reward the organization.

## Communal Relationships



This organization does not especially enjoy giving others aid. *(Reversed)*



This organization is very concerned about the welfare of people like me.



I feel that this organization takes advantage of people who are vulnerable. *(Reversed)*



I think that this organization succeeds by stepping on other people. *(Reversed)*



This organization helps people like me without expecting anything in return.

## Step 6: Analysis

Research without insight is just trivia

- ✓ What works? What doesn't?
- ✓ What needs to be done?
- ✓ What are you communicating?
- ✓ What tools work best?

# Data mining the numbers you have



Look for failures first



Then look for exceptional success



Compare to last month, last quarter, last year



Figure out what worked and what didn't work

# Actionable Conclusions

**A**sk for money

Get **C**ommitment

Manage **T**iming

**I**nfluence decisions

Get **O**utside help

Just Say **N**o

## Step 6: Take action and measure again



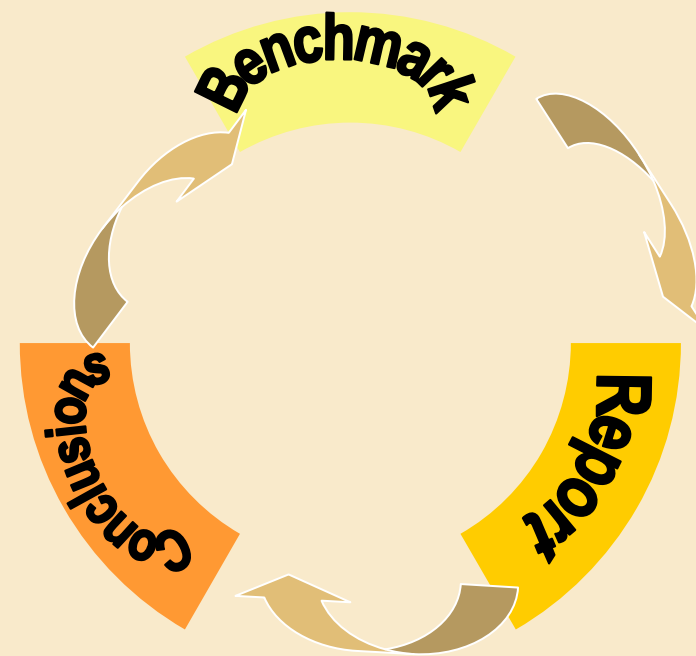
Make sure data is ready  
when you need it



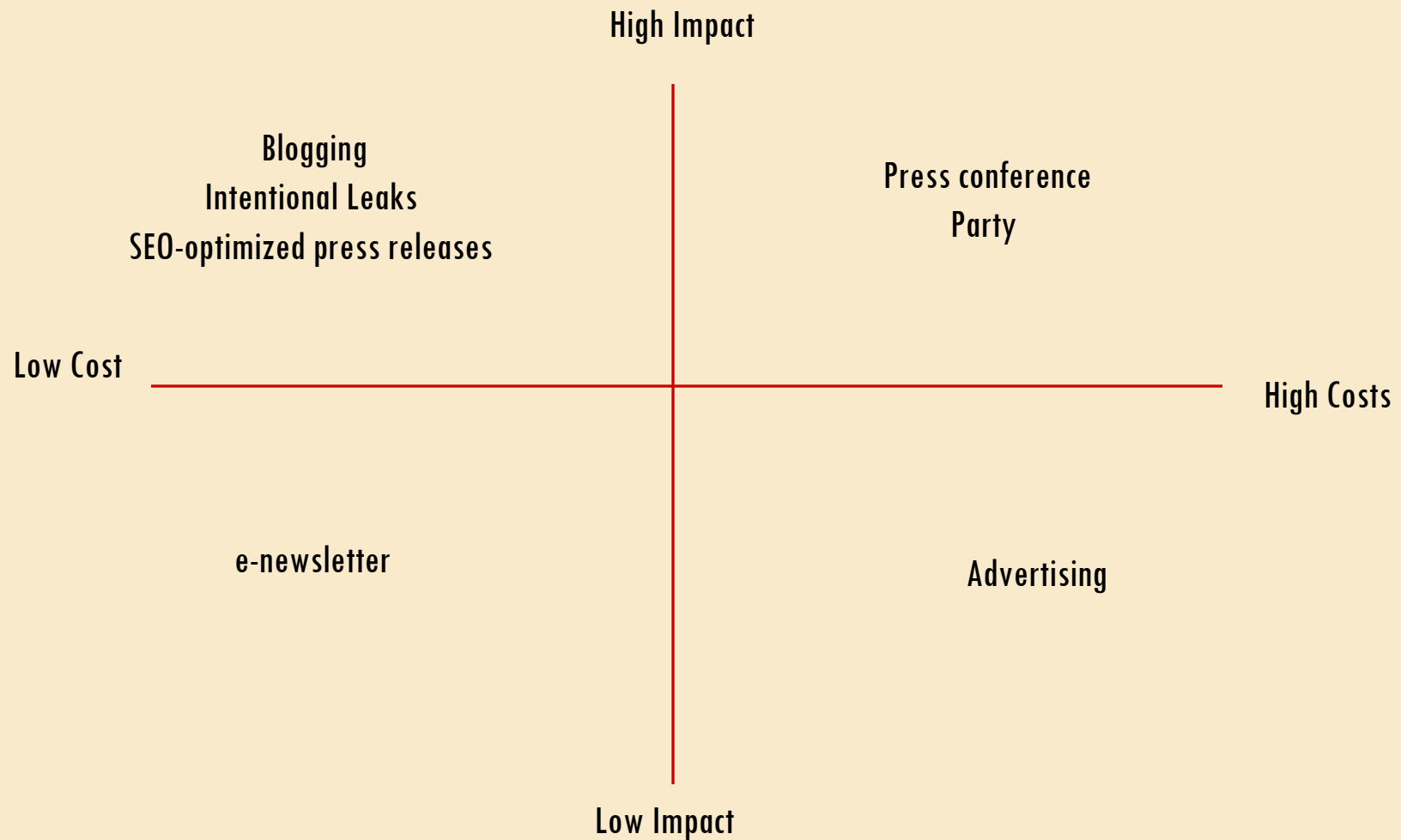
Work around regular  
reporting schedules



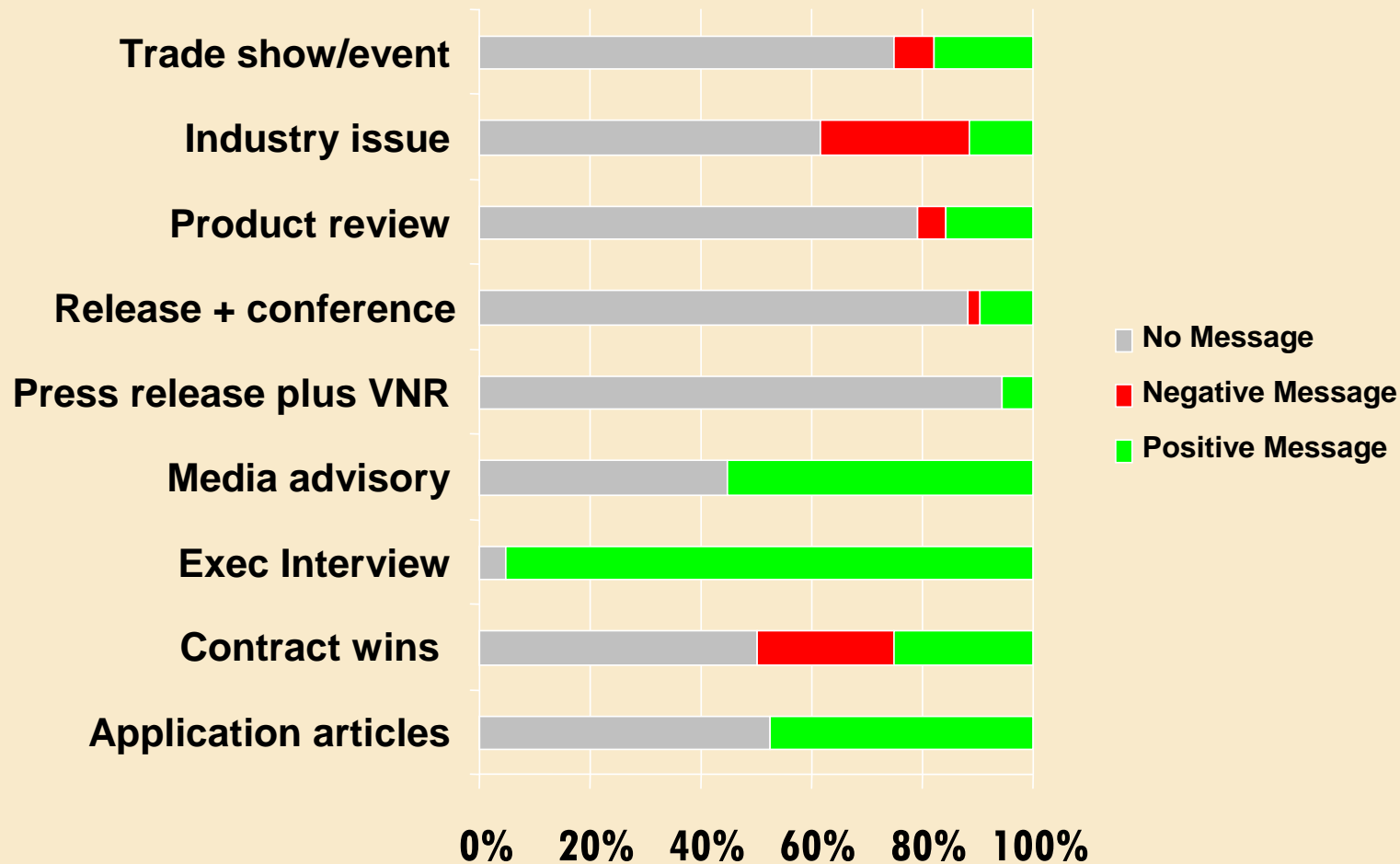
Keep questions and criteria  
consistent



# Measuring doesn't have to be complex



# Interviews and media advisories generated best coverage



# A Social Media Dashboard in Action



Agency reputation in social media

## Factors in budgeting



Acquiring content can be third of your cost



Number of competitors tracked



Number of publications/media outlets



Size of universe being measured



Length of survey



Type of analysis: automated vs. human



Type of reporting: automated, vs. written; insight and conclusions vs. simple reporting



Frequency of reporting

# Ten ways that measurement makes your job easier every day

1. It provides data for making better strategic decisions
2. It provides continuous improvement tool at your finger tips
3. You know what battles you're winning & losing.
4. The dashboard helps you figure out if your resources (budgets as well as time) are being spent effectively
5. The dashboard helps you figure out which tactics have the biggest impact
6. The dashboard helps you set realistic expectations
7. It can tell you which messages are resonating, and which are falling on deaf ears and why
8. When a reporter calls, you can look up, instantly, how they've been covering you, what they've covered, and whether or not they "get" your key messages
9. When you're trying to decide on a spokesperson, the Dashboard can tell you who is most and least effective
10. You can make better decisions about which publication to pitch for which story; which bloggers to engage in a conversation
11. The dashboard enables you to find influential spokespeople and analysts relevant to the issues
12. The dashboard gives you ammo to push back against dumb ideas

## **8 ways to do research without a budget**

- 1. Become someone's research project**
- 2. Involve your board of directors and volunteers**
- 3. Research something that HAS a budget**
- 4. Take advantage of free offers**
- 5. Become a case study**
- 6. Team up with peer organizations**
- 7. Analyze data that already exists**
- 8. Use blogs and social networks to listen to conversations**

## **A dozen mistakes made most often in the measurement process**

- 12: Mismatched goals and metrics
- 11: Questionable analysis methodology
- 10: Unclear definition of tone
- 9: Incorrect search strings
- 8: Incomplete or out-of-date media list
- 7: Lack of clarity on geography
- 6: Incorrect circulation figures
- 5: Incomplete or out-of-date messages, spokespeople and/or products
- 4: Not collecting sufficient data to draw conclusions
- 3: Promising a Jaguar on a Segway budget
- 2: Not allowing enough time to do measurement right
- 1: Insufficient so what? — looking at the trees not the forest

# Discussion and Q&A

# Thank You!



For more information on measurement, read my blog:

<http://kdpaine.blogs.com> or give me your card and we'll send you

The Measurement Standard, [www.themeasurementstandard.com](http://www.themeasurementstandard.com)



To start developing your own dashboard or for a copy of this presentation go to: <http://www.measuresofsuccess.com>



Or call me at 1-603-868-1550