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

[Bar chart showing % of Articles by Key mess]
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

We got great results

What they hear

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

MSM

Online

Social Media

Eyeball counting

HITS

Engagement
<table>
<thead>
<tr>
<th></th>
<th>10 immutable laws of 21st Century Communications</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>It’s all about the conversation between the cantankerous and the capricious</td>
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<tr>
<td>2.</td>
<td>There is no market for your message</td>
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<tr>
<td>3.</td>
<td>Size doesn’t matter so stop screaming, start listening</td>
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<tr>
<td>4.</td>
<td>It’s not how many eyeballs, it’s the right eyeballs</td>
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<tr>
<td>5.</td>
<td>Spin is dead, long live transparency</td>
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<tr>
<td>6.</td>
<td>Be who you are and see who is pleased and be there when they need you</td>
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<tr>
<td>7.</td>
<td>ROI doesn’t mean what you think it does, HITS = How Idiots Track Success</td>
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<tr>
<td>8.</td>
<td>You become what you measure, so match the measurement tool to your objective</td>
</tr>
<tr>
<td>9.</td>
<td>The media will all change tomorrow -- measure the customer not the media</td>
</tr>
<tr>
<td>10.</td>
<td>You can’t divide by zero</td>
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</tbody>
</table>
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
- Seesmic/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

20th Century influence
- Launch/release/event
- Ad/story/review/quote
- Customer

21st Century influence
- Google
- Customer Conversations

Sales

KDPaine & Partners

People Talk. We Listen.
# 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/
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

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
<th>Output Metric</th>
<th>Outtake Metric</th>
<th>Outcome Metric</th>
</tr>
</thead>
</table>
| 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?  
                                downloaded it? | % hearing message | % consistency in messaging between external and internal communications | % employees correctly answering test questions | % increase in recommending as a good place to work | % lower turnover rate | Number of referrals | Funds raised |
| Employee engagement               | Conversations with management                | How many emails containing key messages were sent out? | % knowing about engagement programs | % increase in recommending as a good place to work | % lower turnover rate | Number of referrals | Funds raised |
| Success implementation of Customer 1st. | Programs promoting bulletins, poster, Roundtables | How many stories about the capital campaign?  
                                Messages communicated? | % aware of capital campaign  
                                % understanding of reasons behind capital campaign | % increase in recommending as a good place to work | % lower turnover rate | Number of referrals | Funds raised |
Measurement helps improve message communication

- After massive weight loss, the next step is plastic surgery
- ASPS is the lead source for peer reviewed academic plastic surgery studies – Plastic and Reconstructive Journal
- ASPS keeps on the pulse of emerging trends
- Base the silicone implants decision on the science not emotion
- Best source of plastic surgery statistics
- Board-certified surgeons are most qualified
- Choose an ASPS member surgeon
- Cosmetic surgery patients should maintain realistic expectations
- Lead advocate for patient safety
- Physicians who perform reconstructive surgery are plastic surgeons
Measurement focuses your messaging

Key Message Communication

- Advanced research
- Best education
- Corporate social responsibility
- Environmentally responsible
- Execution

Opportunities to See

- California Institute of Technology
- Carnegie Mellon
- Georgia Tech
- Massachusetts Institute of Technology
- Stanford University
- University of California, Berkeley
- University of Florida
- University of Georgia
- University of Michigan

People Talk. We Listen.
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

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

*People Talk. We Listen.*
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
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

Ask for money
Get Commitment
Manage Timing
Influence decisions
Get Outside help
Just Say No
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

Low Cost

Blogging
Intentional Leaks
SEO-optimized press releases

e-newsletter

High Impact

Press conference
Party

Advertising

Low Impact

High Costs

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People Talk. We Listen.
People Talk. We Listen.

Interviews and media advisories generated best coverage

- Trade show/event
- Industry issue
- Product review
- Release + conference
- Press release plus VNR
- Media advisory
- Exec Interview
- Contract wins
- Application articles

- No Message
- Negative Message
- Positive Message

0% 20% 40% 60% 80% 100%
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

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