Demonstrating the Value of Communication

Perspectives and advice on communication measurement & evaluation from experts around the world

2nd Edition

Produced with the Support of AMEC

Introduction

As communication professionals, our actions have the potential to affect real change. But in a world overflowing with information, it is easy to lose track of what really matters and what actually works.

Being able to measure and evaluate our communication is vital if we want to demonstrate the value of communication to our organisation. But value comes in many shapes and sizes, depending on the overall objectives we are trying to achieve, so what steps should we take?

This e-book offers suggestions on how and where to start and then proceed. Each contributing author in these pages is an expert in his or her own right. They are also all members of the world's premiere organisation on measurement and evaluation – the international Association for the Measurement and Evaluation of Communication (AMEC) – as well.

We hope you will enjoy this little collection of sage advice and global perspectives and that it will help you on your journey towards demonstrating the value of your communication.

If you seek further inspiration and assistance, the AMEC website (www.amecorg.com) contains a wealth of additional information, guides, tools, frameworks and case studies as well as a suggested list of relevant literature.

Thank you.

Jesper Andersen (editor)
Copenhagen, September 2017

Copyright notice

This e-book is the joint copyright of all the authors who have contributed. No part of it may be copied or reproduced, apart from standard quotation use, without the express written permission of the individual author(s) in question.

All illustrations are stock photos, bought and paid for, or the property of the individual authors and may not be reproduced.

Content

Let the will to learn and collaborate be your driver

Ann Sofie Krol
CEO
byBrick Insights

Why you need a good measurement and evaluation program

Colin Wheeler
Managing director
Survey Solutions Limited

Evaluate wisely and avoid wasting time

Elayne Phillips
Head of Engagement and Diversity
Ministry of Justice, UK Government

5 Measurement Perspectives from a (former) PR Guy

Jesper Andersen
Strategy and insights advisor
Quantum PR Measurement

Five Essentials for Measurement and Evaluation

Professor Jim Macnamara
PhD, FAMEC, FAMI, CPM
University of Technology Sydney

The insider's guide: Three pieces of advice on measurement

Khali Sakkas
Chief Executive, Insights & Research
Isentia

Prove your value by measuring the outcome of your PR activities

Kristina Fritsvold Nilsen
Vice President
Retriever

Let's be clear about your measurement motives

Lasse Skjoldan
Senior advisor
Infomedia

3 Myths about Measurement & PR

Marion McDonald
Chief Strategy Officer, Asia Pacific
Ogilvy Public Relations

Prove and Improve PR Performance Throughout the Communications Continuum

Mark Weiner
CEO and Senior Consultant
PRIME Research

How to get started with International Media Analysis

Søren Langelykke
Head of Analysis, PR & Social Media Research
Kantar Gallup

Ann Sofie Krol, byBrick Insights:

Let the will to learn and collaborate be your driver

Perspective: Integrated measurement for a collaborative organization.

Understand what you are getting into

After +20 years of experience in communications, marketing, and business development, with over 10 years focusing on analysis and insight, it has become apparent to me that many companies and professions take too little time in analysing what they are getting into. There is so much that can be done prior to setting objectives and activating.

Map the landscape – from the audience perspective

By looking at the landscape out of the audience perspective and without a focus of your own brand you will have taken the first step. How does your audience really act, where are they and what do they like and maybe most importantly where do they want to interact with you and what value can you bring to them? You do this by using several data sets to look at channels, preference, search, influence, platforms, topics, research in digital behaviours, purchasing behaviours etc. By doing proper ground work the coming steps will be so much easier.

Add layers to add learnings and insight

Combine the knowledge you have of your audience and their landscape (or eco-system) to understand how you can approach your audience and reach that position you want. Add on layers about you and your competitors, partners, your industry etc. to get the full view of where you and the topic you want to influence sits with your audience. Then it is easier to set good objectives and understand how you need to activate your marketing and communication to reach your target. It is all about being prepared. The investment you do in the early stages will be greatly rewarded through better and smarter tactics and lower costs during activation.

The audience doesn’t care about departments

The audience hopefully hears or sees you, they don’t care what department sent the message. So, set your team and measurement to include all disciplines of communication, marketing, and sales, and include paid, owned, and earned (and shared) channels or activation. The internal discussions are usually very enlightening and you end up with a team of professions that have great understanding for each other’s roles, internal processes, the dynamics of the landscape, external communication, and which role they themselves play. This in a landscape where the audience sets the rules, and where the best team and teamwork wins.

Measure what really matters

Once you understand where you are going, in what landscape, it is important to measure progress on a tactical level during as well as after activation to understand what impact your work had. Keep a sharp focus on measuring what really matters. Understand what is proof of what target or objective and how to measure progress in the customer (or audience) journey towards the end goal. Be wary of measuring things that might create the wrong behaviour in your team or organisation and include everyone to understand the measurement efforts and metrics to ensure that data inputs are true, transparent, and relevant. Remember to share take-aways often with the team, to trim your measurement and get insights from the whole team.

Don’t be afraid of failure – it’s a learning process

Do not be afraid of failing, not with the measurement or with the activities. It is a learning process to use measurement, analysis, and insight work through the whole project management process. Sometimes it is even better to call it follow-up rather than measurement since some organizations or company cultures can get very sensitive about the word measurement. But ask yourself and the team repeatedly: Is this metric or analysis perspective helping us understand our movement towards our goal? To ensure you are measuring what really matters.

Keep your eye on the needle

In an age full of data, AI, automation, and information overload it is easy to get smitten by the newest tech revolution and application that is on the market. The potential of finding the holy grail of measurement and insight. But be very thorough in understanding what a platform is showing you to understand what you measure. To be honest, quite often the most useful things you need to find is not the stuff that is easily counted or that comes in a pretty-looking real-time graph. It is the combination of data, finding patterns,

following movement, staring at the needle that will lead the way. And interpreting the movement into actual insights is needed even if you use top notch technology.

Time is your friend

This means you need to measure over time, use testing to check if you move the needle in the right direction and use the whole team to discuss the data, the outtakes, and the outcomes. Start small to get the process going and add on metrics and analysis perspectives as the team and process matures. And trim, trim, trim – your strategy, tactics and measurement and insight process. The biggest gain? You will learn so much more than whether or not you reached your wanted position, see it as a part of your innovation process.

About Ann-Sofie (Annsi) Krol - @annsikrol on Twitter

Annsi is the co-founder and CEO of byBrick Insight, a strategy and insight agency in the communication and marketing field. Annsi has a background with +20 years in communications, marketing, and business development and over 10 years in the analysis and insight business.

She has developed several consultant businesses as well as lead system development of a linguistic and semantic search and analysis platform. She is specialized in B2B and has worked in Scandinavia and Globally at, or as a consultant with, brands like ABB, Volvo, Ericsson, SKF and HeidelbergCement to name a few.

Annsi is a digital and tech evangelist and frequent speaker on measurement and insight, integrated communication, organizational development for communicative companies and how to be a social brand. Annsi is also a member of the AMEC International Board.

Colin Wheeler, Survey Solutions Limited:

Why you need a good measurement and evaluation program

Are you any good at your job? Perhaps you think that you are, but does your boss? His boss? Your peers? What does 'good' look like to them? Does it matter to you?

I am always going to advocate for having a robust and credible measurement program in place, but perhaps you don't agree. Here are a few of the reasons why I think it should matter.

Evaluation is important to doing a better job.

Be clear about the 'why' of doing evaluation before moving onto the how. Good performance tracking gives options and capabilities that are not there if there is no evaluation.

- Data which identifies what worked and what did not can inform and optimise the next campaign or wave of activity.
- Experimentation with new channels or messages is possible, did it help, hinder, or have no effect on the impact with the target audience – testing different things to be more efficient.
- As a communicator, the end-game is creating behaviour change. Tracking what resonates more strongly with the target audience enables focussing on those messages which are most effective.

Evaluation done well leads to more innovation, more efficiency and more effective activity.

Ideal vs. piecemeal vs. doing nothing. Do something!

Ideally, to develop a program to track and evaluate communication activity and the impact it has, it has to be planned in advance. The campaign objectives are set and the program of evaluation is based on the target audience and behaviour changes that is being encouraged.

In a less than ideal world, this advance planning is often compromised, but it is of course possible to start even mid-way through the campaign,

There are plenty of tools and advice available – specifically on the AMEC website and the Integrated Evaluation Framework. An advisor or partner agency may be helpful, but it is relatively straightforward to create a simple set of measures that can help identify outputs, outtakes, and outcomes, leading to the desired organisational impact. That does assume that there are good, clear objectives in place, but that too can be fixed.

The impact tracked may not be clear cut; and marketing activity may cloud the impact, but it is the first step on a rewarding journey. Even if only tracking basic output measures to begin with, set a plan to grow the quality of evaluation by using more comprehensive and useful measures.

The other option is to do nothing. Without evaluation, it's possible to guess whether a campaign was successful, but not to know for certain, and not to fully understand how success was achieved.

But so long as the metrics used are valid and robust (i.e. don't use AVE! (advertising value equivalency)), there is something to help guide the next campaign. When the information from the evaluation is being used and the value becomes apparent, opportunities to identify other useful metrics will develop.

Commit to the time and budget required.

If evaluation results won't be used then there is a strong case for doing nothing. If nobody cares what the results are, why spend the time or budget on evaluation?

So, if you are going to do evaluation, then commit and take charge of the program. Make sure that meaningful targets are set which demonstrate real success. Recognise that this takes time and effort to capture and analyse the data. Acknowledge that without in-house expertise, a third party will be needed, and allocate budget.

There is also the opportunity to look at the marketplace and consider competitor campaigns - can that activity be undermined with messages targeting areas of weakness? Could your business be subject to this analysis?

It seems like a significant risk to me, and isn't it the job of those in management positions to manage risk first and foremost? So, the ROI of spend on evaluation suddenly becomes very real and very important and very valuable.

Nothing stands still.

The world is constantly changing and the world of communications even more so. Whether it be the rise of online, decline of print, shift to video, mobile, social … predicting the next change is difficult. So, another case to be made for research and evaluation is 'preparedness'.

By knowing the audience well, there is knowledge regarding what messages they are engaging with. Through tracking the audience, it is possible to identify when the topics and focus changes. This helps create relevant and contemporary content and also change it to remain relevant over time. By being aware of the platforms, channels, and media types the audience is engaging with, the format most relevant for message can be selected.

Changes and disruption can't necessarily be planned for, but it is possible to be prepared.

So?

Caring about good measurement and evaluation is important to be a credible, professional, and effective communicator. Failing to have robust tracking in place could result in poor campaigns which use up budget to little effect. More significantly, there is a risk to both personal career and the success of the business that comes from ignoring or neglecting measurement.

Colin Wheeler is Managing Director of Survey Solutions Limited, a UK market research business delivering customer experience and employee engagement research.

Colin is also a member of the AMEC International Board and a consultant for Understanding Expertise and The Measurement Practice, working on media analysis and research.

Colin can be contacted on LinkedIn (here) and Twitter (@colin_wheeler)

Elayne Phillips, Ministry of Justice, UK Government:

Evaluate wisely and avoid wasting time

Keep it simple

Whether you're managing complex campaigns that aim to change behaviour, handling reactive communications, or running low and no cost campaigns, the trick to measurement and evaluation is always to keep it simple. It is easy to over complicate measurement and evaluation, to get swamped with data and metrics, and to forget the purpose of the whole process. Selecting metrics that matter and which will demonstrate or indicate the performance of communications is critical here. Don't try to track everything; it's the path to failure.

Sometimes just four or five key metrics demonstrating increases or decreases, along with the context, can shed light on how well communications are landing with your target audience. Use proxy indicators, if relevant to your communication; they can be just as valuable to your evaluation as a measurable metric. Choose carefully!

Honest

It can be tempting to use vanity metrics and showcase large numbers of views, clicks, shares and reach. The reality is that these metrics teach us nothing, they don't demonstrate success, or failure for that matter, and they don't equip us to take action to rectify problems in real time or prevent the same happening in future.

I'm always most impressed by truly honest evaluation, which highlights achievement against objectives, progress and contribution towards business goals, and areas for action and recommendations. It takes more time, it takes more strategic thought but it is worth it.

Early

Evaluation of communication adds enormous value in preventing wasted time/money, identifying successes and best practice, and demonstrating contribution towards business goals. Evaluation is considered early in the planning stages of government communications these days, through the Government Communications Service's OASIS model and Evaluation Framework. There are myriad reasons for this, including: if tracking is not set up early, it may not be possible to see trends, patterns, or shifts; if benchmarks are not recorded ahead, they may not be available afterwards; and if the relevant metrics are not selected up front, there is more chance of measuring what is easy to measure rather than what will reveal accurate performance.

Report

Reporting on communications performance is a great way to showcase success and I appreciate a smart dashboard that visually brings to life how a campaign performed. There is a danger that we could do ourselves an injustice if we fail to report performance clearly and against objectives. Applying the 'simple' and 'honest' advice here helps, along with drafting in plain English and not jargon. An enormous effort goes into communication, acting on insight, being creative, getting it right for the audiences, selecting suitable channels and developing content, so it is only right that the reports that represent all of that work and evaluate it, are robust, suitable for the recipient and easy to understand without them having to be an expert in evaluation.

Elayne Phillips is the Head of Engagement at the UK Government Ministry of Justice and an AMEC Board Director.

She has a background in both the public and private sectors with her most recent role being in the Prime Minister's Office and Cabinet Office as Head of Civil Service Communications. She has advised Ministers, ran press offices, internal communications and performance teams. She was responsible for the award-winning Horizon Scanning and Strategic Planning system which was rolled out across the Government Communication Service across government.

Her key areas of expertise are in planning, measurement, evaluation and engagement, and she is a regular speaker at conferences and events on these topics. You can engage with Elayne on Twitter @LayneyP

Jesper Andersen, Quantum PR Measurement:

5 Measurement Perspectives from a (former) PR Guy

Before turning to consulting in communication measurement and evaluation, I spent more than a decade as a PR professional. But I was also a measurement practitioner, and along the way I picked up a lot of the personal insights that I base my consulting and workshops on today.

If you focus on Outcomes, Impact will follow

The single most common mistake I see communication professionals make, is when they confuse the organisation's desired Impact for their own desired communication Outcome. If you are unfamiliar with these expressions, it may help you to refer to the framework on the next page of this e-book.

Impact is closely tied to the strategic organisational objectives, while Outcome is similarly linked to the communication objective, which is why it is important for us to measure as communication professionals.

Unfortunately, a lot of communicators confuse the two and believe that it is their responsibility to deliver on the Impact – e.g. increased sales. But the truth of the matter is that you will very often find that communication alone is only partially able to deliver such a result. R&D, manufacturing, quality control and market competition, to name but a few factors, all influence sales as well.

However, if you analyse any desired Impact you can (and should) always ask: 'Why isn't our target audience already e.g. buying our product / joining as members / caring out our issues?' And what you will find in your analysis is that some kind of inhibiting factor is at play. And it can be boiled down to common explanations like e.g. 'The target audience does not know enough about us / trust us / are not satisfied with us / prefer someone else'.

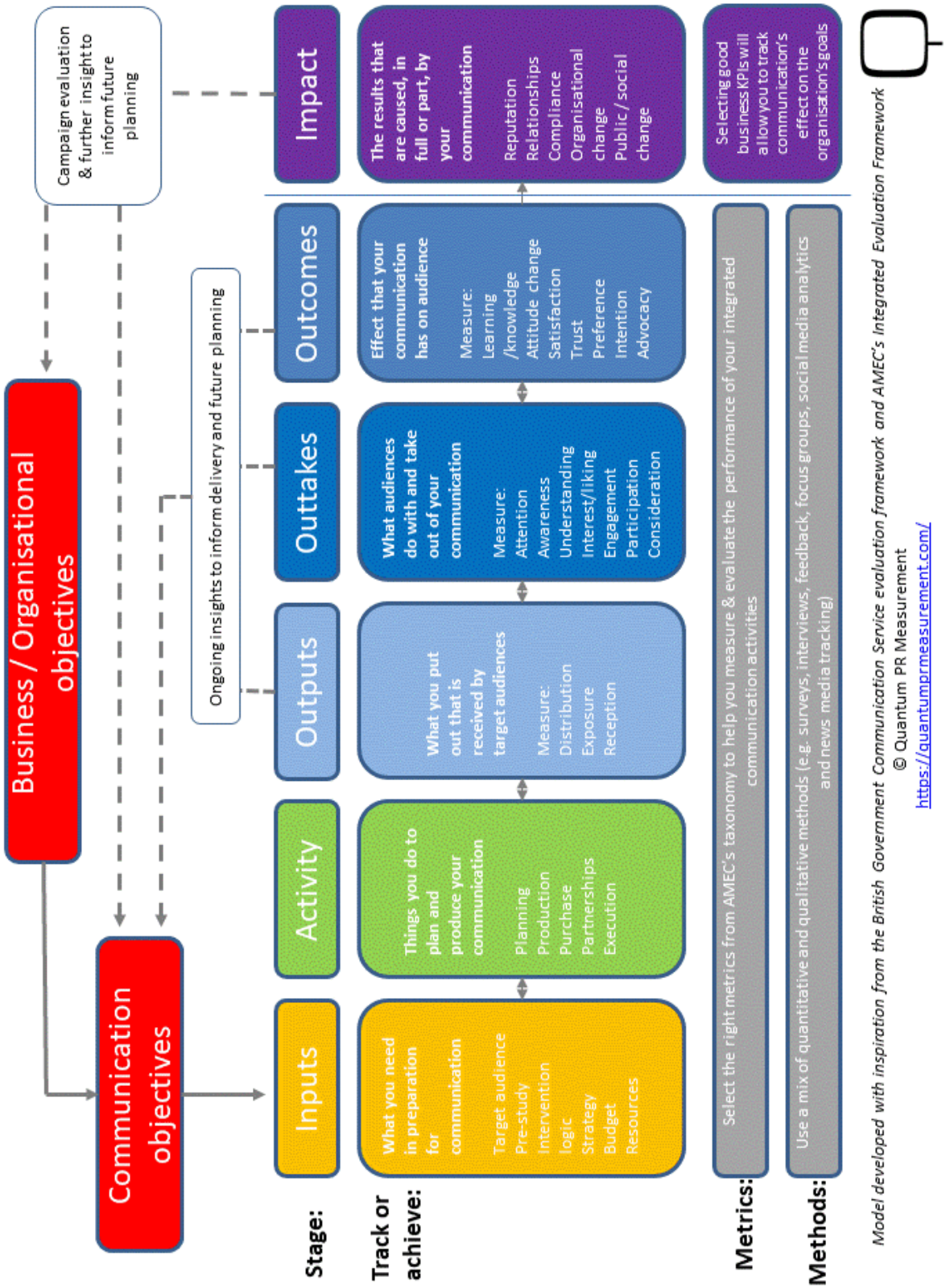
Now, please direct your attention to the box below Outcomes in the framework on the next page. It is a list with a few examples of what sort of metrics are usually measured as indicators of 'an Outcome': Learning / knowledge, Attitude, Satisfaction, Trust, Preference and so on.

And this is your clue as a communicator; communication is *not* a magic wand that you can just wave and create guaranteed business Impact. But it *is* a powerful tool to address the inhibiting factors that are right now *preventing* your target audience from taking their next logical step (your desired Impact).

So, set up your communication to deliver Outcomes and if you have successfully identified the inhibiting factors and cracked how to undo them, Impact will more than likely follow.

Selecting a tool too soon can force you down the wrong path

If you start out saying: 'I need to measure my communication' and then immediately go shopping for a tool, you run a serious risk. Of course, there are good and bad measurement vendors (data collectors) but it is true for a lot of them that they are first and foremost selling the data that is easy for them to collect and provide for you.



For an easy-to-print high resolution version of the framework please go to https://quantumprmeasurement.com/wp-content/uploads/2017/09/Quantum-Measurement-Framework-EN.pdf

If you buy a tool that provides you with e.g. number of press clipping, topic spread and sentiment – or a social media measurement tool that gives you the usual accumulation of likes, comments, follower increase and engagement score – you are effectively already wearing blinders. Very quickly you get into the dangerous habit of thinking that because this is what the vendor is providing, it *must* be what you are supposed to be measuring? What is valuable and meaningful to be measuring? Not necessarily true.

Instead, start with your objective. Figure out what strategy and tactics are needed to reach that objective. Figure out how you are going to measure progress towards your objective when you execute said strategy and tactics. And then, only then, can you pick a measurement tool or vendor that is actually suited for your needs.

Measurement and evaluation should be about the future, not the past

Sadly, it is not uncommon for me to hear a communication manager choose to do without measurement simply because he or she is scared of the possible consequences of bad results. I sympathise with that professional and hope that together the industry will eventually move away from using 'pseudo-measurement', anecdotal documentation or plain 'feelings' to justify their actions or claim rewards.

We should be focusing on using measurement and evaluation as a means to learn, to improve and to succeed. The first step is to realise that measurement is about applying what we have learned from past actions to unleash the potential to do better in the future – it is not about assigning blame but about gathering actionable insights.

If you can create 'a culture of measurement and evaluation' without fear, you are well on your way to success.

Don't use AVE (Advertising Value Equivalency)

Just don't. Advertising Value Equivalency is the worst. metric. ever. If you don't believe me, AMEC has collected 22 reasons why AVE is invalid (and dangerously misleading) as a metric for PR and communication measurement.

Incremental learning in short sprints is preferable to grand measurement setups

Ever tried setting up a measurement scheme with e.g. 12 months of data collection followed by two months of analysis before you get a report – only to have that report contain no actionable insights? Or even worse, point out mistakes made that now cannot be corrected or recovered from?

You should always try to set up your measurement scheme in short 'sprints' – particularly if you are not monitoring and measuring in real-time with the possibility of adjusting your activities accordingly.

Following each sprint, evaluate and then apply what you have learned immediately before proceeding. Of course, some PR and communication activities take time to generate a result, particularly if you are working long-term with things like attitude change. But as a rule of thumb, it is preferable to make small adjustments each month rather than realising after more than a year that you have to change direction completely because your activities the last 12 months did not work.

Jesper Andersen is a strategy and insights advisor and international keynote speaker specialising in communication measurement and evaluation. By creating insights, he helps companies, organisations and government institutions improve their communication in support of their strategic objectives.

As a representative of AMEC Global Speakers Bureau he has given measurement keynotes in cities such as London, Brussels, Istanbul, Riyadh, Belgrade, Bergen and Oslo.

Jesper publishes a regular newsletter in Danish about measurement and evaluation called Nyhedsbrevet K-måling.

You can reach him on Linkedin, Twitter or via the website of Quantum PR Measurement.

Professor Jim Macnamara, University of Technology Sydney:

Five Essentials for Measurement and Evaluation

Some of the following points are age-old advice, but worth reiterating. Others are less well-understood, but essential for success.

1. Set SMART objectives – anything else is stupid

We've all heard of SMART objectives – those that are specific, measurable, achievable, relevant, and time-bound (i.e., by a set date). But the devil is in the detail. For example:

- 'Specific' means that objectives should contain target numbers or percentages and dates.
- To ensure your work is 'measurable', you must plan evaluation as part of your strategic plan – not try to add it on afterwards.
- Relevant means that your communication objectives and results must align with and contribute to the organization's overall objectives and priorities.

2. Evaluation should not come last – do it before, during and after

Most think that evaluation is done after campaigns and projects are completed. That's one-third of the task. There are three types or stages of evaluation – formative evaluation (before campaigns or projects, also referred to as ex-ante), process evaluation (during), and summative evaluation (afterwards, also referred to as ex-post). Formative evaluation is essential to identify existing awareness, attitudes, etc. and channel preferences. It provides benchmarks as well as insights to inform strategy. Formative evaluation can also include reviewing existing research that is relevant (literature review). This is one way to determine if your objectives are achievable – e.g., has your proposed strategy worked before? What have others done that has been effective?

3. Success is outcomes and impact – not activities and outputs

In doing activities such as events and producing outputs such as media releases, web sites, newsletters, etc. you are a cost centre for your organization or client. It is only when you can demonstrate outcomes and impact that you become a value-adding centre. How much publicity you generate and how many people visit or like your online sites are process evaluation metrics only. Summative evaluation is necessary to identify what outcomes and impact you achieved – things like registrations, subscriptions, enrolments, inquiries and, ultimately, attitude or behaviour change – whether that is related to sales or non-commercial objectives such as increased trust, donations, or public health. That's when you become a value-adding centre.

4. Not everything that counts can be counted

Statistical analysis to produce numbers and percentages is necessary for rationally quantifying outcomes and impact and convincing management in many cases. But we also need to understand emotional factors that influence human attitudes and behaviour. We also need to know more than averages, which statistics provide; we need to understand the range and diversity in audience views and needs, and the reasons behind them. This requires qualitative research methods such as in-depth interviews and focus groups and content or textual analysis of transcripts and comments.

5. Shut up and listen sometimes for audience understanding and insights

Some say 'content is king' and content and storytelling have become buzzwords. But content is produced as a means to an end – e.g., to gain audiences for marketing, corporate, or political messages. It is not an end in itself. Also, content and storytelling are 'talking'. As well as storytelling on behalf of the organization, communication must include story listening. Organizations need to listen to the stories of their customers, employees, stakeholders, and citizens. Organizational listening is undertaken through rigorous, systematic analysis of research data, consultation submissions, complaints, letters, inquiries, stakeholder feedback, social media conversations, and other information. Ultimately, measurement and evaluation are about listening to our audiences.

Jim Macnamara PhD, FAMI, CPM, FAMEC is Professor of Public Communication at the University of Technology Sydney and a Visiting Professor at London School of Economics and Political Science, Media and Communications Department.

He is internationally recognised for his research into evaluation of public communication and for his work on organisational listening, receiving the 2017 Don Bartholomew Award from the London-based International Association for Measurement and Evaluation of Communication (AMEC) for his contribution to the industry and the 2017 Pathfinder Award from the Institute for Public Relations (IPR) in the US, it's "highest academic honour" for research in the field.

Jim is the author of 16 books, his latest being Evaluating Public Communication: Exploring New Models, Standards, and Best Practice (Routledge, 2017).

Khali Sakkas, Isentia:

The insider's guide: Three pieces of advice on measurement

1. Quality is the key

Quality should be the ultimate goal when starting any measurement and evaluation program. Starting out can be daunting and confusing. However, if you focus on quality rather than quantity, your projects will be far more manageable and rewarding. This applies to the types of data you include as well as the PR activities you set out to measure and evaluate. It is far more important (and useful) to use clean, timely and relevant data, link your activity to organisational goals and measure end-to-end rather than to superficially assess a wide range of PR activities. Obviously, the most important part of an "end-to-end" approach is to measure the outcomes of PR activity rather than just outputs (i.e. the results that really count to your organisation).

2. Look within before jumping in

It is important to make sure you are using the data and tools that already exist within your organisation. The data you need to measure effectively and gain strategic insight will not always be gathered and held by the PR/communications function. An integrated approach to insights and research makes sound business sense because it avoids duplication of supplier contracts, makes the most of the synergies between different business units and it also provides all teams with access to far richer datasets. Thinking and working in integrated teams is a great way to unlock great insights and save on business costs.

3. Action and confidence should be your ultimate tests

Organisations are using measurement to successfully change the way they do business. Whether it be moving spend from paid to owned or changing the way they recruit and resource their teams, the golden rule is that it should provide you with the confidence to reallocate your budget and make smarter decisions that lead to smarter actions. If your measurement programme isn't providing you with this confidence, re-assess the goals and scope of the project and make the necessary changes. AMEC Award case studies are a great resource when trying to see how organisations have benefitted from measurement and evaluation.

Khali Sakkas, Chief Executive, Insights & Research, Isentia. Khali directs Isentia's insights services across the Asia Pacific. With over 13 years' experience in communications research, Khali has a deep understanding of measurement and the media intelligence industry. She is passionate about Insights, and has presented at a range of conferences, providing strategic advice on demonstrating success, reputation management and the impact of integration.

Khali holds a Bachelor of Communications from Charles Sturt University, has previously worked as an academic researcher for Monash University and also as a researcher for Indonesia's national newspaper, Kompas. She is an AMEC Board member and chair of the AMEC APAC Chapter.

Kristina Fritsvold Nilsen, Retriever:

Prove your value by measuring the outcome of your PR activities

Measuring your communication activities should be the platform of all your PR and communication work. Of course, it demands some resources, but so does accounting – and you wouldn't skip that, would you? On the other hand, measuring communication will give you useful insights both on an operational level in the day-to-day work tasks, and in your strategic planning. Leaders should use the KPIs of the communication measurement to take action in the exact same way as with all other hard-core facts of the company's performance. The key is to focus on the outcome and not the output of the activities, and in what way the PR work contributes to the overall goals of the company.

Many companies struggle already in the first phase of the measurement process, when setting the goals. Therefore, here are my five best practice advices when you start working on setting KPIs and goals:

#1

Your communication goals should be a natural part of the overall goals of the company, not stand alone as something your department has made from scratch. When you set the specific goals, they should stem from the company's general strategic planning as much as possible, and be linked to internal and external activities within other departments. Your set goals should be clear and precise – not fluffy and intangible.

#2

Do not set too many goals. In the SMART-model (a framework for setting good goals), the R stands for relevant. The model determines that the goals you set should be aligned with the organization's overall objectives. You should also keep it relevant by not setting too many goals. A good advice is to not have more goals than you can remember by heart. If you have to look it up in a document, you probably have too many already.

#3

Choose your goals in a pragmatic way. PR and communication departments compete with other professional areas within the organization, both when it comes to getting attention and resources. When prioritizing goals (often you have to choose between many good ones, because you have scarce measuring resources), you should choose at least some KPIs that you know top management and the areas you compete with, find important. Balance your professional knowledge with a pragmatic perspective, in order to both get useful insights for your strategic and operational work, but also to get hard-core facts that can show how your department contributes to the company.

#4

Discuss possible KPIs and goals with the media analyst who is responsible for your media analysis report. He or she will bring good reflections and new perspectives to the table. Ask the analyst for examples of how other companies have done it, and if he or she would measure differently if standing in your shoes.

#5

Find the right balance between keeping and changing goals. It is of course important to establish some core communication goals, use them over time and continue measuring them for years, in order to get an understanding of the whole picture based on long-term measurement. It is, however, also inspiring to make a change once in a while, to emphasize special tasks or focus areas. You should set the goals together by combining old and some new KPIs every year.

	Kristina Fritsvold Nilsen *started her career in the media and communications field at the early age of 15, when she had her first written article published for a Norwegian newspaper.* *After several years of working as a reporter, including in the public service broadcaster NRK, she moved on to being a communication advisor, before starting as the very first media analyst in Retriever in 2008.* *From there she started up media analysis as a business area within Retriever, establishing and building a department that now counts more than 50 analysts in four countries. After having several roles in Retriever, she stepped into the role as the Vice President earlier this year.* *Kristina holds a degree in journalism specialized in TV, and a Master of Management from BI Norwegian Business School, from which she was rewarded with the title "Best student" at the Master of Management program in 2014.*

Lasse Skjoldan, Infomedia:

Let's be clear about your measurement motives

The other contributors to this e-paper have already given quite accurate advice on the BENEFITS of measurement, WHAT to measure, and HOW (not) to do it.

In this section, I will therefore take a step back and focus on the big WHY. What are the typical motives behind measurement? What can you learn as a client from being clearer about your motives?

My simple proposition is this: Being clear about your measurement motives will probably enhance your benefits from measuring, while also saving you valuable time and money.

Measurement scientists might object to my simplification of things. However, this is a practitioner's view, not one of deep scholarly research.

Two measurement motives

In my experience, client motives behind measurement can typically be categorized on a continuum with clear-cut ***documentation motives*** in the one end, and clear-cut ***learning motives*** in the other end.

Note this: One type of motive is not inherently more legitimate than the other. They are just different. As a client, you will gain from confronting yourself to find out exactly why you are measuring.

Documentation motives are typically driven by internal dispositions. This can be a desire to prove communication's value to the top or the rest of the organization and "earning one's seat at the C-suite table". Other times, documentation measurement is induced top-down from the executive level.

Sometimes all departments must define goals and contribute to a general goal measurement regime. Documentation can also be a strictly managerial motive. One widely popular form of documentation measurement is performance measurement through KPIs. Another popular type of motive is using measurement to set an internal agenda to, say, make way for strategic or organizational changes. Other times, measurement is merely a way to document that a strategy process has taken place. On a smaller scale, documentation motives can also take the form of more symbolic considerations. Some clients measure to showcase transparency and that they take their communication task seriously.

In all cases of documentation motives, it is usually quite clear what the client will do when the report is out. Accordingly, success and measurement parameters are usually highly specific and pre-defined.

Learning motives are completely the opposite. They derive from an acknowledged lack of information and a genuine desire from the client to alter his behaviour according to the findings. Learning motives are inherently self-confrontational, which means that in some rare cases, clients even accept the premise that unexpected results might force them to alter their strategies or organizational setup.

Usually, however, the overall objectives behind are quite clear, and learning motives are refined to specific points of communication, where the client feels a need for deeper knowledge or greater overview. Often this motive induces so-called baseline studies, which assess for instance a client's current reputation among stakeholders or communicative position in the editorial or social media.

Because learning motives derive from an acknowledged lack of information and pre-fixed action plan, it is usually also harder to determine beforehand the logical next step for the client.

Research designs for documentation versus learning

When your measurement motives are primarily documentation, your analytical setup should usually be quite short and simple: Decide upon only a few measurement parameters, so that people can actually remember them. Translate your parameters to something that people will also understand outside the communication department. Make sure that measurement methods are transparent and immediately understandable by outsiders.

On the other hand, learning measurement allow for a more flexible and open-ended research designs. Use adequate time to delimit the scope of the research, and then leave the exact end measures as open as possible.

…but what if the client genuinely wants to both document and learn?

In eight out of ten times, clients will claim they have an equal amount of both documentation and learning motives (my estimated guess). Usually, however, when it comes to settling on a price level, it becomes quite clear which of the two motives has the highest priority.

This is a good thing. It informs both the client and the measurement professional what the purpose actually is, and what action recommendations should be drawn from the data. This enables the measurement company to put its focus and resources where the actual need is.

Reporting setup and client needs are likely not to meet each other, if the two motives are not carefully separated or explicitly articulated before measurement begins. This will often leave you with a thorough 50 pages report when all you needed was just some numbers to transfer into some internal KPI spreadsheet. Other times, it will leave you with just some generic measurement parameters, when actually you hoped to be confronted a bit more by data.

The most typical compromise is a frequent one-pager or real-time KPI dashboard (documentation), and a less frequent, more thorough report or workshop for the communications department (learning).

I hope this brings clarity. If not, I believe it is our job as measurement professionals to help you.

About Lasse Skjoldan @lasseskjoldan
Lasse is senior advisor at Danish Measurement company, Infomedia, and head of advisory to all public-sector clients. In May 2017, Lasse won AMEC's "Young Professional of the Year" Award at the international AMEC Award Show in Bangkok, Thailand. Prior to this prize, Lasse has also enjoyed winning the AMEC bronze Award for several measurement categories, including the 2017 Innovation Award.

Lasse is master of Political Science at University of Copenhagen, specializing in respectively quantitative data and political communication.

Marion McDonald, Ogilvy Public Relations:

3 Myths about Measurement & PR

Myth 1: PR builds awareness and brand image but is less impactful on sales

There is now a much greater interest from communications professionals to prove that PR is a low-cost revenue generation centre, not simply a cost centre.

In my view, most PR leaders have a better business impact story to sell than they ever dreamed, yet 75% of them just don't know how to prove it. We need more CCOs and CMOs with confidence in earned media and that requires some understanding of how earned media works. Earned media is where buyers turn once they are aware of you and need to deepen their research. Advertising and owned channels are not useful to them further along the customer journey – they are just more propaganda and can't build trust. PR's typical 300-800% ROI has been proven in market mix modelling studies by Procter & Gamble, SAB Miller and others and is one of the most cost-effective tools in integrated marketing campaigns.

Myth 2: PR measurement costs a small fortune

Think of what you need to measure in three buckets. There are fancy names for them. I keep things very simple and just call them "What", "So What" and "Show Me the Money".

If you are already tracking your coverage, you have the answer to "What". This is the outputs in terms of coverage, tone, prominence and SOV (share-of-voice) you achieved.

If you already run some kind of brand tracking survey, you can answer the "So What". Ask what people remember from the coverage, how did it change their opinion and are they more likely to trial/recommend you now.

Finally, track your business goal - sales, market share, stock price, employee retention etc. – and plot the goal against your coverage and impact results. Excel regression analysis can do this for you very simply. Just start building the database.

Myth 3: Social Media is much easier to measure

Social media is in danger of becoming the great measurement "caftan" that many are hiding under. While initially dazzled by the ready source of numbers it produces, smart marketers are seeing the difference between social media counting vs. measurement.

We must be measuring metrics that drive business outcomes. Which measures drive positive impacts on brand perception? Fans, views or lowest cost per click rarely have any direct correlation to sales performance. It is essential that we analyse which few key metrics do correlate with sales.

	About Marion McDonald *Marion leads training in strategy, effectiveness, media coaching, storytelling and presentation skills for Ogilvy professionals and clients across Asia Pacific. Prior to joining Ogilvy, she grew sales and market share for global brands at Procter & Gamble, Reckitt Benckiser, Revlon and Allergan/Botox. She was awarded a Lifetime Fellow of AMEC in 2015 for services to global PR effectiveness education.* *Australian-born, she has become an 'Asian stir-fry' with 18 years in Asia based in Japan, Hong Kong, Shanghai, Singapore, Bangkok and Myanmar, putting her Masters in International Marketing to good use.* *Marion is a musical theatre director, performer and producer. She also has a Diploma in Canine Behaviour and trains shelter dogs at SPCA Hong Kong.*

Mark Weiner, PRIME Research:

Prove and Improve PR Performance Throughout the Communications Continuum

Measurable objectives are the foundation upon which successful PR programs are built

Those who fail to set objectives cannot determine the extent to which—or even if—they succeeded. There are five simple reasons for setting clear and concise objectives in public relations:

1. Objectives create a structure for prioritizing action.

2. Objectives reduce the potential for disputes before, during, and after the program.

3. Objectives increase efficiency by concentrating resources where they will make a difference, thereby reducing waste and inefficiency.

4. Objectives help to form successful programs by focusing attention and action on those criteria by which the program will later be evaluated.

5. Objectives set the stage for evaluation by allowing PR investment decision makers to determine if the PR program met or exceeded its original objectives.

PR strategy-development sets a course of action to accomplish long-term organizational objectives through the efficient tactical communication of targeted key messages

Below are five key steps to ensure a successful strategy development process:

1. Determine the precise result you want to accomplish as determined in the objectives-setting phase.

2. Conduct research to identify the optimal audience, to quantify the extent to which the organization's desired messages conform to the key publics' understanding of what's compelling and credible coming from the organization. Ask target audiences to identify the optimal channels best equipped to deliver the message.

3. Align the public's preferences with the organization's.

4. Negotiate "buy-in." Gain a common understanding among internal clients to build consensus in support of the strategy.

5. Make certain the tactics designed to support the strategy can achieve the desired business results.

PR tactics are activities aligned with the larger strategy

However, tactics are a means to an end rather than the end itself. These tactics are communication vehicles that deliver a message to the target audience. When planning tactics to help achieve your strategy remember these five suggestions:

1. In addition to the communication strategy, tactics MUST support the goals and objectives of the organization. Never lose sight of the campaigns strategic goals and objectives, and make sure you understand them.

2. Apply research to understand the tactics which are most likely to motivate the target audience to act

3. Ensure the tactic is executed with timeliness and relevance. Craft the campaign around specific activities segmented into explicit time frames with explicit outcomes. Do not be afraid to adapt your execution schedule if the environment shifts and prompts a need for change.

4. Work to ensure the tactical activities are efficiently implemented.

5. Measurement is key. Evaluate performance and relate individual tactics back to the original strategy and the objectives they were designed to achieve. Everything you do must be measurable.

Performance evaluation applies the same research tools used to set objectives to assess the degree to which your PR program succeeded or failed, why it succeeded or failed, and what should be done in light of what you've learned

1. Evaluate consistently and frequently rather than opportunistically or just at the end of the campaign to uncover any shortfalls while there's time to correct them and to reinforce success before it passes

2. Ensure that your evaluation provides understanding beyond what the data alone would provide

3. Make your evaluation precise: avoid vague, inaccurate, or inflated data.

4. Make sure your evaluation is relevant to you, those who work for you, and those to whom you report

5. Reflect non-PR driven changes in your evaluation where appropriate

And remember: the public relations research process is cyclical rather than linear. Once we evaluate our performance, we apply what we've learned to set smarter objectives, develop more coherent strategies, create more impactful tactics, and evaluate performance over time, versus competitors and against best practice.

Mark Weiner is the CEO of PRIME Research, LP., the international research-based consulting firm. Weiner is a member of the Arthur Page Society and a trustee for the Institute for Public Relations for which he serves as the chairman of the Measurement Commission.

His work is recognized by the PR News Measurement Hall of Fame. He can be reached at weiner@prime-research.com and on twitter at @weinermark. To learn more about PRIME Research: www.prime-research.com.

To access a free library of PR measurement-related content from the Institute for Public Relations: www.insttuteforpr.org

Søren Langelykke, Kantar Gallup:

How to get started with International Media Analysis

A company's touchpoints with its stakeholders has grown dramatically in recent years. The implications are many and everyone involved in external communication has to focus on consistency across touchpoints, channels and on measuring impact in a constantly changing media landscape. For global companies, challenges are even bigger with a growing need for and importance of consistent and yet agile touchpoint management and measurement.

At Kantar Gallup, we help international clients to monitor and measure communication across national borders. Based on our experience, if you want to start measuring international press coverage and performance of PR and corporate communications activities, the following points are our advice:

Setting the right goals and selecting the most relevant metrics

Setting goals is not only fundamental to good communication and PR. It is also a necessity for actually being able to measure the success of your communication activities. Surely, the communication strategy, activities and messages must be aligned with the business strategy – and the specific activities in line with the overall communications strategy. When possible, output measurement like media analysis should be combined with outcome measures like awareness, attitude, and behaviour. The key metrics used in the media analysis are also important and should be easy to understand by the involved parties. For our international clients, it often makes sense to measure message penetration on the values that support the company's goals. In addition, it is a good idea to track the proactive efforts. This will allow you to measure how well the proactive messages are aligned across borders.

Bring local market knowledge and insights into play

When setting KPIs for the press managers in the local markets, it is important to understand each market and the different media landscapes: Is it easy to get product reviews? How much effort does it require to get a major feature article in a national daily or to put an agenda into play in a trade magazine? Which media are setting the agenda on specific issues – and which have a high reach in the target group? It is equally important to be able to transform the local market knowledge into actionable insights and recommendations to the client.

The support of both HQ and local PR & Comm's is key

International media evaluation projects are most often initiated by company HQ Communications. For this reason, you should pay special attention to securing support from all involved parties, including local market PR & Comm's. We recommend giving a high priority to communication on the objectives, implementation, methodology and reporting of the media evaluation project to all involved parties. Also important is to be responsive to local market customization of the analysis and reporting, and to offer personal or online presentation of key findings to both HQ and local PR & Comm's with a chance to ask

questions. Keep in mind that when you want to introduce an international media analysis, it may be somewhat similar to when HR introduces time management tools. Communication and involvement are key to success.

Common understanding and consistency are important

When measuring media coverage across national borders, it is even more important to secure consistency of methodology within the international team of analysts. E.g., one must ensure that there is a common understanding of how the company's narrative or key messages should be interpreted in the coverage in all affected markets; also taking the differences in the individual markets into account. If you choose a supplier to handle the analysis, it is important to secure a common understanding of the important variables including key messages on your – the client's side – and at your supplier's side. Do also consider whether your supplier can offer expertise and understanding of the cultural context, important industry issues and the media landscape in the markets you need to cover.

Focus on the right media

Doing proactive PR and corporate communication, you should always consider which media fit your story and reach your audience the best. Your media analysis should also reflect this: Did your coverage make it to the right media and the right people? We often recommend that you use a limited media list for evaluation. We highly recommend spending the time to identify your target media, e.g. pick a limited number of tier 1 and tier 2 media in each market covering e.g. consumer, trade and agenda setting media. You should also keep an eye on the quality of monitoring and media data: Does your monitoring supplier pick up all the important coverage in your tier media? And how credible are the data on print, online and broadcast readership/reach and are the metrics calculated the same way across markets?

A complex evaluation project doesn't run itself

There is no one-size-fits-all solution when it comes to international media analysis. Regardless of whether you are looking for the small or large-scale setup, you should estimate to spend a fair amount of time on project management, including quality control and team feedback. In addition, when your analysis is up and running, you should continue to take the time to explore the results and keep on adjusting the KPIs so they keep being relevant to your overall strategy. If you have outsourced the analysis to an agency, your external project manager will often be responsible for that part, but you should still stay involved in the process to ensure maximum yield of your investment.

Søren Langelykke has been a communications and measurement professional for more than 10 years, now heading PR & Social Media Research at Kantar Gallup in Copenhagen – a part of Kantar Media's global reputation, PR monitoring and evaluation network.

Get in touch with Søren on Twitter (@langelykke), LinkedIn (linkedin.com/in/langelykke/) or soeren.langelykke@kantar.com.