

# HOW DATA-DRIVEN STRATEGIES CAN HAVE SUBSTANTIAL IMPACT ON PR RESULTS

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**ADVISORS & PARTNERS.**  
*We make data work for you.*

*At Ketchum Global Research & Analytics (KGRA), we are strategic advisors embedded in our clients' businesses. We are thought leaders in research and spearheaded the industry framework for effective communications measurement, known as the Barcelona Principles. Our deep understanding of the intricate nuances of data allows us to advise our clients which data is relevant, how they should get it, and how to effectively convert insights into prescriptive and long-term solutions, which not only address their current business challenges and opportunities, but their future, unidentified ones too.*

# Navigate

**THROUGH THE SEA OF DATA-  
NOISE TO CREATE PRESCRIPTIVE  
ROADMAPS FOR ALL OF YOUR  
STRATEGIC COMMUNICATIONS &  
MARKETING BUSINESS GOALS.**



# QUESTIONS COMMUNICATIONS CLIENTS ARE ASKING

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How can I make more communications more impactful?

How much does industry news affect perceptions of my brand and, ultimately, sales?

How do I prove the value of communications and marketing efforts to my CEO?

What factors will positively impact key behaviors among my target audiences?

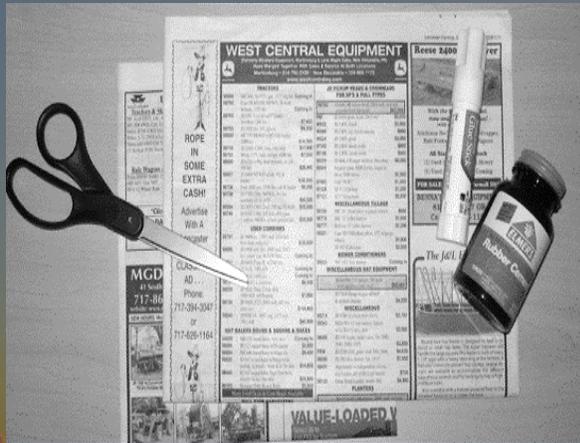
How much lift does my reputation get from specific messages?

# IN THE DARK AGES...



# THE EVOLUTION OF COMMUNICATIONS MEASUREMENT

Clip Books



Before 2010

Creation of the Barcelona Principles



2010

Update of the Barcelona Principles



2015

# THE BARCELONA PRINCIPLES

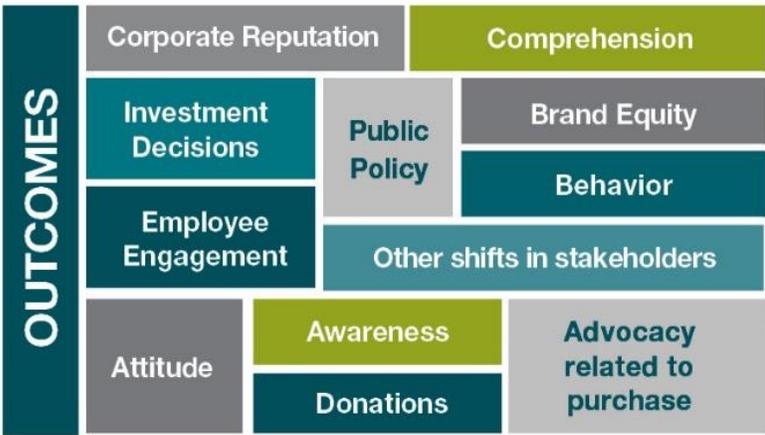
## THE FRAMEWORK FOR EFFECTIVE PUBLIC RELATIONS AND COMMUNICATION MEASUREMENT

**1** Goal setting and measurement are fundamental to communication and public relations

- Identify who, what, how much, and by when.
- Be holistic, integrated and aligned across all PESO channels.



**2** Measuring communication outcomes is recommended versus only measuring outputs



**3** The effect on organizational performance can and should be measured where possible

Provide reliable input into integrated marketing and communication models, including through advanced econometrics and advanced survey analysis.



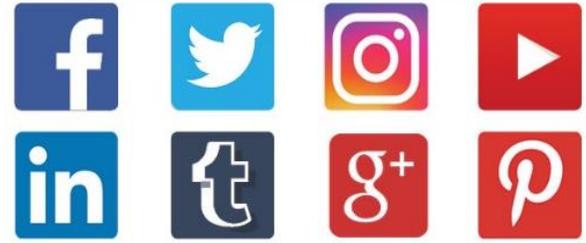
**4** Measurement and evaluation require both qualitative and quantitative methods

Qual helps explain Quant

**5** AVEs are not the value of communication



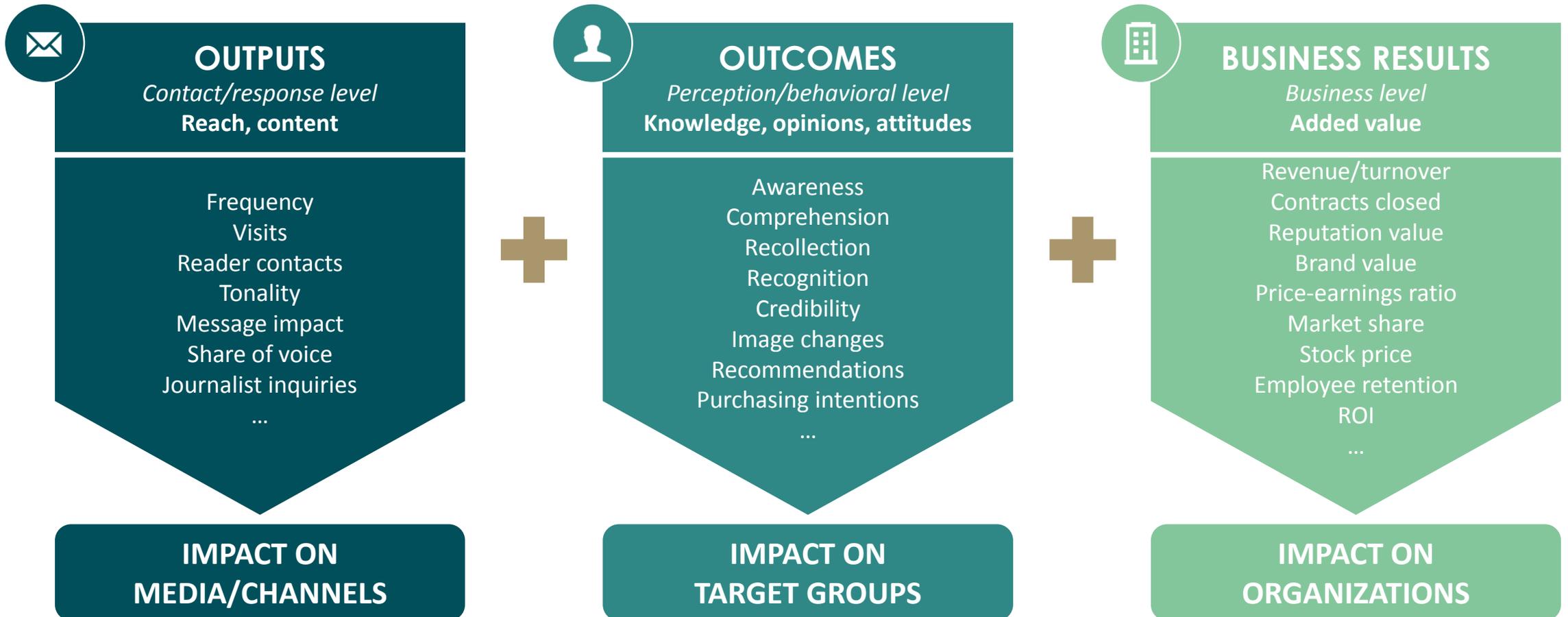
**6** Social media can and should be measured consistently with other media channels



**7** Measurement and evaluation should be transparent, consistent and valid

**RELIABLE HONEST**  
**INTEGRITY**  
**ETHICAL CONTEXT**  
**REPLICABLE**

# IDEALLY, WE SHOULD MEASURE ALL THREE



# FIRSTLY, WE NEED TO SET MEASUREMENT GOALS

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Goals must include:

01 WHO?

02 WHAT?

03 HOW MUCH?

04 BY WHEN?

Goals should be defined *as quantitatively as possible.*

# UNICEF'S GLOBAL COMMUNICATION AND PUBLIC ADVOCACY STRATEGY

*Shifting our communication model to support in realizing the rights of every child, especially the most disadvantaged ones.*

1. Put the rights and well-being of the most disadvantaged children at the heart of the social, political, and economic agendas.
2. Support shifts in public policy.
3. Fuel social engagement.
4. Increase private and public resources for children.

# UNICEF'S STRATEGY PILLARS

**VOICE**



Be the leading voice for – and with – children.

**REACH**



Reach 1 billion people around the world.

**ENGAGEMENT**



Engage 50 million people acting in support of children.

**CROSS-CUTTING**



Contribute to the positioning of UNICEF's brand.



# VOICE KPIS

- **Quantity of Communications Activities**

- Metric: Number of Communications Activities. Examples:

- Distribute X number of publications with 3+ key messages by the end of 2017 targeting X number of influencers and governments
    - Publish X number of content pieces on digital/social media by the end of 2017 containing 3+ messages about children's rights

- **Quality of Communications Activities**

- Metric: Quality of Communications Activities. Examples:

- Overall communications effectiveness
    - Reach attendance at X events by X targeted individuals by the end of 2017

- **Share of Voice**

- Metric: % Share of voice. Examples:

- On all stories related to children's issues
    - On Facebook or Twitter

# REACH KPIS

- **Quantity of People Reached**

- Metric: Impressions to target/other audiences. Examples:

- Reach 1 billion people with UNICEF messages
    - UNICEF receives substantive mention in top tier publications
    - Number of people reached via mobile phones
    - Volume of traffic to websites and blogs
    - People attending events

- **Quality of Message Delivery**

- Metric: Media algorithm score. Example:

- Using a media algorithm, achieve a quality score of 60+ on -100 to +100 scale in top tier publications
    - Achieve at 50% or higher number of articles that focus solely on UNICEF in conjunction with improving the lives of children



# ENGAGEMENT KPIS

- **Quantity and quality of social/digital media**

- Metric: Deep interactions with UNICEF content. Examples:
  - Increase rate of users who like, comment or share UNICEF's Facebook posts by X% by the end of 2017
  - Increase number of re-Tweets of UNICEF's content by X% by the end of 2017
  - Increase UNICEF mentions in digital media by X% by the end of 2017
  - Number of followers and supporters on line

- **Behavioral**

- Metric: Actions by target audiences. Examples:
  - Volunteers
  - Pledges
  - Signatories
  - Contacts to legislators/regulators

# KPIS: VOICE, REACH, ENGAGEMENT, BRAND



## Quarterly KPI Results Gorkana a casne-company

	Q3 2015 Result	% change	Q2 2015 Result
<b>Voice Leadership</b>			
Share of voice on stories related to children's issues in online media	24% (1st place)*	↓ -2%	26% (1st place)*
Share of voice on social media	58% (1st place)	↓ -10%	68% (1st place)
Share of voice in broadcast media	23% (2nd place)	↓ -4%	27% (2nd place)
% of coverage that is positive in online media	62%	↑ 9%	53%
% of coverage that is positive in broadcast media	89%	↓ -6%	95%
% of coverage including key messages	74%	0%	74%
% of coverage that includes UNICEF spokesperson quote	26%	↓ -1%	27%
% of coverage including quotes from Goodwill Ambassadors	9%	↑ 5%	4%
Average media algorithm score	56	↑ 2 points	54
<b>Maximize Reach</b>			
Number of potential impressions on online media	22.6bn	↓ -24%	29.63bn
Number of Twitter impressions	273.6m	↑ 78%	153.9m
Number of Facebook impressions	288.4m	↑ 5%	274.5m
Number of people reached on Facebook	131.5m	↑ 16%	112.9m
Number of unique users who have interacted with web content	4.16m	↓ -16%	4.96m
<b>Maximize Engagement</b>			
Number of new Facebook supporters	256,620	↓ -3%	264,550
Number of new Twitter supporters	393.4k	↓ -27%	541.9k
Number of total Facebook likes	5.36m	↑ 5%	5.09m
Number of total Twitter followers	4.68m	↑ 9%	4.28m
Facebook engagement score	4.53%	↑ 0.02%	4.51%
Twitter engagement score	0.50%	↓ -0.20%	0.70%
Number of returning users to web-sites, blogs and other sites	1.83m (31.7% of total)	↓ -40%	3.03m (39.2% of total)
<b>Brand Cross-Cutting</b>			
% of traditional coverage with positive UNICEF brand attributes	75%	↑ 5%	70%
% of traditional coverage positioning UNICEF as trustworthy	24%	↓ -5%	29%

\*\*Note: Facebook has updated the way Page Likes are counted by removing memorialized and voluntarily deactivated accounts from Pages' like counts.

\*Note: Share of voice only looks at articles where an organization was mentioned two or more times

Note: returning user numbers are not unique users and may include multiple visits from an individual user

# QUARTERLY REPORTS: REACH & ENGAGEMENT



## Social Media Referrals

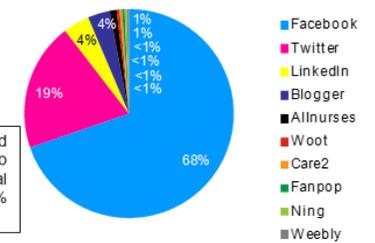


### Social media mentions vs. UNICEF.org page visits via social referral over time

Correlation coefficient: 0.56

The correlation coefficient for Q3 between social media volumes and UNICEF.org page visits via social referral was 0.56, illustrating a moderate relationship between social media volumes and sessions on the website. For a detailed explanation of this statistical measure, please refer to the Glossary and Methodology.

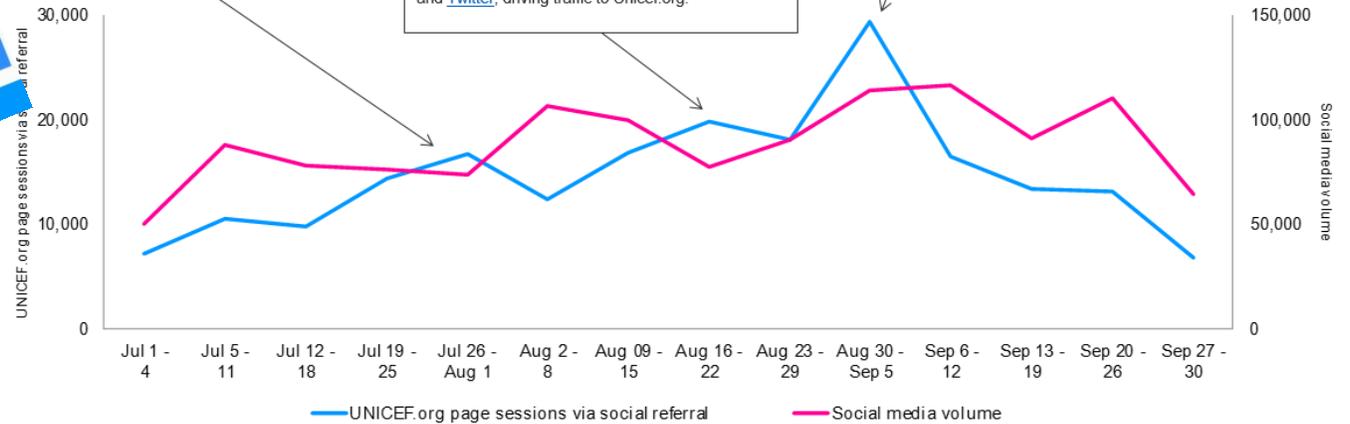
### Social referral by channel



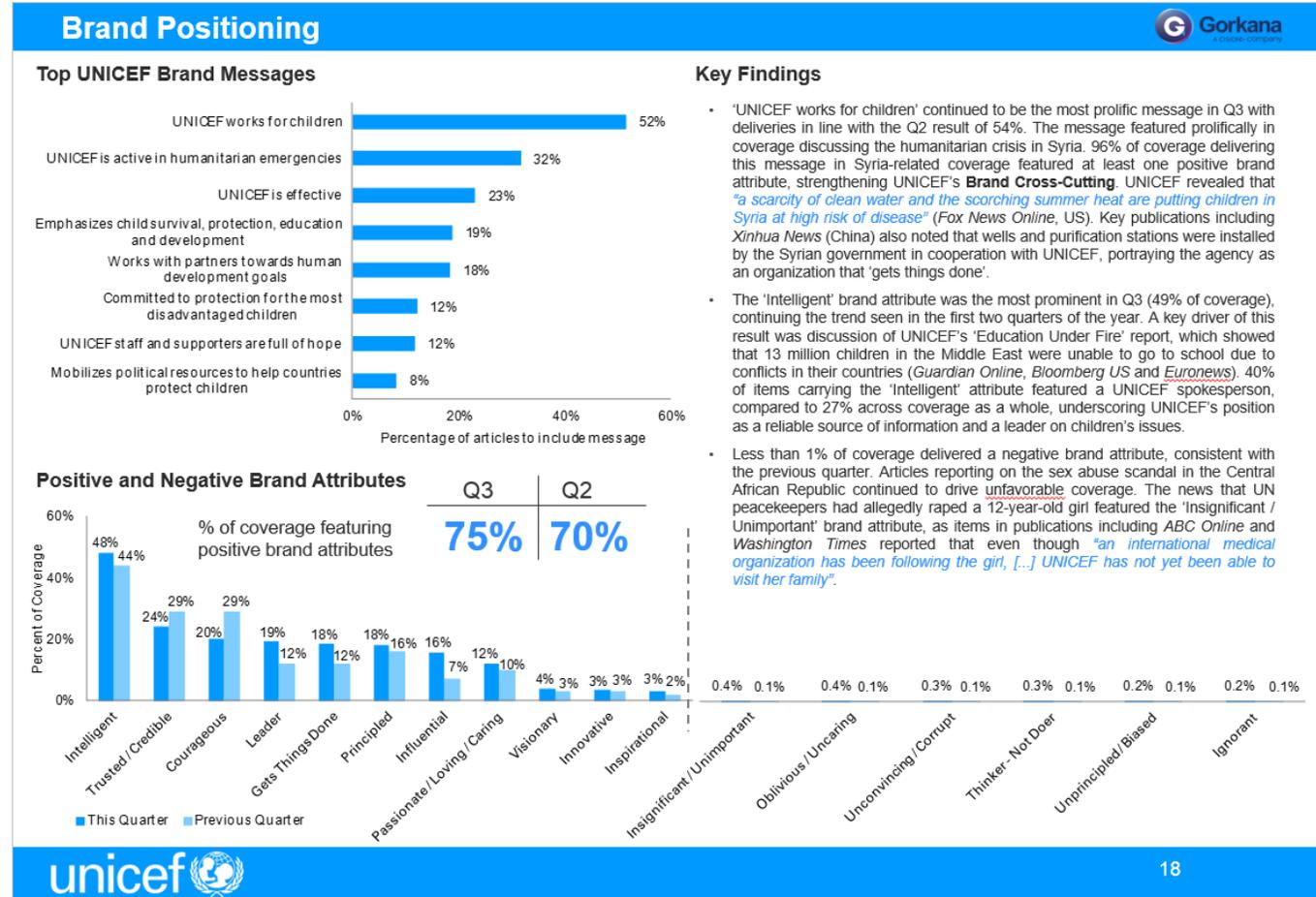
On the 31<sup>st</sup> of July UNICEF shares the [news](#) that the agency is supporting the Liberian government in their efforts to register more than 70,000 children whose births were not recorded on their website during the Ebola crisis. A [tweet](#) featuring a link to the story on UNICEF's website creates 4.7m potential impressions, whilst the same [post](#) on Facebook receives almost 8,000 likes and 651 shares.

Visits to website peak following a UNICEF [Facebook update](#) dated September 3<sup>rd</sup> on the child refugee and migrant crisis in Europe. A [link](#) to UNICEF's donation page appeared amongst commentary on the original post. On that day, [Facebook](#) accounted for 85% of all social referrals, 15% higher than the Q3 average.

A link to a UNICEF [press release](#) from August 19<sup>th</sup> on the amount of children that are killed or maimed every day in Yemen is widely shared on [Facebook](#) and [Twitter](#), driving traffic to Unicef.org.



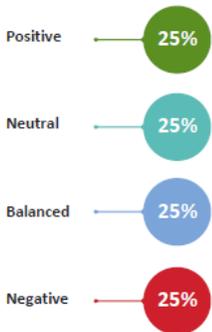
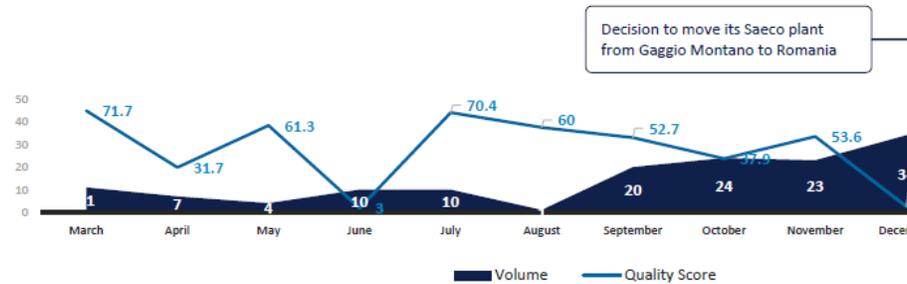
# QUARTERLY REPORTS: BRAND ANALYSIS



# MEASURING MEDIA – OTHER EXAMPLES

## Monthly in-depth overview

Negative coverage seen in previous months somewhat curtailed due to neg

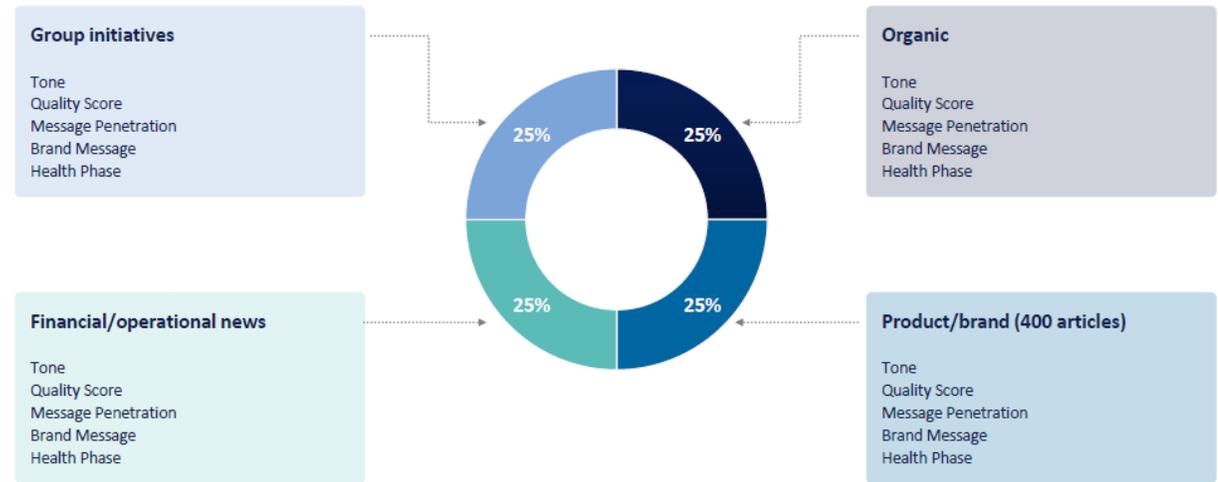


Total coverage N=

	Volume	Quality score	Messaging
<b>This month</b>	100	100	100
Last month	100	100	100
<b>This year</b>	100	100	100
Last year	100	100	100

## Type of coverage

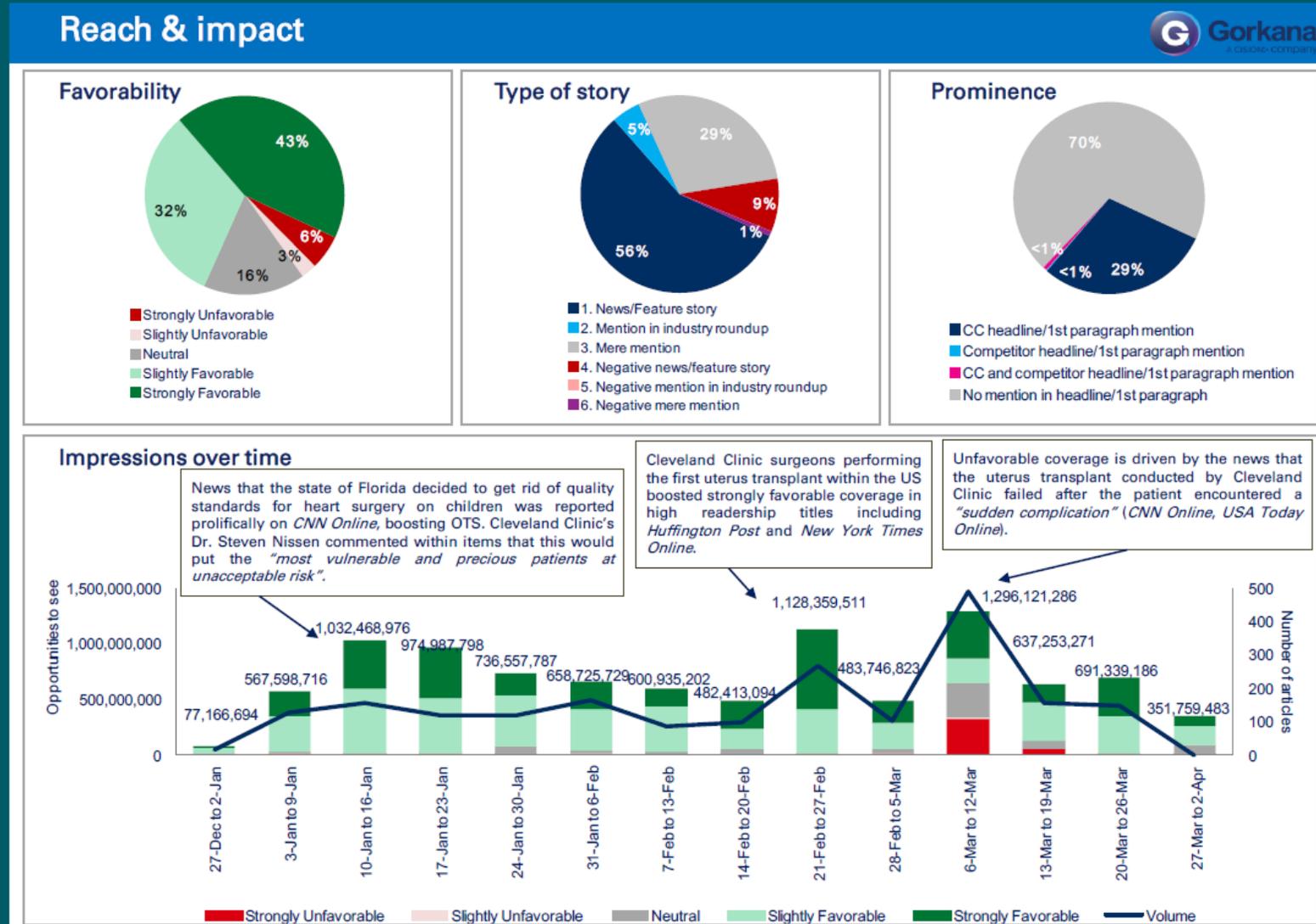
Headline



1. Finding:
2. Finding:
3. Finding:

Total coverage N=

# MEASURING MEDIA – OTHER EXAMPLES





**AVE**

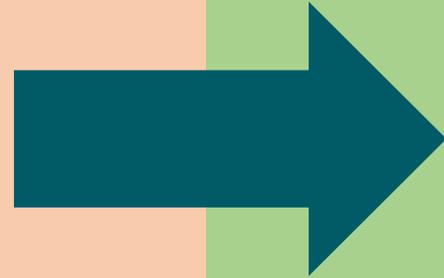


# AVES: A HARD HABIT TO KICK



WE ARE  
TRANSITIONING  
FROM...

**COST**



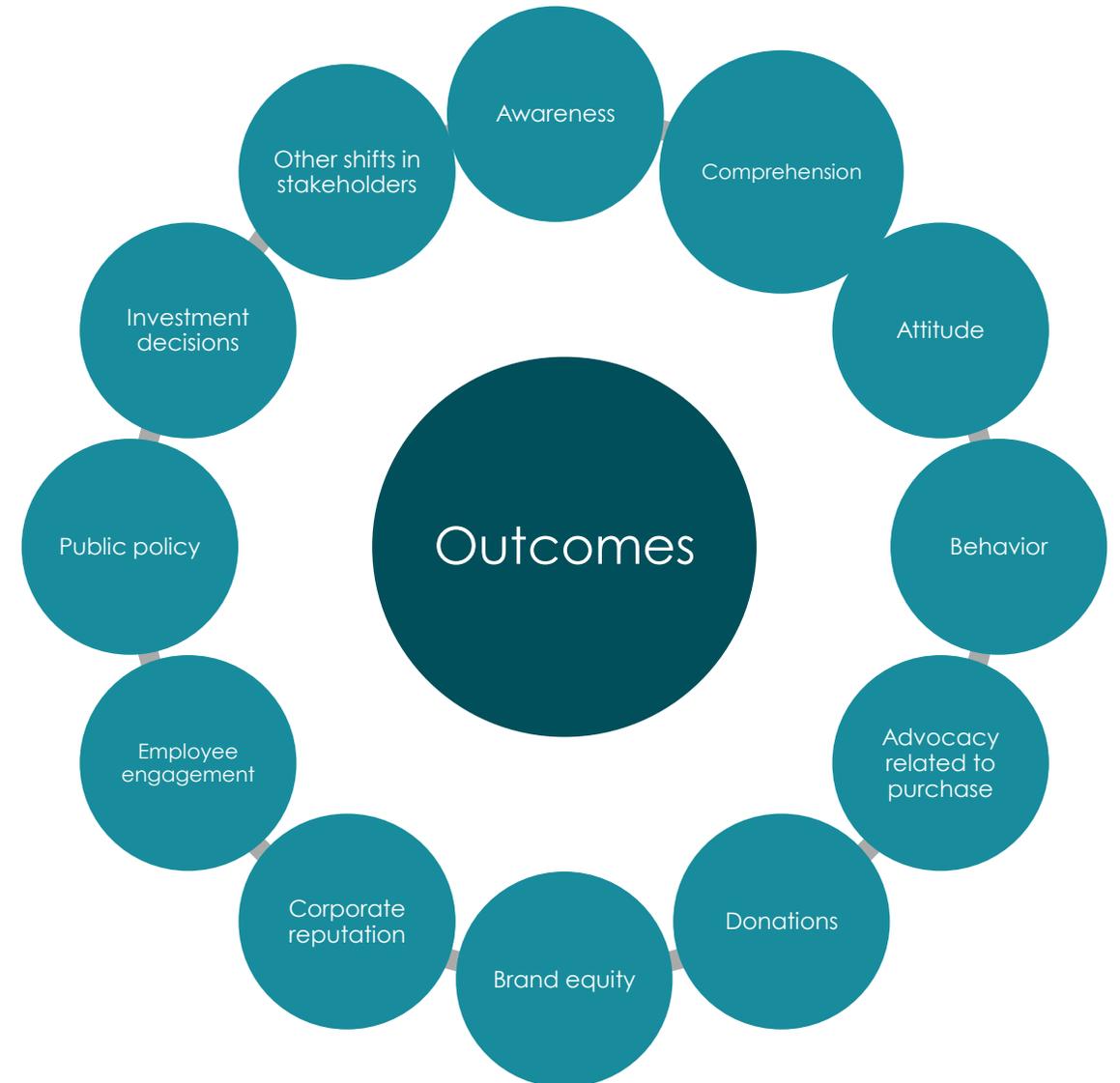
TO...

**VALUE**

# MEASURING OUTCOMES

## What to do:

- Tailor practices for measuring the effect on outcomes to the objectives of the communication program
- Consider both quantitative and qualitative methods
- Apply standard best practices in target audience research



# USING SURVEYS TO MEASURE CHANGE

Survey research can be used to measure a variety of outcomes, which either measured pre-post or tracked over time:



Awareness

“Only 13% of consumers are aware of your product.”



Comprehension

“74% of Americans understand why your company is in trouble.”



Attitudes

“49% of employees are satisfied with their jobs.”



Behavior

“27% of consumers have purchased or plan to purchase your product in the next six months.”

*Often the tools or data already exist to measure outcomes.*

# HOW TO TAKE YOUR RESEARCH & MEASUREMENT FURTHER WITH PREDICTIVE ANALYTICS

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## IMPACT ON MEDIA/CHANNELS

*Determine if the right messages are impacting the right audiences.*



## IMPACT ON TARGET GROUPS

*Determine the degree to which communications is affecting perception and behavior.*



## IMPACT ON ORGANIZATIONS

*Determine how communications is affecting sales and long-term brand value.*

## Business Challenge

Cleveland Clinic, while one of the premier health institutions in the United States, asked KGRA to guide them on improving reputation and key behaviors among its target audience, influencers who lead and impact trends and policies.

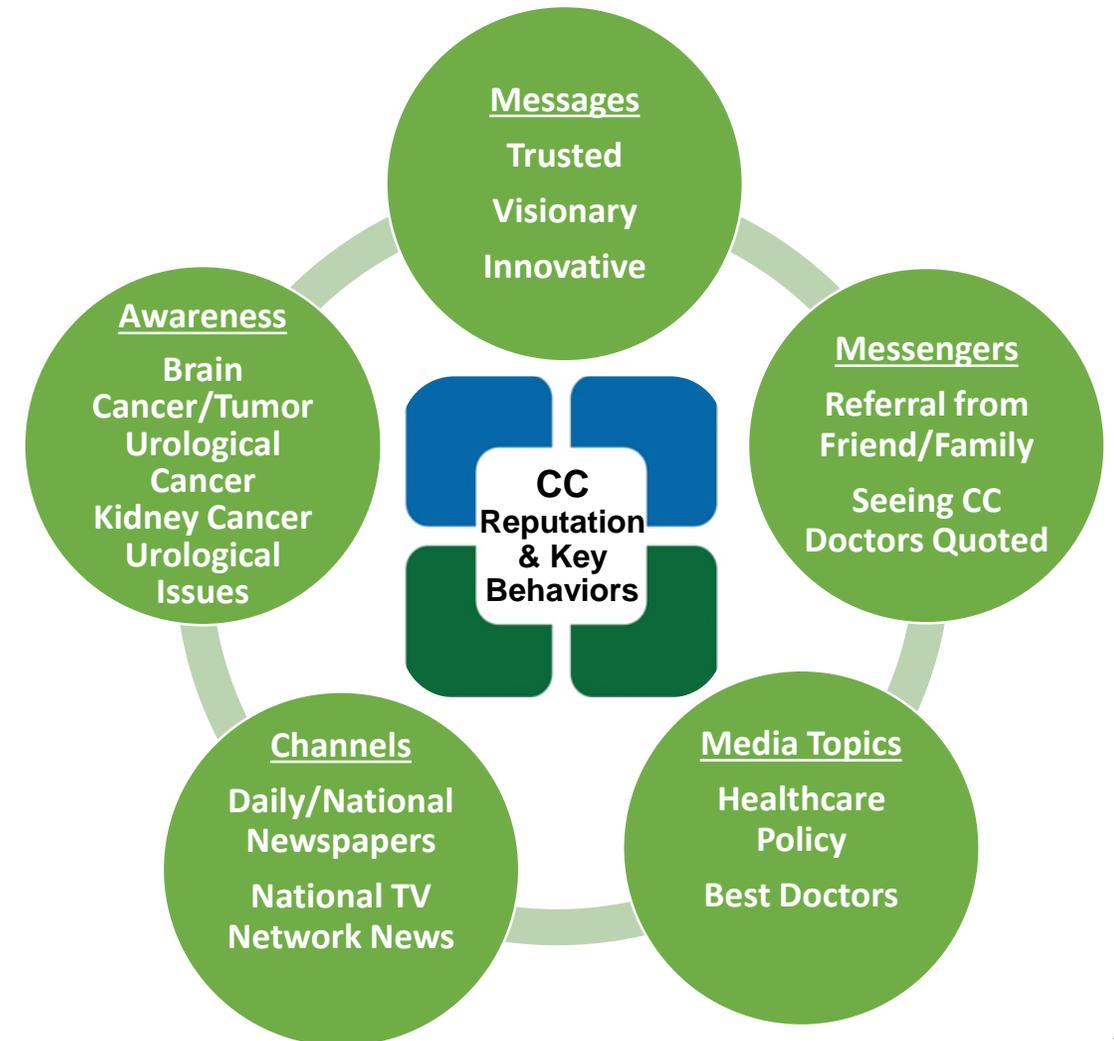
Key behaviors of interest are:

- Likelihood to travel to Cleveland Clinic for a serious or life-changing medical condition
- Likelihood to refer to Cleveland Clinic as a leader in healthcare policy in the U.S.

## Solution

- Analyzed survey data using advanced statistical analysis including factor analysis and regression models to determine the most effective channels, messengers, media channels, message topics, capabilities to improve the reputation and key behaviors

## Recommended Components of CC's 2016 Communication Strategy



- Moving Cleveland Clinic’s reputation closer to competitors will require small incremental changes in key drivers over time.
- The example below demonstrates how transparency is integral part of Cleveland Clinic’s key messages, and how these message drivers could close the reputation gap with Cleveland Clinic’s competitors if each were improved by one point.

**TRANSPARENCY**  
*predicts*

**41 % to 61%**

of CC’s Key Messages



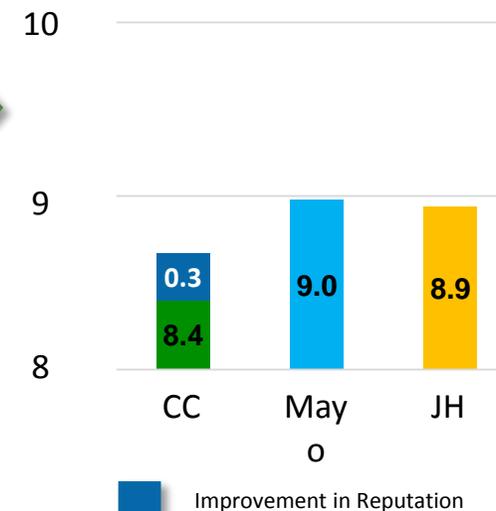
**KEY MESSAGES**  
Trusted, Innovative & Visionary  
*predicts*

**51 % to 58%**

of CC’s Reputation and Key Behaviors



**CC Reputation Score vs. Competitors if Performance of all Three Key Message Drivers Increased by 1-point**

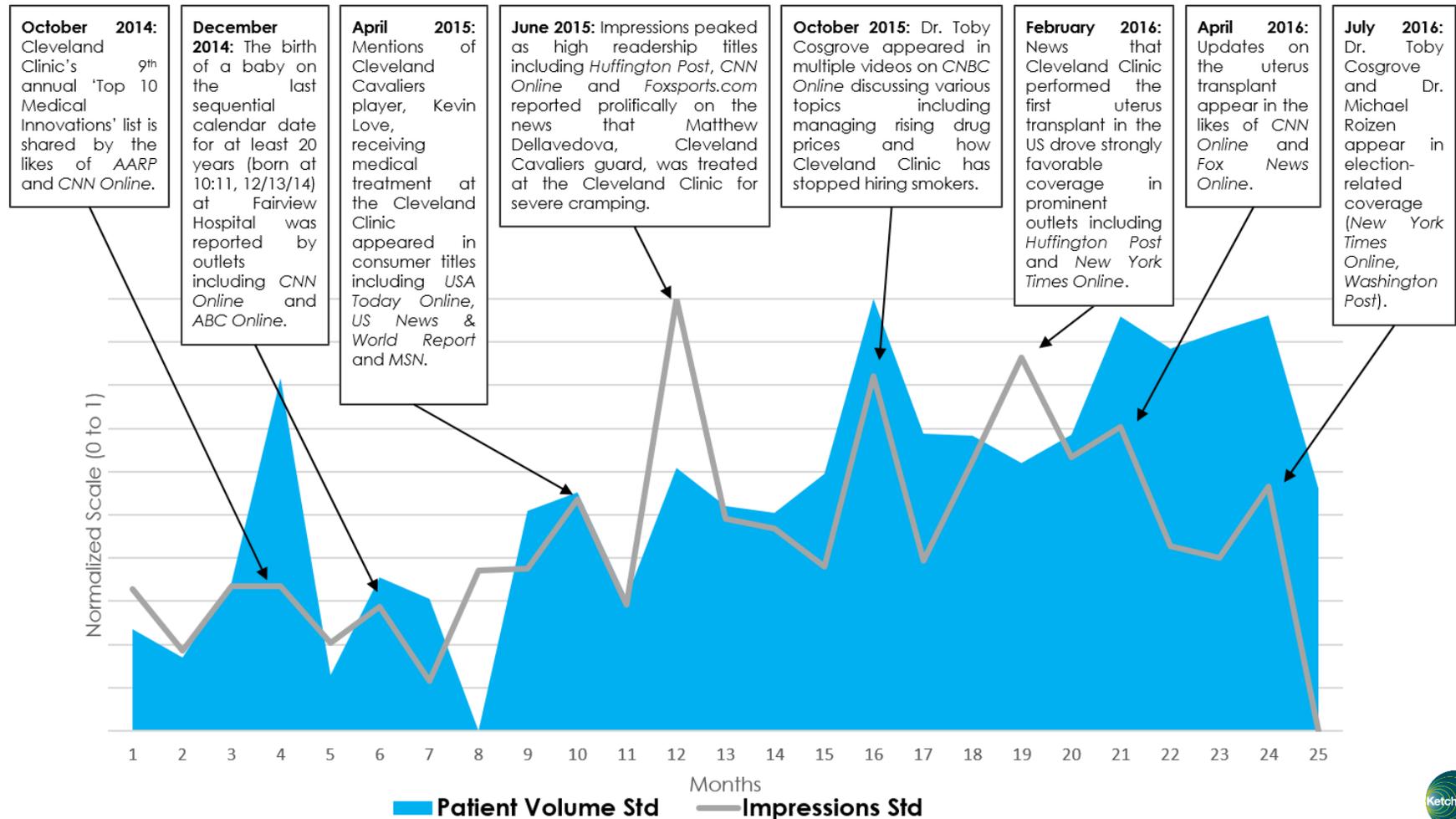




A mitral valve repair being performed at the Cleveland Clinic. Operations like this have felt the effects of drug shortages. Andrea Bruce for The New York Times

# MEASURING IMPACT ON TARGET GROUPS

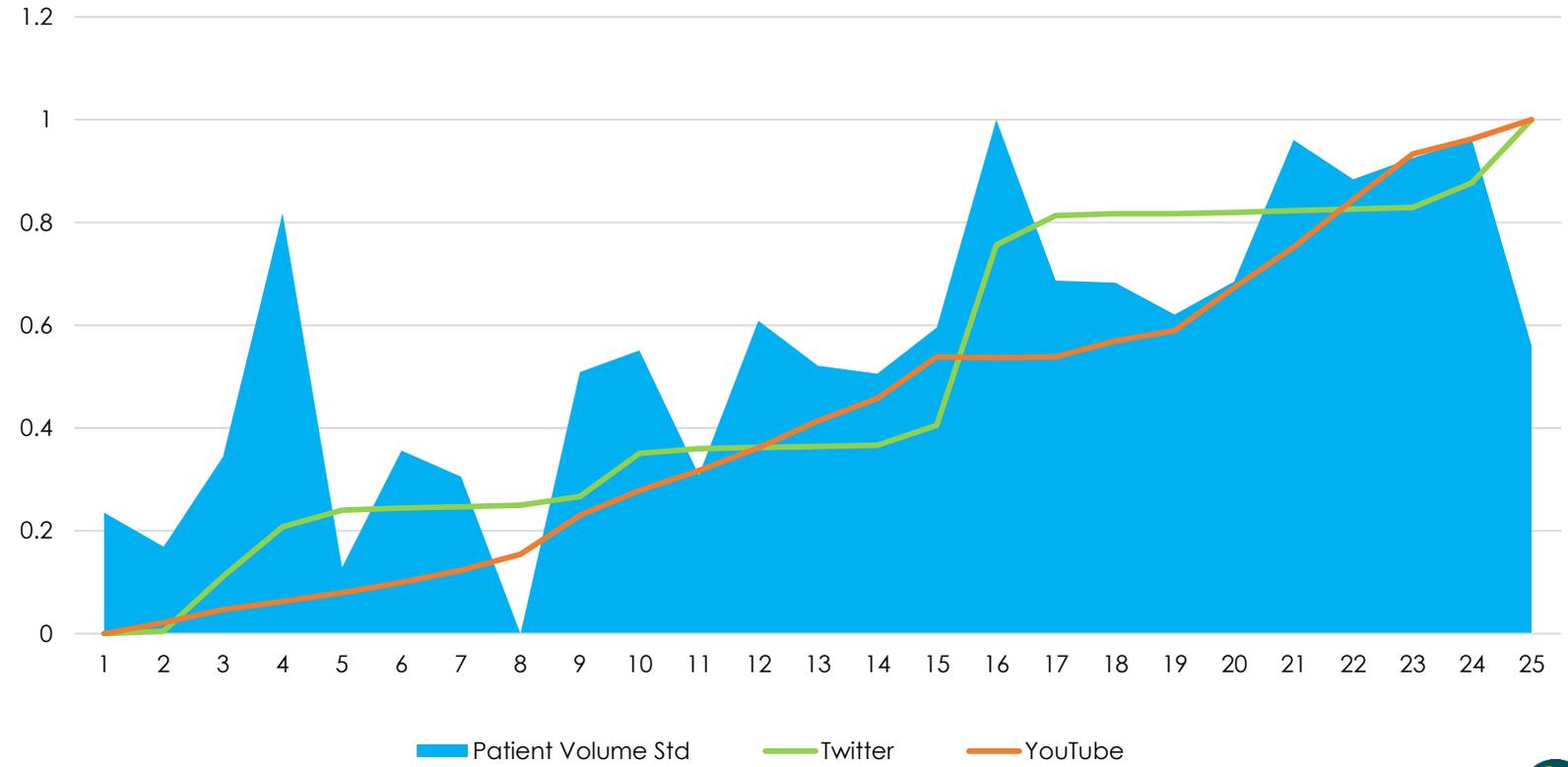
**Traditional Media  
Drives Patient  
Volume**



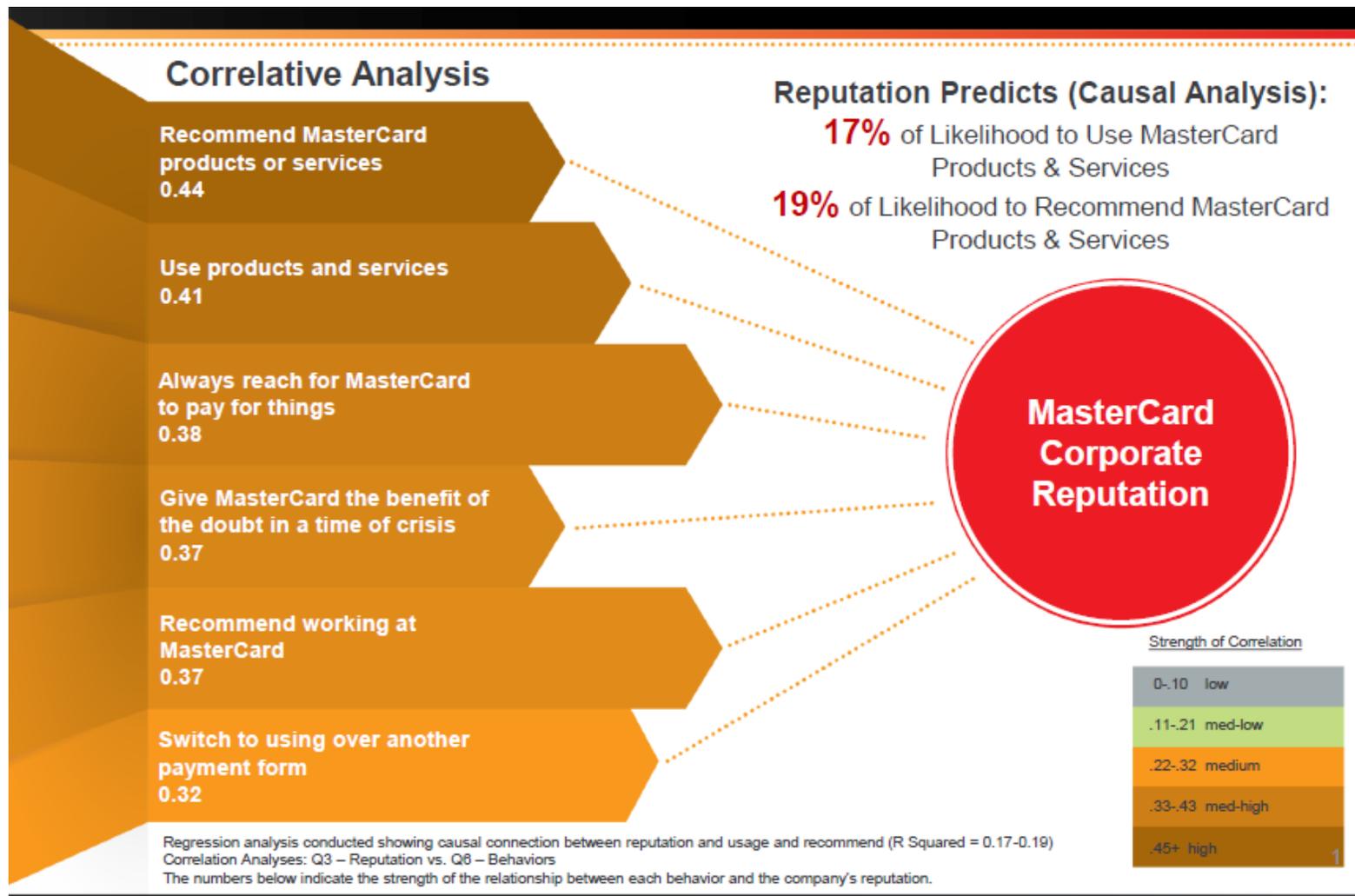
# MEASURING IMPACT ON TARGET GROUPS

Twitter and YouTube Drive Patient Volume

Patient Volume vs. Shared/Owned  
(Scales Normalized for Comparison)



# MEASURING IMPACT ON TARGET GROUPS



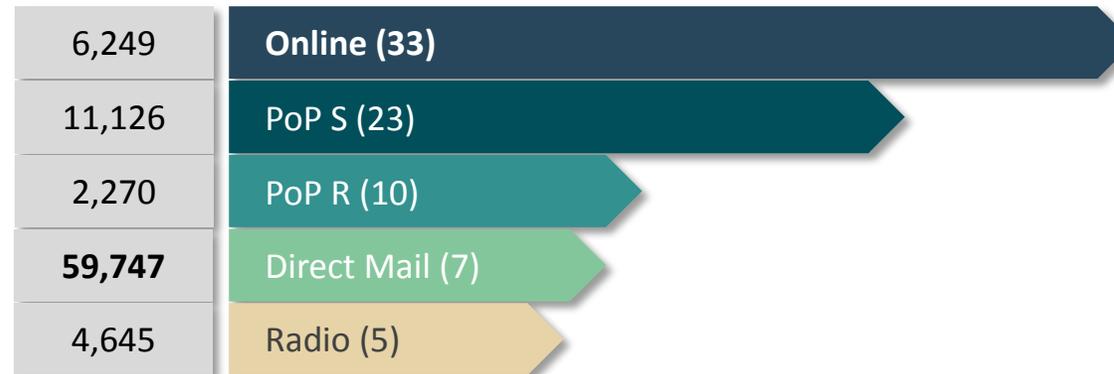
# MEASURING IMPACT ON BUSINESS RESULTS

## Online nearly 5X as efficient as Direct Mail.

*If LLS were to redirect 10% of its annual direct mail spend to online, it would lose 5,975 direct mail leads, but gain 29,020 leads from online – a net gain of 23,045 leads, equal to \$64,526,466\*.*

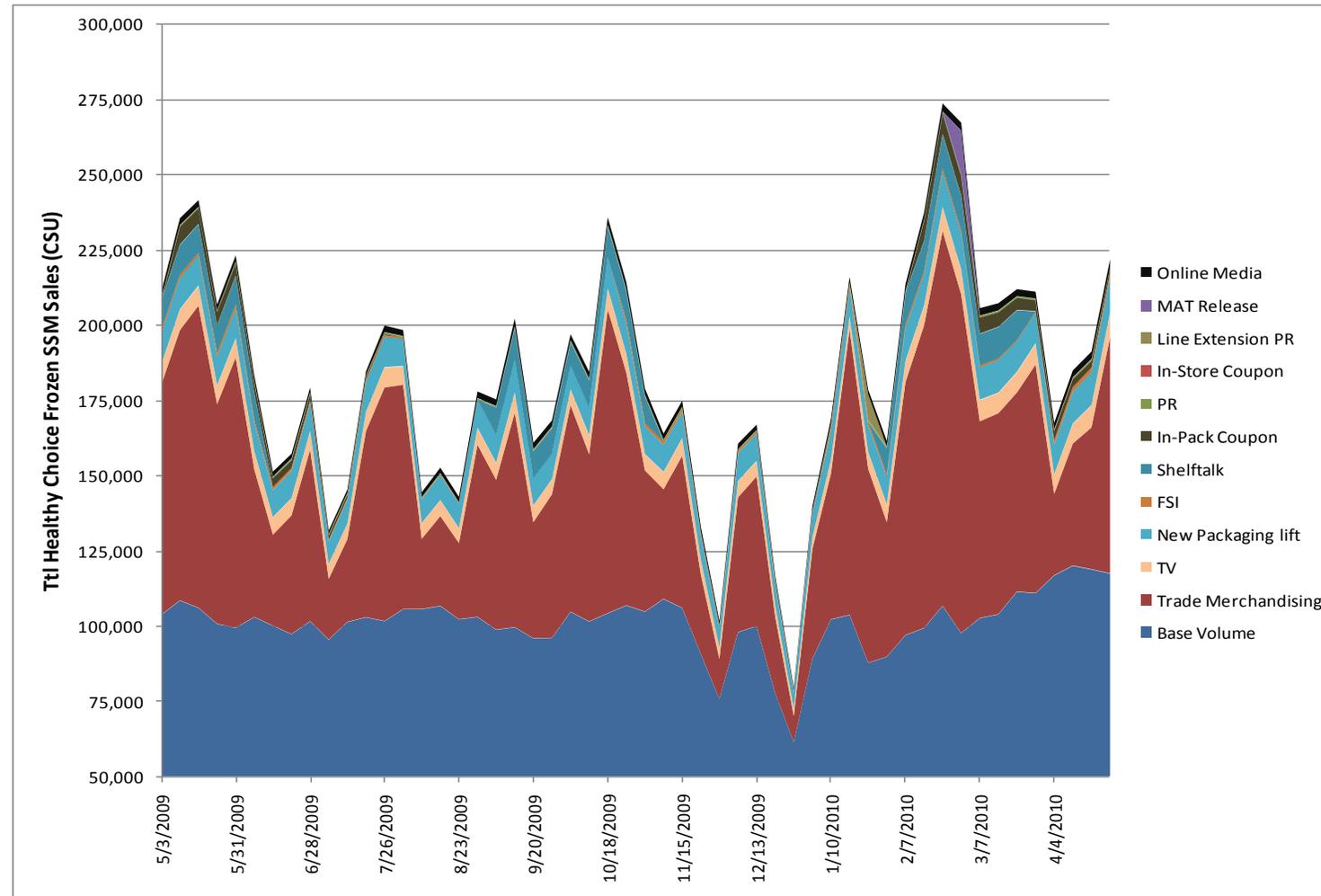
*\*23,045 leads x \$2,800 (average amount raised per participant annually)*

**Total Leads Generated (Annual)**      **Leads Generated per \$1,000 in Marketing Spend**



Drivers of participant lead generation and donations

# GLOBAL FOOD COMPANY MEASURING IMPACT ON BUSINESS RESULTS



# GLOBAL FOOD COMPANY MEASURING IMPACT ON BUSINESS RESULTS

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Calculating the impact of marketing elements on sales in 2 ways:

1

Marketing  
Elements

**A Direct Marketing Mix Model (ROMI)**



Sales  
Impact

2

Marketing  
Elements

**A Two-Stage Model**

Website model



Website  
Visits

Residual model

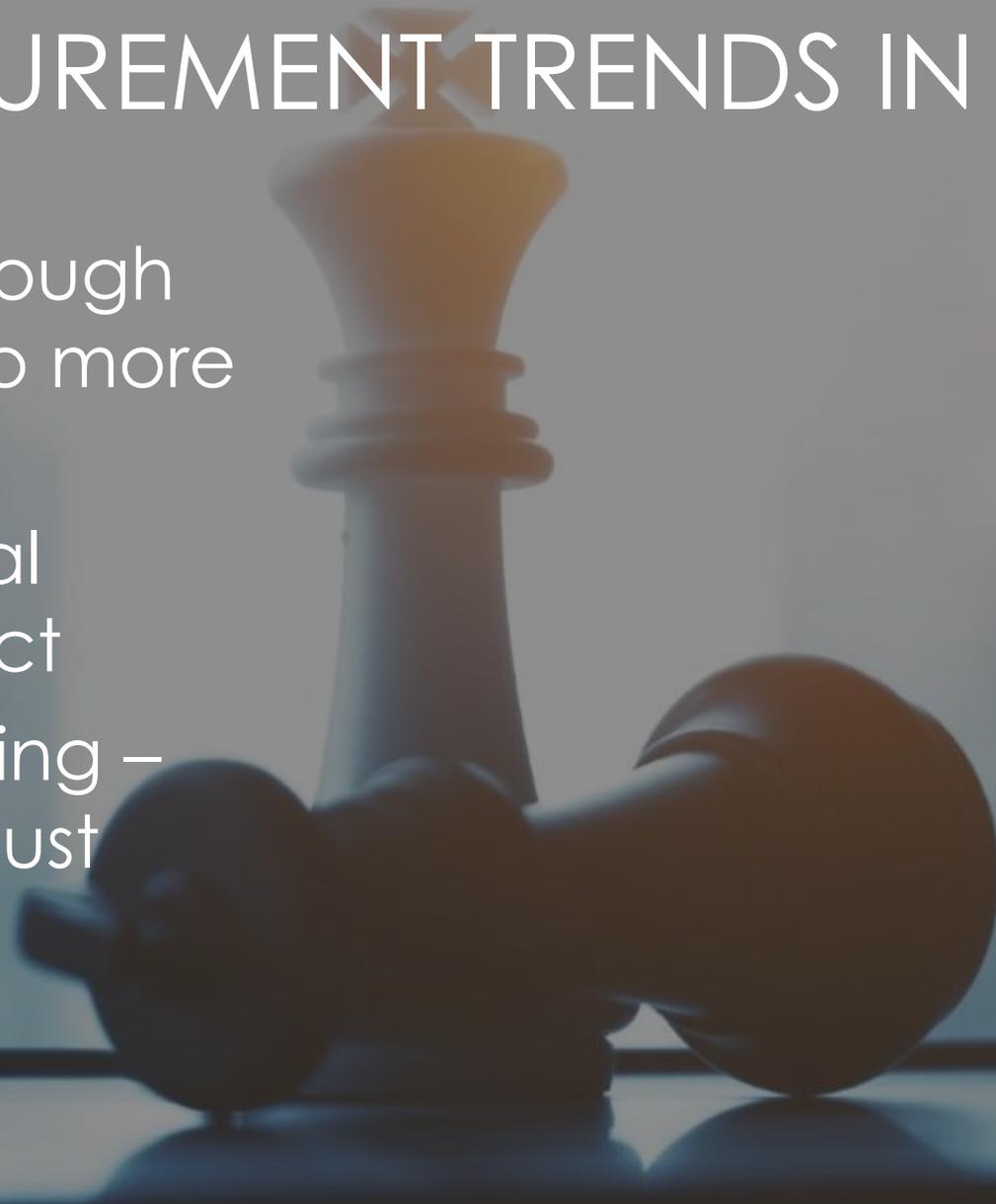


Sales Impact  
(residual)

# RESEARCH & MEASUREMENT TRENDS IN PR

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- Shift to showing value through measuring outcomes – no more dreaded AVEs!
- Increased use of statistical analysis to quantify impact
- Use of research for planning – looking forward and not just looking back





QUESTIONS?