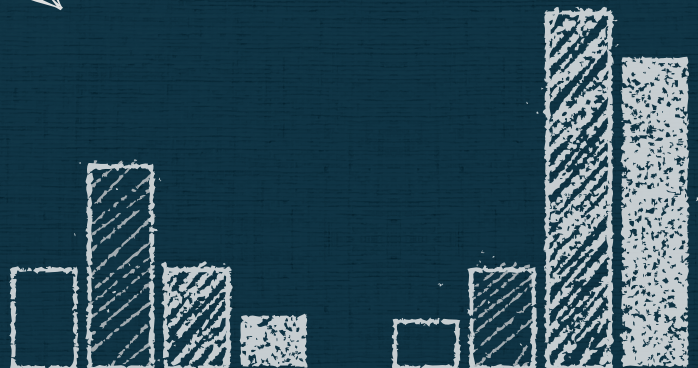


# MEASURING *impact*

How to Successfully Connect  
PR Activities and Outcomes to  
Business Goals



# *prologue:* A BRIEF HISTORY OF MEASUREMENT

Not so long ago, measuring PR was more of an afterthought than a strategy. Thankfully for PR practitioners and the people they answer to, whether clients or C-suite, measurement has since become a mainstream conversation.

The industry as a whole is starting to move away from “traditional” metrics like Advertising Value Equivalencies (AVEs) and is adopting new metrics that more closely align with a business environment that wants data-driven insights.

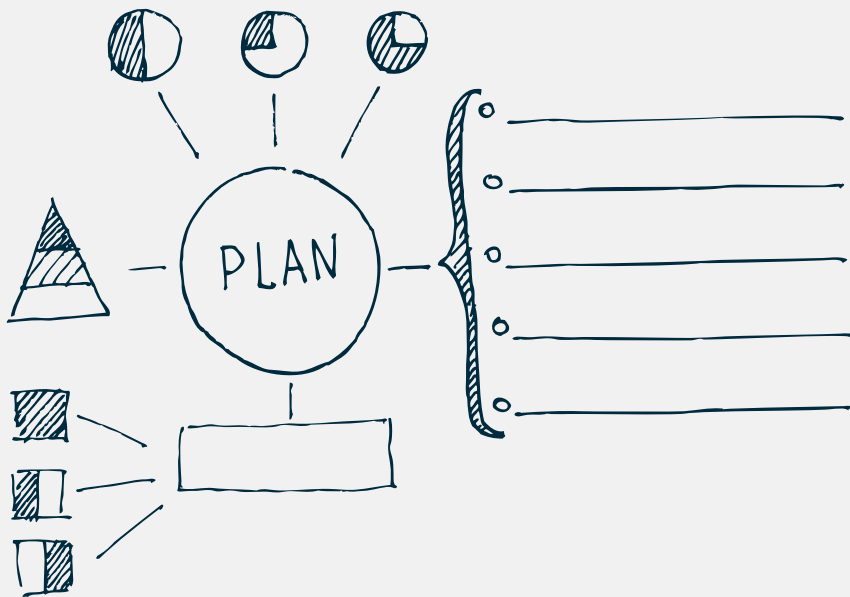
AVEs date back to when a PR practitioner could measure the size and space of a physical piece of coverage and then deduce what the same space would have cost had it been an ad.

AVEs put neat boundaries around measuring PR but they fail to consider the quality of the coverage (think prominence, outlet, tone, sentiment, appearance by spokesperson, adherence to key messages), and are not applicable to other activities beyond earned media. As further proof, the 2020 update of the [Barcelona Principles](#)—a set of voluntary guidelines for measuring PR first developed in 2010—say very clearly that AVEs are not the value of communication.

Unfortunately, AVEs are super easy to understand and explain to your clients and C-suite.

*People get money.*

Along with AVEs, another measurement concept that’s had its day is the idea that measurement programs happen *after* you’re done your PR activities. **Yikes.**

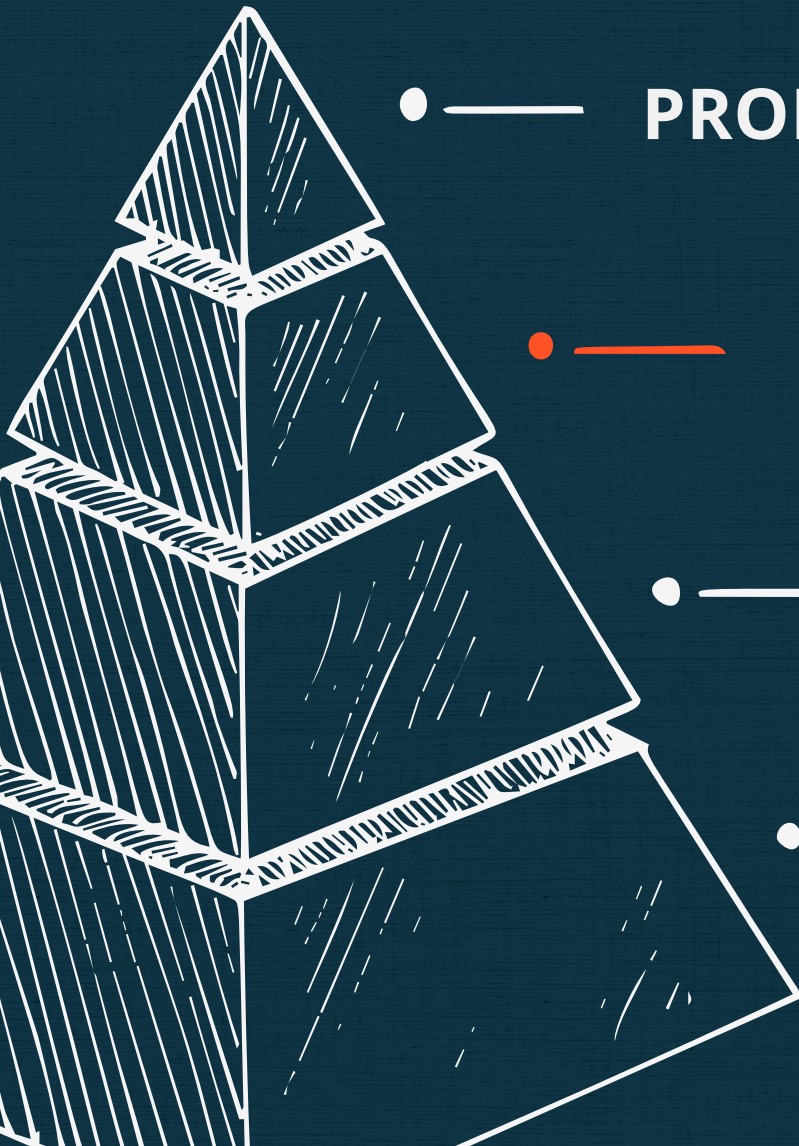


If you're not devising a measurement program before the launch of your campaign, how do you know what's important? How will you know if you've been successful? How will you prove value? How will you show that your PR efforts have made any sort of meaningful impact on business goals?

That's a lot of questions to let go unanswered.

Over the last decade, PR and its measurement have gone through a turbulent but transformative change. Professionals in the space—including leading industry organizations—have aggressively discussed and debated that if AVEs are no longer valuable, what is? This has led to PR professionals embracing new strategies and discarding traditional metrics like AVEs and other such vanity metrics.

**PR HAS A LOT TO OFFER.**  
*and it's time everyone knew it.*



● — PROLOGUE

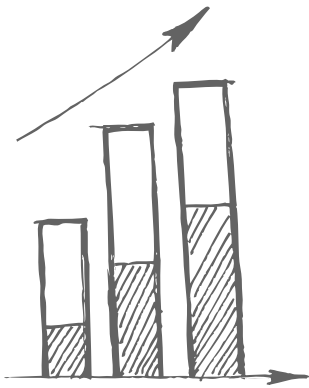
● — PART I

● — PART II

● — PART III

## *Impact*

Alright. We've adequately set the stage for why a measurement framework that allows you to connect your PR impact to business goals is essential. Before we go any further into impact, there are three very important points we want to make.



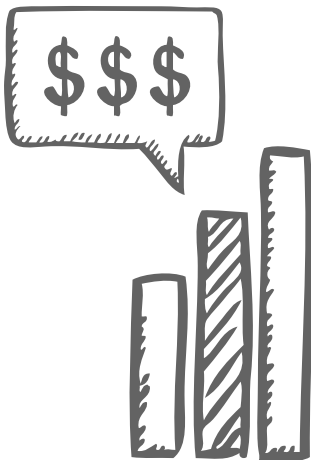
### Point 1

#### THERE IS NO SINGLE MAGIC METRIC THAT WILL REPLACE AVES.

Especially not one that will provide a universal value for all your various activities. When building your measurement framework, look at each of your PR activities individually and determine which metric(s) best capture success. It will take more work, but the efforts will be worth it.

“While advertising metrics are often...impressive, they don’t take into account studies that show the higher level of trust people have in editorial and word-of-mouth.”

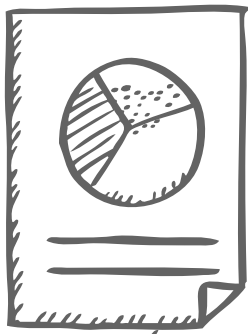
*Bill Byrue*  
Co-founder of Remedy Communications.



### Point 2

#### IF YOU STILL USE AVES, WE’RE NOT HERE TO JUDGE YOU.

We *will* encourage you to look at them as you would other metrics—which is, *not in isolation*. Otherwise, the value is far too open to interpretation. If all your media coverage this month was worth \$150,000 in advertising equivalencies, that’s great... right? Not if your goal was \$250,000 and last month your coverage was worth \$300,000. Metrics are far more valuable and useful when you have benchmarks or goals to compare them to.



### Point 3

#### IF YOU DON’T HAVE BENCHMARKS—SET THEM!

Look at your media coverage, your web traffic, social media followers, or whatever is important to you, for the last month, quarter, or year. If you don’t keep track already, you’ll need to devote a bit of time to the project, but we promise that you’ll thank us for it later.

# DEFINING *impact*

Proving impact in a way that your clients or your company's C-suite will understand, appreciate, and care about isn't an easy task. But it can be done, and it's simpler than you might think.

## IM·PACT

*/'im,pak(t)/*

*dictionary definition*  
↗

~~"have a strong effect on someone or something"~~

*impact is having a **desired** effect on a **desired** outcome.*

↘  
*our definition*

Impact doesn't have to be a big deal, and thinking it does can be a mental barrier to success. So, let's set that notion aside right now.

**WITH DIRECT IMPACT,**  
a PR activity has a **clearly visible business outcome.**

Here are some real-world examples:

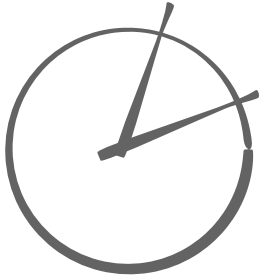
- A banking company re-launches their wealth management business. After an article about their new business is published in a leading paper, they receive multiple inquiries which reference the article.
- An agency gets their retail client's product showcased in a popular afternoon talk show. Within the next couple of hours, the highlighted product sells out.

In such cases the connection is undeniable. The efforts of the PR team led to identifiable and measurable actions by the audience, and even sales. The numbers speak for themselves.

If only it were always like that.

More likely you'll end up with **indirect impact**—a PR activity that has an **implied business outcome.**

PR will rarely get the credit for increasing sales or winning new customers. Even if you got your hands on the data, you wouldn't be able to draw a straight line from your PR outcomes to overall revenue. Proxy metrics will be your best friend for proving indirect impact.



## PROX·Y MET·RIC

*aka "one-step-removed" metrics.*

a metric that can be used to represent the value of something else.



*use to measure indirect impact*



**THE THREE MOST USEFUL PROXY METRICS ARE:  
AWARENESS, ENGAGEMENT, AND REPUTATION.**



Whatever impact you make, remember, it's all feel-good fluff *unless* you connect it back to business goals. Which means, before you begin *anything*, you need to know—in detail—what the business you serve hopes to achieve, whether it's this month, this quarter, or this year. Once you know that, you can:

- ✓ **DETERMINE HOW PR CAN CONTRIBUTE TO THE BUSINESS GOAL**
- ✓ **MAKE A PLAN FOR ACHIEVING THE DESIRED OUTCOMES**
- ✓ **DECIDE WHICH METRICS YOU'RE GOING TO TRACK TO PROVE YOUR IMPACT (DIRECT OR INDIRECT)**

**THAT'S A REALLY SIMPLIFIED  
VERSION OF THE PROCESS**

*and it's up to you to fill in the blanks.*

*We've put it into an  
accessible framework  
for you.* →



## Business Goal

WHAT IS MOST IMPORTANT TO THE C-SUITE? WHAT ARE THE ORGANIZATION'S GOALS?

- Increase revenue in market A by x%



## PR Objectives

HOW CAN PR CONTRIBUTE TO THOSE GOALS? ARE THERE PR-RELATED OBJECTIVES?

- Build awareness of products and services in the market
- Impact the sales funnel at the awareness and consideration levels



## PR Activities

WHAT ACTIVITIES WILL YOU UNDERTAKE TO ACHIEVE YOUR PR OBJECTIVES?

- Generate positive press coverage for the company
- Generate PR buzz for the product
- Build relationships with journalists

## PR Metrics

HOW CAN YOU MEASURE IF YOU HAVE ACHIEVED YOUR SET OBJECTIVES?

- Increased mentions
- Gained higher quality coverage
- Earned PR-driven website traffic from the region
- Grew PR-driven leads – registrations, downloads



## PR Impact

HOW DID YOU IMPACT THE BUSINESS GOAL?

- Increased awareness by x%
- Increased engagement from target audience
- Generated PR-driven leads
- Created positive perception/reputation

## WHAT'S THE DIFFERENCE BETWEEN A GOAL AND AN OBJECTIVE?

An *objective* is a specific, measurable action that can be taken to achieve a goal. A *goal* is broad, long-term, and overarching. You can apply the SMART formula to developing a goal.

### *Specific.*

What specifically do you want to do?

### *Measurable.*

How will you know when you've reached it?

### *Attainable.*

Is it in your power to accomplish it?

### *Realistic.*

Can you realistically achieve it?

### *Timely.*

When exactly do you want to accomplish it?

# CHANGING *The language*

If you looked at that framework and thought to yourself, “I do 80% of this already,” congratulations! The final 20% comes when you change the way you present your results to the C-suite or to your clients.

When you describe results using vanity metrics, you may as well be speaking Latin to the people you need to impress. You’ll probably draw blank stares, maybe someone will say “so what”, or even worse... you’ll get laughed out of the room.

## **BYPASS TERMS LIKE:**

- Impressions
- Reach
- Sentiment
- Volume
- Followers
- Likes
- Shares

## **USE TERMS LIKE:**

- Awareness
- Engagement
- Reputation
- Share of voice
- Call to action response
- Community/relationship

**NOTICE A FEW FAMILIAR FRIENDS AT THE TOP OF THE LIST?**

## WHY PROXY METRICS MATTER

### *Awareness*

#### **KNOWLEDGE OR PERCEPTION OF A SITUATION OR FACT**

Larger customer base  
Potential for word of mouth/referrals  
Expansion into other markets/regions

### *Engagement*

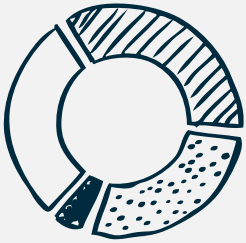
#### **THE ACTION OF PARTICIPATING OR BECOMING INVOLVED IN SOMETHING**

Active vs. passive audience  
New contacts, leads, marketing qualified leads (MQLs)

### *Reputation*

#### **THE BELIEFS OR OPINIONS THAT ARE GENERALLY HELD ABOUT SOMEONE OR SOMETHING**

Influence on customer choices  
Ability to charge a premium  
Credibility, trust, goodwill among audience and customers



Translating your metrics into the language of impact may take some practice at first, but we know you'll get the hang of it. Here are some examples:



### Awareness

Through media outreach, we were able to increase the awareness about the product/event by X percent this month.

### Engagement

X percent of sales qualified leads came from PR referrals.

### Reputation

The reputation of our product among our audience is at a high of X percent.

If you're still struggling with either *why this matters* or *how to do it*, think of it like this...

What's more appealing—being served a delicious, gourmet meal or receiving all the separate ingredients?

The metrics you've chosen to measure your activities are valid by themselves. They are the essential ingredients for creating a delicious meal. You may be able to see the sum of the parts, but your C-suite/client needs you to combine the ingredients into something they can enjoy.

Let's see this in action across a few different industries:

## financial

### BUSINESS GOAL

- Attract more women investors

### PR ACTIVITIES

- Media outreach to target publications
- Tapping influencers
- Education and interest-creating events/activities

### OUTCOME

- Coverage in desired targeted publications
- Key message penetration
- Engagement on social channels from women demographics
- Calls, downloads, inquiries from women investors

### IMPACT

- Created/increased awareness among target audience by X percent
- Positive engagement with target audience steadily increased
- Website visits to women investing page/downloads up by X number

## Tourism

### BUSINESS GOAL

- Raise the participation in a festival by 25% compared to previous year

### PR ACTIVITIES

- Media outreach to target publications in target markets (local, other regions as per the profile of attendees)
- Promotional giveaways/campaigns on social
- Publicity of special festival features

### OUTCOME

- Coverage in desired targeted publications
- Social engagement
- Festival webpage visits
- Festival hashtag impressions
- Social amplification and engagement

### IMPACT

- Awareness in key markets correlated with websites visits
- Brochure or information downloads
- Website visits
- Call to action responses
- Actual attendance

## Issue management

### BUSINESS GOAL

- Minimize the impact a product recall has on brand reputation

### PR ACTIVITIES

- Communicate company's key messages
- Reach out to journalists writing about the issue to provide information
- Keep the issue contained and lifecycle short
- Web page offering more information

### OUTCOME

- Percentage of coverage featuring company messaging
- Short lifecycle on social media
- Web page visits

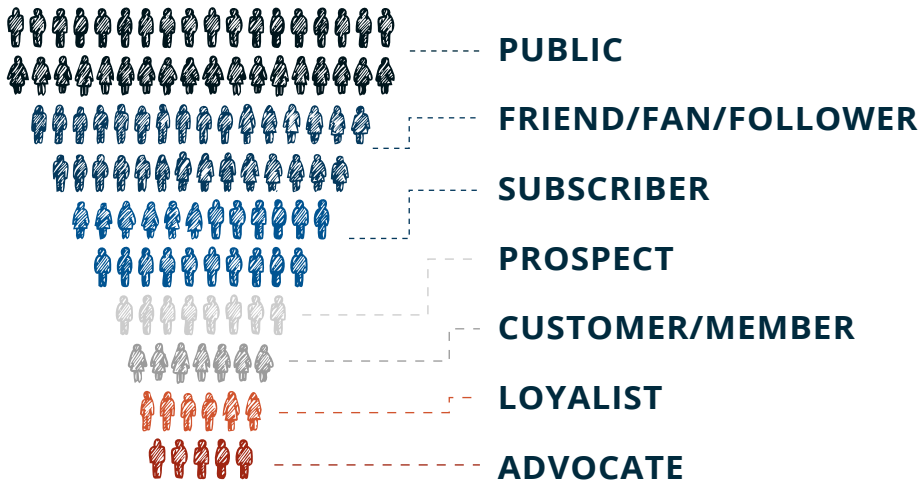
### IMPACT

- Impact on reputation (from survey on media sentiment perception)
- Volume and type of inquiries
- Lifecycle of the news/conversation

**IN THESE THREE EXAMPLES, THE "IMPACT" COLUMN PUTS ALL THE INGREDIENTS TOGETHER AND SERVES A DELICIOUS MEAL USING THE NOW VERY FAMILIAR PROXY METRICS:**

*awareness, engagement, and reputation.*

# PUBLIC RELATIONS & *the customer journey*



## THE SALES FUNNEL IS A FAMILIAR IMAGE.

Marketing isn't the only department responsible for keeping it full. PR plays a role too, specifically with awareness, reputation, and engagement.

At the top of the funnel is awareness. The fuller the top of the funnel, the more people are aware of your product, service, client, or brand, and the more likely you are to generate sales. A huge boon to awareness is earned media.

As you move down the funnel you come to engagement. The public turns into friends, fans, and followers. PR owns relationships and community building in a significant and impactful way. People who are part of a community or who feel like they have a personal relationship with something are more willing and more likely to engage. They comment, share, like, retweet, download, visit, and register.

Reputation isn't attached to any specific stage of the customer journey or level of the funnel because it's omnipresent. It matters all the time. Building that positive perception and image about the product, brand, or company helps keep the funnel healthy, full, and moving, and eventually leads to overall revenue.

*Seeing is believing,*  
**SO HERE IS SOME EVIDENCE THAT REPUTATION MATTERS AND CAN LEAD TO OVERALL REVENUE:**

- ✓ The [2021 Edelman Trust Barometer Special Report](#) found that 84% of consumers rate a brand's reputation as important when deciding which brands to buy or use.
- ✓ According to a [2020 report from Weber Shandwick](#), on average, global executives attribute 63% of their company's market value to their company's overall reputation.
- ✓ In a [2020 Ipsos Views white paper](#), authors Milorad Ajder and Trent Ross wrote that the value of reputation is "greater marketing efficiency, consumers' desire to buy your products and/or unlocking the value of reputation."

*simplified version of the sales funnel  
(only focusing on PR's involvement)*



## OUTPUTS

- Media hits
- Social mentions
- Reach

## IMPACT

**20%** increase in awareness



- Comments
- Likes/shares
- Retweets
- Perceptions

**25%** increase in engagement & positive perception



- Website visits
- Registrations
- Downloads
- Inquiries
- Followers gained

**10%** increase in desired results from PR-driven efforts

You'll notice that the outputs you know and want are still there, but they've been translated into the language of indirect impact.

## PRACTICAL *metrics*

Now that we've emphasized the importance of connecting PR outcomes to business goals through the language of impact, we want to look at some meaningful measurement practices you can start implementing in your strategy today.

Amplification comes down to the strength of the online community you're building (most likely through social media).

*Amplification*  
**IS HOW  
ENGAGEMENT  
CONTRIBUTES TO  
AWARENESS AND  
REPUTATION.**

Every time you put out a message on social, how much is it amplified through the engagement of your audience, fans, and followers? How many times is it retweeted? Shared? Liked? Sent?

Don't look at amplification on a per-post basis—one tweet getting retweeted 20 times and liked 50 times doesn't mean much to anyone. Look at your performance on each social platform as a whole, and compare results on a month to month, or quarter to quarter basis—or whatever period of time aligns best with your goals.

## *Without benchmarks,*

you won't know if you've improved, stayed the same, or (hopefully not) gotten worse.

Once you know how you compare to last month, last quarter, or last year, you can ask yourself the questions that matter. Such as, what did you do to get a better amplification result this time than last time? If you can isolate the causes, you can integrate them into your strategy going forward.

## *Correlation*

**IS ONE OF THE  
WAYS IN WHICH  
YOU CAN  
HIGHLIGHT YOUR  
EFFORT AND ITS  
IMPACT**

## *Quick reminder,*

correlation is not the same as causation.

Correlation works when there is a consistent pattern of your PR activities impacting other data—such as business or website. Every time you put out a release or create a proactive media push and there is a corresponding impact on website traffic or actions like downloads, you have a story to tell.

You can harness the power of correlation to compare your efforts with other business outcomes, be it sales, search trends, donations, or subscriptions. Choose an outcome that is meaningful and something that you were deliberately targeting to impact or improve.

With the myriad of tools today, it is easier than ever to isolate the impact your PR activities are having in comparison to other departments, like marketing. For instance, you can highlight how specific publications are directing traffic to your website through unique links.

Let's look at an example. You are trying to build your company's reputation as being a great place to work. Your business goal is to attract a better talent pool and bring more interest to your careers page. Your first benchmarks prior to your campaign would be, a) what is already happening on the careers page in terms of visits and actions, and b) what is the current level of applicant quality (this is slightly subjective but can be assessed in terms of critical job qualifications)? Post-campaign, measure the same two items and see if they have been impacted. Correlate your media activities against this change or progression.

*Now you have a story to tell.*



● — PROLOGUE

● — PART I

● — PART II

● — PART III



## *Common Measurement Mistakes*

Now that we've covered the importance of connecting PR outcomes to business goals using the language of impact, you're probably eager to begin revolutionizing your measurement program.

Before you do...

There are five significant mistakes that could sabotage your success and make your well-meaning measurement program can go awry.

What are they? We're so glad you asked!



## Mistake 1

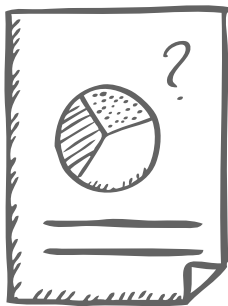
### JUMPING RIGHT IN WITHOUT CALIBRATING YOUR MEASUREMENT EFFORTS TO BUSINESS OBJECTIVES

By now you should know *exactly* how to avoid this mistake—unless of course you skipped the first half of this guide. If that’s the case, we recommend going back to the beginning (literally and figuratively).

*To reiterate:*

People have an innate tendency to seek where the seeking is easy, regardless of where the true value may lie. In the words of Seth Godin, “Measurement is fabulous. Unless you're busy measuring what's easy to measure as opposed to what's important.”

Calibrating your measurement efforts to business objectives is how you sidestep vanity metrics and make sure you're analyzing and reporting on data that can inform business decisions in a meaningful way.



## Mistake 2

### STARTING A MEASUREMENT PROGRAM WITHOUT DETERMINING REPORTING RESOLUTION

Resolution is so important because a valuable measurement and reporting program is all about getting the right data to the right person at the right time.

#### WE CONSIDER RESOLUTION IN TWO WAYS:

**LEVEL OF DETAIL:** Should you focus on ground-level tactics? Or a high-level, 30,000-foot strategic view? Something in between? A little bit of both?

**FREQUENCY OF REPORTING:** How often do you produce or consume PR measurement reports? What length of cycle are you looking at?

Different people will have different needs when it comes to how tactical or strategic a report’s focus is and how long the cycle it covers. The level of detail and frequency of reporting that makes sense for someone making day-to-day choices won’t be the same for someone who’s setting objectives for the year.

Unfortunately, if you don't have the right resolution, the reports will be overly vague or frustratingly obscure and whoever is reading the report will be unable to make use of the data. If that's the case, how long then will your clients or C-suite be able to justify the effort and expense of a measurement program?

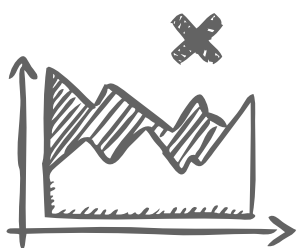


### Mistake 3

#### USING NARROW METRICS TO EVALUATE PERFORMANCE WITHOUT INTEGRATING ACROSS DIMENSIONS

In other words, picking one metric that doesn't tell the whole story and trying to make that the measure of success (such as AVEs, total mentions, or impressions).

When you look to a narrow metric to try and explain total performance, you end up reducing our complicated world to a single number on a page—pure quantity with no grounding in quality. And according to the Barcelona Principles 3.0, “Communication measurement and evaluation should include both qualitative and quantitative analysis”.



### Mistake 4

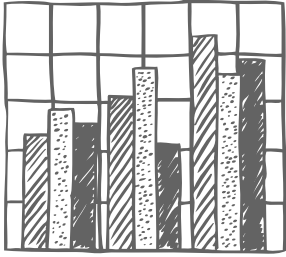
#### MISSING THE UNDERLYING TRENDS AND PATTERNS BY FAILING TO SEGMENT DATA

*Jeff Bezos walks into a bar and everyone inside becomes a billionaire on average...*

What this updated stats joke illustrates is how looking at something in aggregate can hide meaningful distinctions and skew the way an entire group or value is understood and represented.

What does this mean when it comes to understanding our brands, media coverage, and social mentions? Well, if you don't segment your media coverage intelligently, you won't know:

- ✘ **WHAT'S FEATURE COVERAGE VERSUS PASSING MENTIONS.**
- ✘ **HOW DIFFERENT STORIES ARE TRENDING IN DIFFERENT REGIONS.**
- ✘ **WHICH TOPICS ARE DRIVING POSITIVE AND NEGATIVE COVERAGE.**



## Mistake 5

### PRESENTING DATA IN A WAY THAT TAKES TOO MUCH EFFORT TO UNDERSTAND

How you present your insights is where everything comes together—or everything falls apart.

For your leadership or clients to find value in your measurement program, your report must have a professional aesthetic and it must convey information clearly. Only when these two aspects of presentation come together will you have created a seamless vehicle for your readers to digest the most important data.

#### Professional aesthetic

It's not just about making a good impression.

There's a well-documented phenomenon called the aesthetic usability effect. Simply put, aesthetic (or pleasing) designs are perceived as easier to use than less aesthetic designs.

#### conveying information clearly

Your reports should be intuitive to read. Otherwise, your reader will have to commit too much time and effort to understanding the information.

Imagine for a moment that your reader is a high-level executive. They're very busy and used to moving quickly. Chances are they'll take a quick look at the report, realize it will take too much effort to digest the information now, and put it aside to look at later—except they never do. Instead, the executive keeps going with their gut-based decision making and measurement keeps getting denied the attention and resources it deserves.

To avoid this all-too-real scenario, there are three things to watch out for:

- ✗ **CHOOSING THE WRONG CHARTS**
- ✗ **SLOPPY VISUAL HIERARCHY**
- ✗ **TOO MUCH WRITING**

→ more details about these three things on the next page

## ✘ CHOOSING THE WRONG CHARTS

There are standard conventions for the best way to display the most common types of information breakdowns. When you violate these conventions, your data visualizations work *against* you.

## ✘ SLOPPY VISUAL HIERARCHY

The use of size, style (**bold**, *italics*), contrast, and sequence all play into how we read through a report. When it comes to presenting your insights in a PR measurement report, organize your visual hierarchy in a way that automatically draws the eye to each element in the exact order they're meant to be viewed in.

And you will read this last

**YOU WILL READ THIS FIRST**

And then you will read this  
Then this one

## ✘ TOO MUCH WRITING

You want to be clear and concise. If there's too much writing, no one will ever read it. And make your words matter! Your writing is there to provide further insights, not to describe what is made evident by the charts.

# FLIPPING THESE MISTAKES *on their head*

Making any of the mistakes we outlined above will undermine your PR measurement program and likely your personal influence and impact too. *But*, if you flip these mistakes on their head and get them right, they can be the foundation for your success.

Jeremy Parkin, Manager, Data Analytics & Media Intelligence here at Agility calls getting it right the *CRISP reporting framework*, an acronym for calibration, resolution, integration, segmentation, and presentation.

Now, we don't want to give away all our trade secrets, but we will share a couple of fixes that will set you on the right path.

### *Fix 1: Integration*

Remember Mistake 3, aka picking one metric that doesn't tell the whole story and trying to make that the measure of success? **Integration is the fix.**

Integration means to take several narrow metrics and pull them together into an integrated multidimensional evaluation.

*example on the next page* →

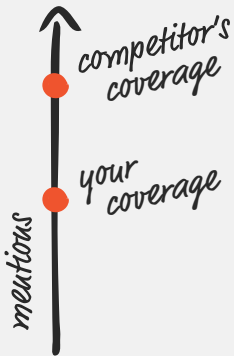


### LEVEL 1

Here you have one axis with your total number of mentions. It tells you that you got X mentions this month. It's purely quantitative.

If you take that number to your boss they'd probably ask: "Is that good?"

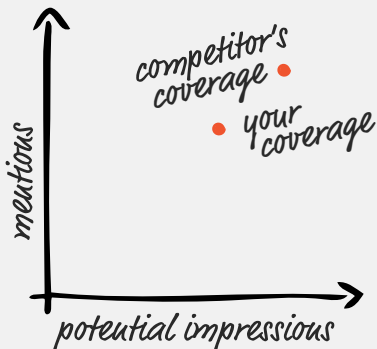
Is it?



### LEVEL 2

You can try and answer your boss's question by adding some context, such as your competitor's coverage. Even so, you're still looking at one narrow metric: mentions.

If you're only scoring your media relations efforts based on total number of mentions, then you'd have to tell your boss "No" in answer to the question. After all, your competitor got more mentions.

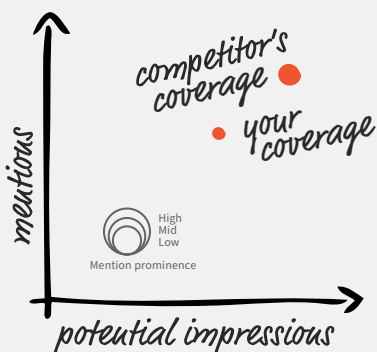


### LEVEL 3

Let's add another axis.

Now you're working in two dimensions: mentions and impressions. You can see how many times you got mentioned and if you those mentions had significant reach.

But the story remains the same. Your competitor is still doing better.



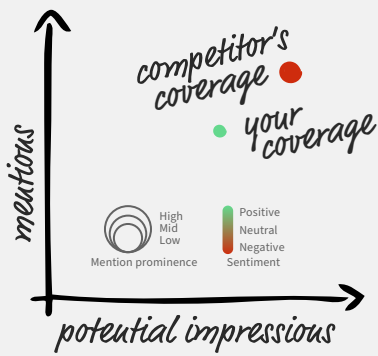
### LEVEL 4

Time to add a third dimension: prominence. This is a measure of, on average, did your coverage come from feature stories, passing mentions, or something in between? Were you the focus, or was the spotlight on someone else?

The size of the circle now represents prominence. In this case, bigger is better.

And once again, this reinforces the story that your competitor is doing better than you.

*But wait... there's more.*



### LEVEL 5

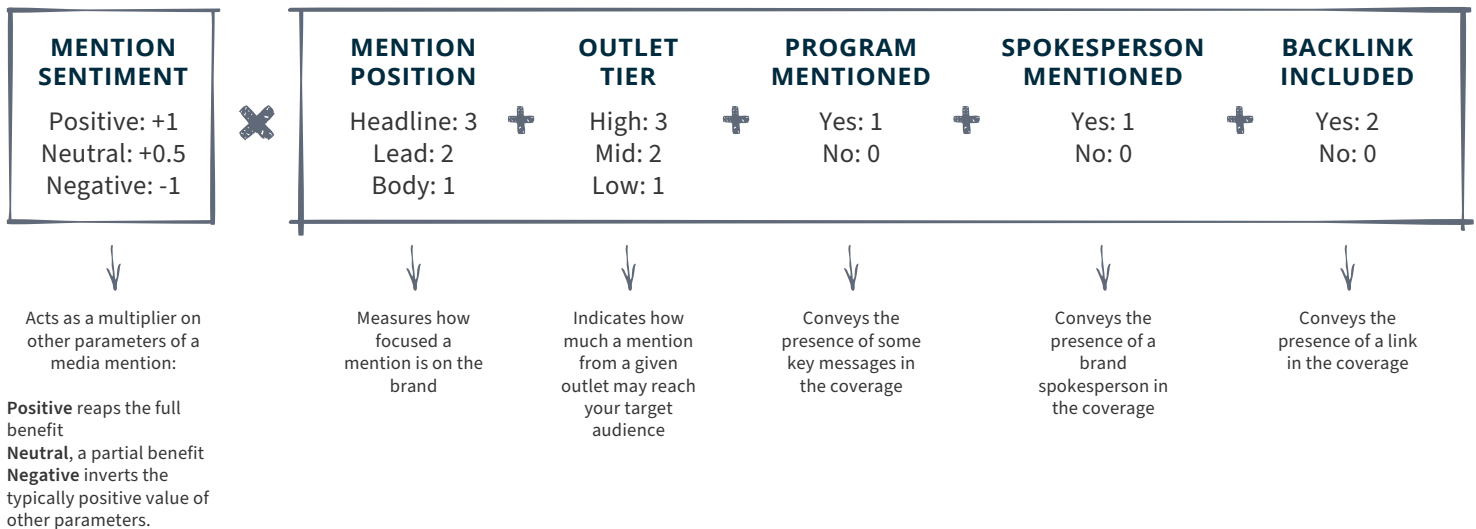
Adding in a fourth dimension, sentiment, suddenly flips the story on its head. Your competitor is still ahead of you in terms of mentions, impressions, and prominence, but the coverage wasn't desirable or positive coverage to get.

We'd much rather have our brand be represented by a smaller green dot than a large red one.

See how essential it is that we properly integrate data? It took four dimensions to reveal the whole story.

However, if we wanted to add dimensions beyond those four, it would become increasingly difficult to effectively represent it in a 2D space. That's when you can use a **media quality scoring system**.

A media quality scoring system considers what desirable elements need to be in a piece of earned media for it to have a positive impact, and what undesirable elements would have a negative impact. Here's an example of one:



The point of earned media isn't to get coverage just anywhere. It's to appear in front of your audience in a credible and relevant outlet with an important, interesting, or educational message. If your audience does not read The Globe and Mail, or The Times, or The Wall Street Journal, no matter the "prominence" of these respected publications, they aren't your ideal outlet.

*What determines prominence?*

Prominence is relative to your audience. What are the important or well-known outlets among the people you want to reach? Those are the media to target.

The most desirable piece of coverage is one that is positive, in a highly visible position, and in a prominent media source.

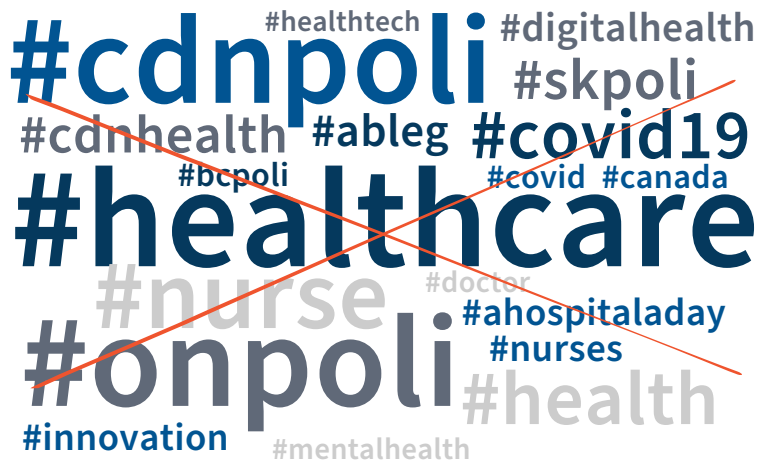
If you like what you see, go ahead and use this media scoring system yourself. Or you can always build your own based on what's uniquely important to you and your goals.

This system is a lot more work, but it can be incredibly valuable. Read how one of [our clients applied a media quality scoring system](#).

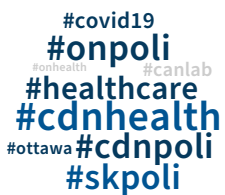
## Fix 2: Segmentation

Segmentation is going from a big, jumbled mess to something clear and structured and meaningful. If integration makes your analysis more holistic, then segmentation makes it more specific. Integration adds breadth of understanding, segmentation adds depth of insight.

There are many ways you can segment your data.



### DOCTORS



### POLITICIANS



### STAKEHOLDERS



## SEGMENTING AUDIENCES

One of our clients wanted to get a weekly snapshot of what healthcare related issues were trending on Twitter. If we had only looked at the general buzz around healthcare, we would have overwhelmed our client with irrelevant noise.

The real actionable insights came from understanding what topics were trending within our client's three key audiences.

Knowing the key topics for each of their audiences changed how they approached and interacted with those audiences.

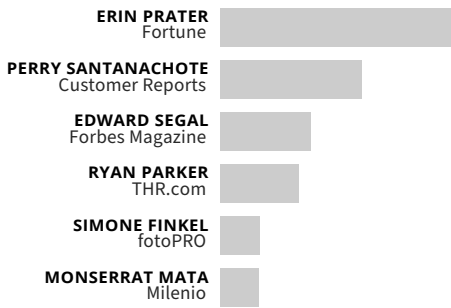
## SEGMENTING BY SENTIMENT

You may have included top journalists in a report before. While that's interesting and useful, it's even more interesting and useful to see top journalists segmented by sentiment.

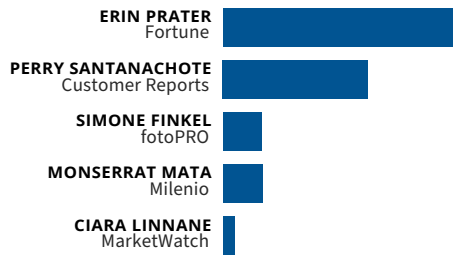
Knowing who your allies and detractors are in the media landscape will inform who and how you pitch.



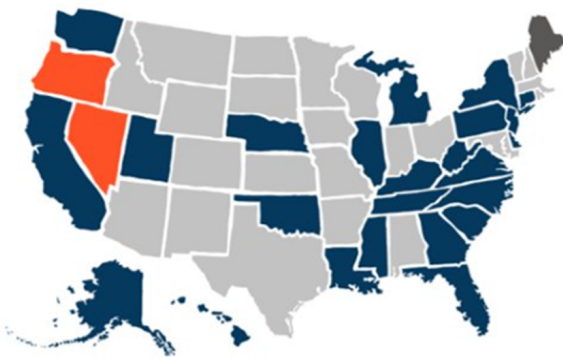
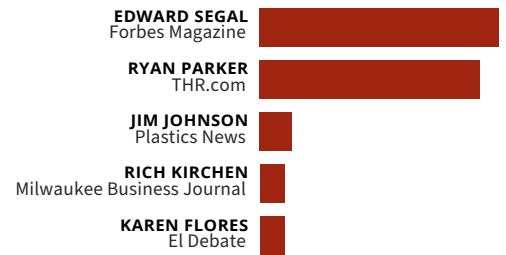
### TOP JOURNALISTS



### TOP FAVORABLE JOURNALISTS



### TOP CRITICAL JOURNALISTS



### SEGMENTING BY REGION

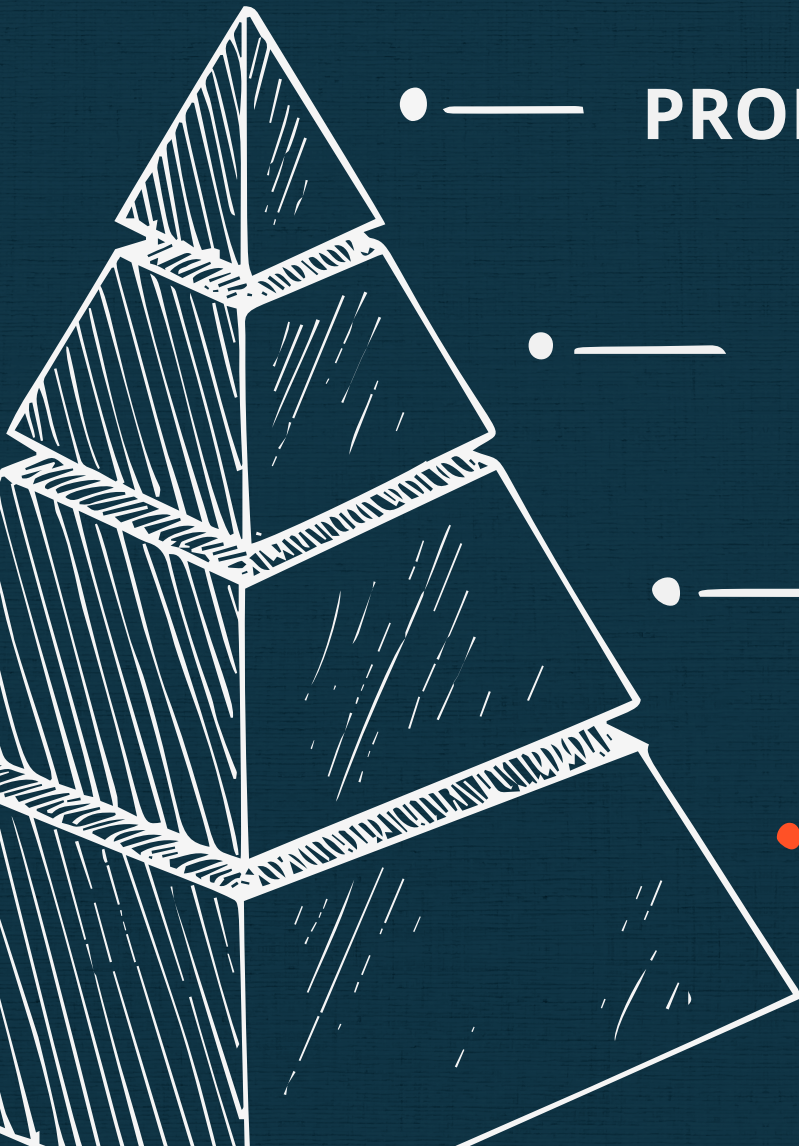
Maybe you track multiple key topics or sub-brands or spokespeople. While that's good level one segmentation, knowing which of those topics, sub-brands, or spokespeople is leading the pack within your key regions would be even more impactful and actionable. Such a level of segmentation would allow you to change your regional campaigns to get better results.

## THE CRISP framework

Following the CRISP framework allows you to create a measurement program that really lets you know what's working and what's not. It lets you focus your efforts and resources on the areas with the most opportunity.

So, when you go into those meetings where everyone is going on and on about their instincts and opinions, you'll be the person with the impossible-to-ignore data.

But as Uncle Ben told Peter Parker, "With great power, comes great responsibility." Use your data to earn trust and credibility and gain influence so that you can win more resources for your team and program to make an even bigger splash.



● — PROLOGUE

● — PART I

● — PART II

● — PART III

## *Pulling it all together*

As a PR or comms professional, you can't be scared of data. You should want to go deep (like 20 pages deep) to really dissect each and every component of your measurement plan.

But something that intense isn't going to work with your C-Suite or your client's leadership ("Mistake 2: Starting a measurement program without determining reporting resolution"). Instead focus on key activities, outputs, and impact.

## WHAT YOU SHOULD INCLUDE ON YOUR REPORT

### ACTIVITIES

- Number of press releases, interviews, media requests, and media events
- Social posts
- Spokespeople share of voice

### OUTPUTS

- Print/online mentions
- Radio mentions
- Television mentions
- Social mentions
- Share of voice
- Likes
- Retweets
- Reactions
- Comments
- Views
- Reach
- Media sentiment

### IMPACT

- **Awareness:** this area will highlight the top couple of stories that strongly contributed to the coverage rise
- **Engagement:** any key insights from the social engagement perspective, if available
- **Reputation:** measured through sentiment—an Increase in positive coverage means increase in reputation

*example on the next page* →

## ACTIVITIES

Press releases	4
Media requests	10
Interviews	3
Media events	5

## SOCIAL POSTS

LinkedIn	10
Facebook	122
Twitter	25
Blog	12

## SUMMARY OF ACTIVITIES

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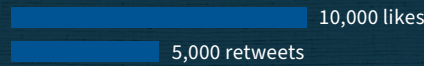
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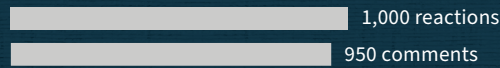
## OUTCOMES

Print/online mentions	1,734
Radio mentions	2,695
Television mentions	2,091

### TWITTER



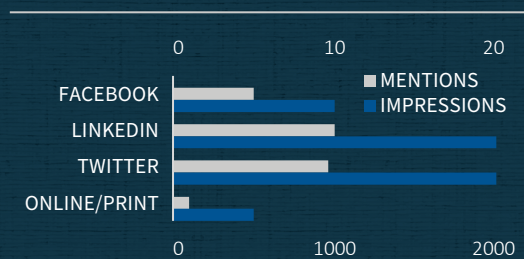
### FACEBOOK



### INSTAGRAM



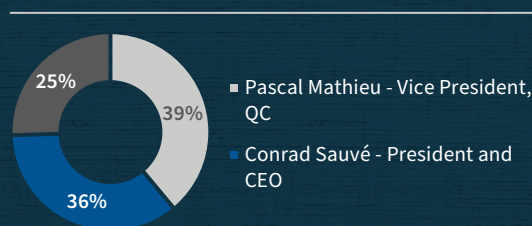
## MENTIONS+IMPRESSIONS BY SOCIAL CHANNEL



## MEDIA SENTIMENT

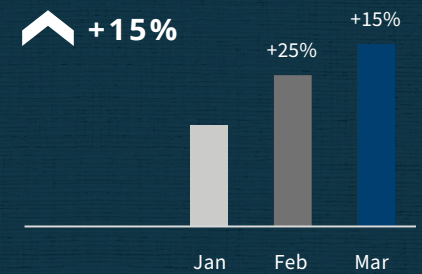


## SPOKESPEOPLE SHARE OF VOICE



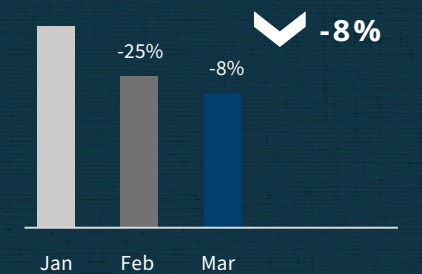
## IMPACT

### AWARENESS



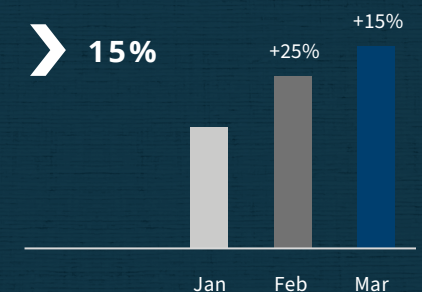
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### ENGAGEMENT



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### REPUTATION

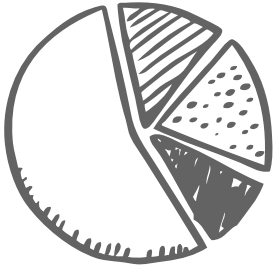


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This example dashboard is a concise yet *complete* summary of everything you have done, the outcomes of your activities, and how your activities are impacting the business. **Please note** that this is an example of a high-altitude dashboard meant for leadership and is not the type of dashboard you would use with your own PR or comms team (that would be far more detailed and in-depth!)

# CHALLENGES TO MEANINGFUL *measurement*

If after reading this guide you still feel lost, analyze your situation and see what barriers you're facing. Common challenges can be lumped into three main categories: data, time, and budget.



## *Data*

### **DATA FOR THE SAKE OF DATA WON'T BE USEFUL TO YOU**

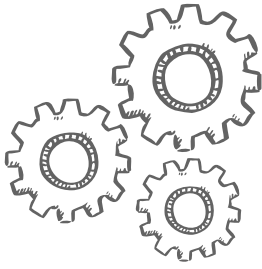
You'll soon find it especially overwhelming if you don't have any formal data gathering and analysis processes.

When you know what it is you're looking to measure (awareness, reputation, and engagement), you can find the data that highlights the impact and helps tell your story. Otherwise, it's all too easy to drown in numbers.

#### **HOW TO BEGIN:**

- ✓ Start with your PR data. Make sure the vendor or tool you are using is reliable and has high data integrity.
- ✓ Integrating data from other departments, like marketing and sales, is always challenging, so pluck the low hanging fruit. Website analytics is an easy one to access and use.
- ✓ Harness other established sources of data. You will be surprised at how much is already gathered and used. For example:
  - Sales data on average deal time
  - HR data on average hit rates for new job postings
  - Customer service data collected from chat tools
  - Regular customer/employee surveys

Look for the business impact you are gearing your activities towards, for example, sales, hiring, or customer satisfaction. Which department “owns” that impact? How do they track their data? Talking ahead of time allows for collaboration—perhaps they use some data gathering processes that could help facilitate your post-campaign measurement.



## Resources

### TOOLS & TIME

Maximize the time you do have by investing in the right tools for the job.

#### TOOLS

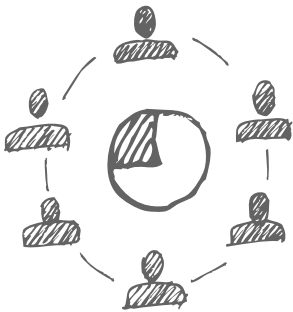
Make sure you have the right tools and make your vendors and/or agencies work harder for you. Do not compromise on your end goals. A good vendor will want to work with you to provide more. Ask specific questions.

You might find these two articles useful if you're planning to use media monitoring or media database tools.

- ✓ [Choosing a database vendor? 10 questions to ask first](#)
- ✓ [Choosing media monitoring software? 6 questions to ask first](#)

#### TIME

For your measurement program to work, you have to commit to giving it the time, energy, and attention it needs to be successful. While you may have people, tools, and vendors, at the end of the day it's *your* inputs and directional guidance that are critical in making it work.



## Culture

### DOES YOUR ORGANIZATION HAVE A DATA-DRIVEN CULTURE?

If the answer is yes, that's great news! It makes your job easier. But if it doesn't, then this is a great opportunity for you to take the lead and prove how it can benefit the company as a whole.

Need an edge on convincing the skeptical? If you are fighting for something, be it budget, data, or tools, create mock-ups of what the end-product could look like (such as that snazzy dashboard from earlier). Being able to visualize the outcome really helps people understand and appreciate what they'll get.

#### BUDGET

Asking for more money is always a challenge, but if you look and prioritize, there is so much that can be started within your existing scope. As you show the impact of your efforts, it builds a case for increasing your budget.

# CHECK-IN

Well done! You've implemented all these strategies and are now connecting your PR outcomes to business goals and have started speaking the business language.

Now, what does personal success look like?

*When you can stop fighting so hard.*

If your leadership or clients are impressed with all the coverage you bring in , but every year the same “why do we need you?” conversation happens, that's not success.

Even if you do have a sense of security, we're definitely not saying rest on your laurels. There's always room for improvement, but success means that your contract or your budget isn't always up for discussion. It means having the confidence of your C-suite or your clients.

*moving forward* →



## *Moving forward*

If you leave with nothing else after reading this guide, we hope that you take away the following points:

- ✓ Identify a business goal that you can impact through PR
- ✓ Make a plan for how you will contribute to the company goal
- ✓ Determine the PR metrics by which you will measure direct or indirect impact
- ✓ Avoid the five common measurement mistakes
- ✓ Speak about impact when you present the results

If you could use some extra help making the most out of your data, we offer human-curated monitoring and expert PR measurement and analysis services.

Enjoy a [free consultation](#) to find the right solution for you.