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MEASUREMENT

Cutting Through the Communications Wilderness: When Big Data Equals Big Answers

[Editor's Note: In the first article (*PRN*, November, 7, 2017) of this five-part series produced with partner **PublicRelay**, a media monitoring and analytics firm, we examined some of the challenges of measuring communications data so it can be turned into business insights. In this second article, we compile cases where communicators have moved beyond the fundamentals of measuring data to prove ROI and instead focused on using insights mined from data to change the way they operated their business.]

THE SETUP

The first case centers on **MUFG**, the largest bank in Japan and the world's fifth largest. Yet it's a brand that "needs quite a bit more enhancement, particularly in the U.S., to more effectively compete with global banking rivals," says Rich Silverman, director, corporate communications. As such, the communications team's goals have been to educate and inform audiences about MUFG and what it does.



Rich Silverman
Director,
Communications,
MUFG

MUFG uses a group of digital tools to inform its outbound strategy (proactive, reactive and opportunistic) and measure its success. "It's not only about getting out a message, rather we must know if we're reaching the right people, changing perception and seeing our brand mentioned in relevant online conversations," Silverman says.

THE HURDLE

In past years, MUFG had large delegations attend a major trade show. Team members were on panels, arranged to meet clients and hosted invitation-only events.

INSIGHT FROM DATA

Having its executives at the show proved useful, but working with data showed their presence wasn't "influencing our broader brand awareness at a time when important audiences were watching," Silverman says.

"Analyzing the data we realized we were missing several key ingredients: First, our competitors extended their onsite presence by scheduling interviews with important media at the show." In addition, while many MUFG executives were visible participants in the online conversation during the show, leaders of the social dialogue didn't see mentions originating from their digital properties. Instead they were mentioned in posts, photos, and graphics that important journalists, analysts and other conference attendees crafted.

MUFG knew of the importance of being seen online, and of being part of the dialogue. "So we went into the show with the idea that it wasn't enough to just schedule media meetings, rather we decided to examine the data to see which reporters were leading the online conversation on a conference's hashtag." This way, MUFG was able to ensure it was not only mentioned in stories, but also was seen as an important part of the show. "The results of this change yielded major dividends for our brand," Silverman says.

After the show, "We looked at individual-level data to



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Continued from page 1

Examples of Mining Insights from Data

gauge our success. Beyond a major uptick in brand mentions and other critical metrics, we also were able to share information with our stakeholders that can drive their business.” For example, MUFU let its internal clients know whether a prospect or client had seen an article in which they were mentioned.

LESSONS LEARNED

Silverman considers this case “a true learning experience for us. It changed how we go to market with our communications and proved the connection between earned media and online conversation, reinforced the importance of a data-driven communications strategy and showed our work can directly influence our company’s business.”

CASE 2

The next case also involves a trade show, **CES**, the gargantuan annual event for the global technology community. The show hosts more than 6,000 journalists who produce some 60,000 stories with potential impressions reaching in excess of 69 billion on show days alone.

THE ISSUES



Jeff Joseph
SVP,

Communications
and Strategic
Relationships, CTA

The scope of coverage presented challenges for the **Consumer Technology Association (CTA)**, the show’s organizer, including how to discern the tone of media coverage and address negative stories; and how to monitor coverage and respond in real time, says Jeff Joseph, SVP, communications & strategic relationships, CTA.

INSIGHT FROM DATA

Partnering with PublicRelay, tonality was assigned to each story, using human review instead of a bot or other technology-based solutions. “We believed the human review would do a better job of recognizing important nuances that a bot might miss,” Joseph says.

After each story had a tonality, CTA was able to compare overall tonality with competitive events. “We used this information to provide a data-based analysis of key media to demonstrate the overall value of our show to exhibitors and to drive corporate goals related to reducing

negative coverage.”

A dashboard allowed CTA to monitor print and digital coverage in real time. At the show, communications teams could see the dashboard on a large screen inside their offices. A PublicRelay staffer provided daily briefings at the show.

LESSONS

Tracking data, CTA was able to “identify coverage trends and adapt our messaging as necessary.” For example, CTA could see specific product segments were receiving more coverage than others. That trend prompted CTA “to move to provide more accessible information” about those products to media to help amplify the coverage. CTA also used data to provide reports to key exhibitors driving those trends and “adjusted messaging and promotion around other trends we wanted to push,” he says.

At show close, CTA shared data with key exhibitors and keynoters to help them track show value from a media engagement perspective.

These positive experiences led CTA to augment its use of data. For example, “We use tools to help us measure our coverage on policy issues,” Joseph says. It tracks message engagement and compares tone and quality of coverage vs other associations. “We now include the data charts in our reports to internal senior staff and our board.”

CASE 3

The next case comes from **SAP**, the multinational that produces enterprise software to manage business operations and customer relations.

THE ISSUE



Jerry Nichols
Global Head,
Marketing
Performance
Management, SAP

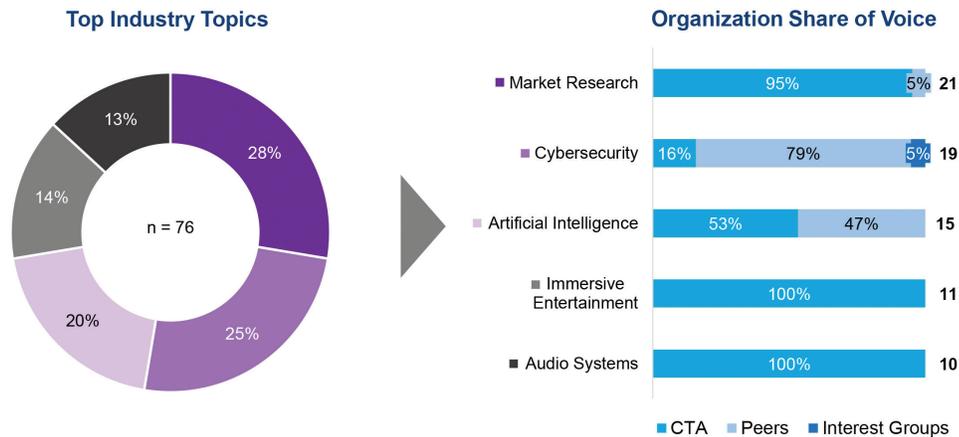
By 2020, SAP aspires to be a top 10 brand. To meet that goal, “It was imperative that we executed our 2016 strategy and meet our targets for Key Performance Indicators (KPI),” says Jerry Nichols, global head of marketing performance management.

A key component of the 2016 strategy was *Run Simple*, a global, omni-channel advertising campaign. The challenge was to provide “a readout of the market impact of Run Simple.”

To quantify Run Simple and optimize customer experience across paid, owned and earned

Industry Peer Organization Share of Voice in Top Topics

Prevalence by Topic by Organization, October 1st – November 10th, 2017



Voice Recognition Software: The success CTA had with data at CES led it to measure policy issues. Above is a graphic example of share of voice. Source: CTA

media, Nichols and his team implemented a measurement approach aligned to the Barcelona 2.0 principles and the customer journey.

Run Simple's goal was to generate market awareness and demand for SAP's technologies. A critical component was defining the customer journey in alignment with SAP's paid, owned and earned media channel strategies and the campaign's goals. Performance measures, associated sources and comparison types were identified across paid, owned and earned media channels. These included: digital metrics, social media monitoring, brand health, media coverage and demand generation performance.

DATA INSIGHTS

It's a shame communicators shy away from data due to what they perceive as its complex nature. This case shows how wrong that attitude can be. One of the lessons of this case, Nichols says, is that "a collection of minor improvements [found via data] can culminate in" big results.

"We looked for outliers," he says, measurements that were overly good or bad. For example, early in Run Simple, data showed a landing page had a poor click-through rate. That outlier, Nichols says, prompted analysis. The fix was simple: Graphics were changed slightly to better alert users to click through; results were significant.

CASE 4

The final case, like the first, involves a bank. The bank, whose name we agreed to omit, is a major financial institution; however, this case came from a time when it was seen as a contributor to the country's financial crisis. Some were arguing that the bank should be shuttered.

THE HURDLE

The bank knew it was helping in various ways to overcome the country's financial crisis, not to deepen it. Its communicators used data to strategically tell positive stories, says David Chamberlin, SVP, CCO, **PNC Financial Services Group**,

who worked for the bank in this case study. "We needed to understand in a very granular way what was happening, literally on a daily basis, to our reputation," he says. "We needed to understand the opportunities we knew about (when positive stories were written) and those we hadn't seen."



David Chamberlin,
SVP, CCO,
PNC Financial
Services Group

USE OF DATA

The bank's communicators used a measurement tool to pull in countless stories daily, on nearly a real-time basis. Micro campaigns were designed based on what this robust measurement effort yielded.

A key insight the bank gleaned from data: "There was a huge difference between talking to national and local media," he says. "When we talked to local media our message was picked up 90% of the time. With national media, it was next to zero."

The bank realized "local media was a much better plan for us and the brand. We would never have known this without the research and the data," Chamberlin says.

"It wasn't just a finger in the wind as to which paper or reporter we *felt* was most positive toward us." When reporters were positive, he says, "The question became how do you work with him/her so that they have even more materials when they talk about you?" The bank decided not to spend much time courting negative reporters, he says. Instead it concentrated on positive reporters and those in the middle, who had positive and negative attitudes toward the bank.

The bank also measured its spokespeople. The data showed a key executive was one of its most negative spokespeople. The reason: The executive was repeating negative questions in his responses, so he was showing up as negative. [The next article in this series will appear in the December 21 edition.] ■

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PETA Tops List of Most-Engaged Brands on Facebook During Q3'17, B2Bs Shut Out Again

Nonprofits sometimes are thought of as second-class citizens: small organizations with inadequate budgets for PR. That may be so, but they can do pretty well when it comes to consumer engagement with their posts on at least two social media platforms.

Last week, courtesy of **Shareablee** data provided exclusively to *PR News*, we looked at the 20 brands with the most consumer engagement on **Twitter** during the third quarter of 2017 (*PRN*, November 14, 2017). A nonprofit, **ACLU Nationwide**, led that list by some 2 million consumer actions over the number two brand, **Netflix**. In all, 6 of the top 20 were nonprofits.

Moving to **Facebook** this week, the Shareablee data shows nonprofits doing quite well again. The leader, as you can see, is **PETA**. There are five nonprofit organizations in this top 20 listing, with the majority of the rest being B2C companies. Last week, on the Twitter list, B2B brands were shut out. It's the same this week.

Looking at brands, PETA's 6.4 million consumer actions represent a 41% increase vs Q3 2016. Through a minor

growth in fans, PETA also managed to increase its actions per post by 21%, says Shareablee's Ron Lee.

Red Bull, a perennial social media powerhouse, the number 2 on this list, saw a devastating 52% drop in actions compared to Q3 of last year. This occurred despite an increase of 88% in the number of Facebook posts it created.

Netflix (US) took third despite a 23% drop in the number of its Facebook posts year over year. The brand registered an impressive 169% rise in consumer actions and a 247% increase in consumer actions per post, however.

BarkBox & Lenovo are a study in efficiency. It took 901 pieces of content for BarkBox to garner some 4.6 million consumer actions. It took Lenovo just 121 posts to register nearly the same amount of consumer engagement.

BarkBox and Lenovo each absorbed a 40% drop in consumer actions compared to 3Q' 16. Of course, each also posted 40% fewer pieces of content on Facebook than they had during the quarter in 2016, Lee notes.

Of the top 20, the biggest gainer in consumer engagement was H-E-B, a Texas grocery chain, up 700%. ■

Shareablee SOCIAL SCORECARD

MOST ENGAGED BRANDS ON FACEBOOK – Q3 2017

Based on Total Actions (reactions, comments and shares)
Data provided exclusively to PR News by Shareablee. Sources:

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
1	PETA	6,380,645	472	13,518	5,322,345
2	Red Bull	5,136,078	1,338	3,839	48,235,452
3	Netflix	4,748,796	158	30,056	9,070,945
4	BarkBox	4,615,182	901	5,122	2,743,528
5	Lenovo	4,532,009	121	37,455	6,467,217
6	ACLU Nationwide	3,685,167	473	7,791	2,233,012
7	CHANEL	3,128,111	35	89,375	20,109,747
8	Mercy For Animals	3,101,668	717	4,326	2,495,928
9	Spirit Halloween	2,387,540	252	9,474	3,080,901
10	Kylie Cosmetics	2,348,607	238	9,868	3,681,010

Shareablee SOCIAL SCORECARD

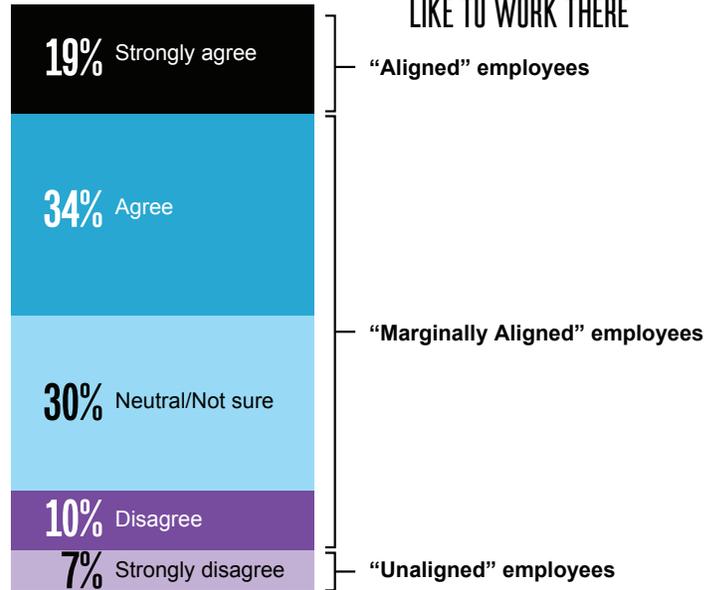
MOST ENGAGED BRANDS ON FACEBOOK – Q3 2017

Based on Total Actions (reactions, comments and shares)
Data provided exclusively to PR News by Shareablee. Sources:

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
11	Monster Energy	2,225,680	290	7,675	26,106,359
12	PlayStation	2,094,724	641	3,268	38,413,019
13	Rockstar Games	2,070,069	101	20,496	12,369,798
14	Arby's	2,023,690	44	45,993	3,096,778
15	HOT TOPIC	1,756,748	324	5,422	5,761,656
16	Focus on the Family	1,558,714	449	3,472	2,830,269
17	Starbucks	1,524,085	34	44,826	37,103,160
18	H-E-B	1,517,829	82	18,510	1,404,655
19	Victoria's Secret Pink	1,379,120	175	7,881	14,279,111
20	HUMAN RIGHTS CAMPAIGN	1,340,951	547	2,451	2,643,892

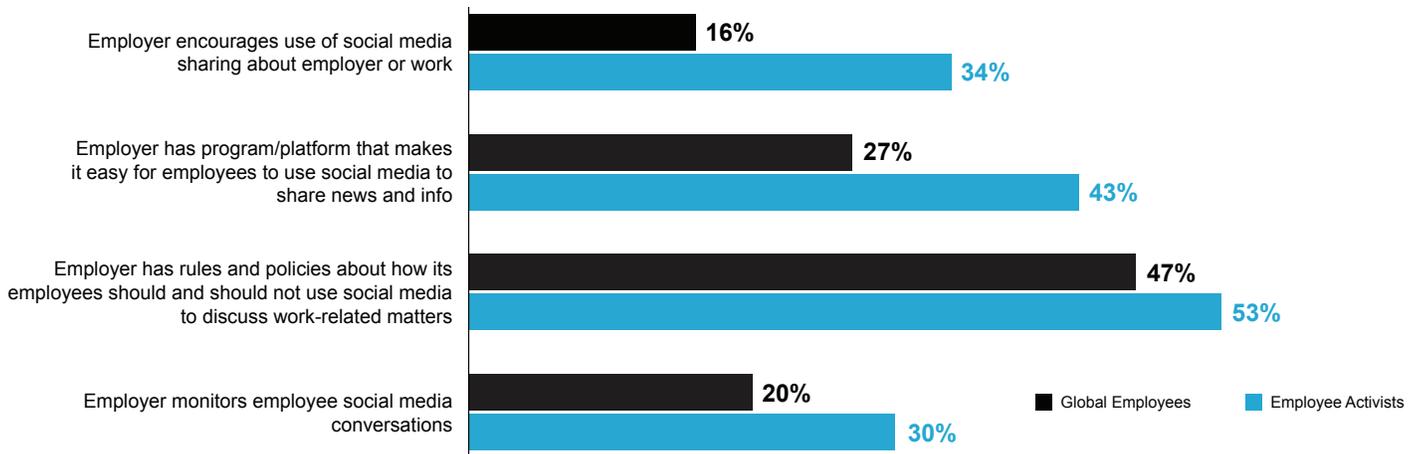
Brands Fail to Align Public Image With Employees' Perceptions

Communicators and marketers know brands must impress customers and employees. "The reputation of your employer is worth its weight in gold, but only if it turns out to truly reflect what it is actually like to work there," says Leslie Gaines-Ross, chief reputation strategist at **Weber Shandwick**. A new report from Weber Shandwick, though, says globally most brands are failing to align their public image with employees' experiences at the company (see upper table). The opportunity, of course, is that most employees fall in the middle. While moving these employees to the "aligned" group is difficult, the rewards are significant, the report says, including better recruitment, stronger employee advocacy, greater retention and increased productivity. The report says top employer brands lead with purpose and values internally and externally; establish values through values-based leadership; and ensure employees know its values. The bottom chart shows that top employer brands encourage employees to use social media to share content about their work lives, yet also are more likely to monitor social communications. ■



Source: *The Employer Brand Credibility Gap*, Weber Shandwick (Nov. 2017)

EMPLOYERS OF ACTIVISTS DO THE FOLLOWING TO LEVERAGE SOCIAL MEDIA:



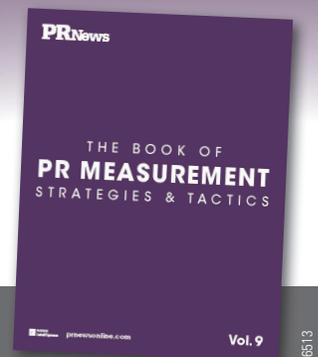
Source: *The Employer Brand Credibility Gap*, Weber Shandwick (Nov. 2017)

THE BOOK OF PR MEASUREMENT

Now more than ever, the pressure is mounting to assess and quantify the returns on investments in public relations. This book provides more than 40 articles exploring PR measurement and includes contributions from authors that bring insight from their roles as agency advisors, corporate practitioners, academics and communications executives. Learn how to proactively listen and influence, track and measure, aligning your data with your organization's objectives.

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- Data, Dashboards and Tools
- Presenting Measurement to Senior Leaders



Questions? Contact Laura Snitkovskiy at laura@accessintel.com
<http://www.prnewsonline.com/crisis-management-guidebook-vol9>

Zebra Technologies' PR Head Puts Emphasis on Leads Instead of Misleading Impressions Metric

[Editor's Note: Each week we highlight a slide from a PR News presentation of interest to readers. This week's slide comes from Therese Van Ryne, who heads global PR & the global customer reference program at **Zebra Technologies**. She spoke at *PR News*' Measurement Boot Camp earlier this month in NY. If you have a great presentation to share, please contact: sarenstein@accessintel.com]

Resisting the urge to count impressions to the exclusion of engagement indicators remains one of the challenges of communications metrics. Sometimes an example where quality trumped quantity can prove useful. The slide below does that well.

Zebra Technologies initially received relatively few impressions when one of its executives penned an article about workforce and operating system mobility in a small trade



Therese Van Ryne
Head, Global PR,
Global Customer
Reference
Program, Zebra
Technologies

magazine called *Field Technologies*. Far more important, the article, which had a catchy title that included the phrase "A Revolution is Coming," resulted in some 50 inquiries back to Zebra Technologies, Van Ryne says. "This generated a nice number of leads for us...not only did people read the story, they acted on it."

In addition, "How many people who read the article will, down the road, act on it and contact us?" Van Ryne is guessing there's more to come. "If we'd counted only impressions, this article would have

been a failure." Sometimes less really can be more. ■

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Media Impressions ≠ Only or Most Important Metric



A recent story in FIELD TECHNOLOGIES generated nearly **50 inquires** for Zebra

OS Migration And Workforce Mobility: A Revolution is Coming

By Michael Petersen, Senior Director of Product Marketing, Zebra Technologies



From enhancing workforce productivity to improving customer service and extending asset lifecycles, mobile devices and applications have become inextricably interconnected with enterprise workflows. While certainly business critical, they do represent substantial investments for organizations, as well as challenges from both a deployment and support standpoint. One of the most pressing mobility challenges currently facing enterprises is the end of service (EOS) for Microsoft Windows CE and Mobile embedded operating systems – a mainstay of enterprise-specific rugged mobile devices. These OSes boast a 90+ percent market share and are used in more than 15 million devices today. Migration to a next generation platform means big operational changes lie ahead – bigger still for those who wait.

Change is hard for any company. Most have spent decades perfecting the way they run their operations. Mobile devices play a big role in that equation. Finding partners who will help retain their code but also



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Consumers Say They Will Favor Brands That Give to Disaster Relief During the Holiday Season

As we get ready for Giving Tuesday next week, we found the implications for brands of a **Ketchum** survey interesting.

While surveying Americans' attitudes toward giving in the face of a record number of costly natural disasters in 2017, Ketchum found 48% of consumers are more favorable to brands that donate to disaster relief, as this table shows (second line, far right).

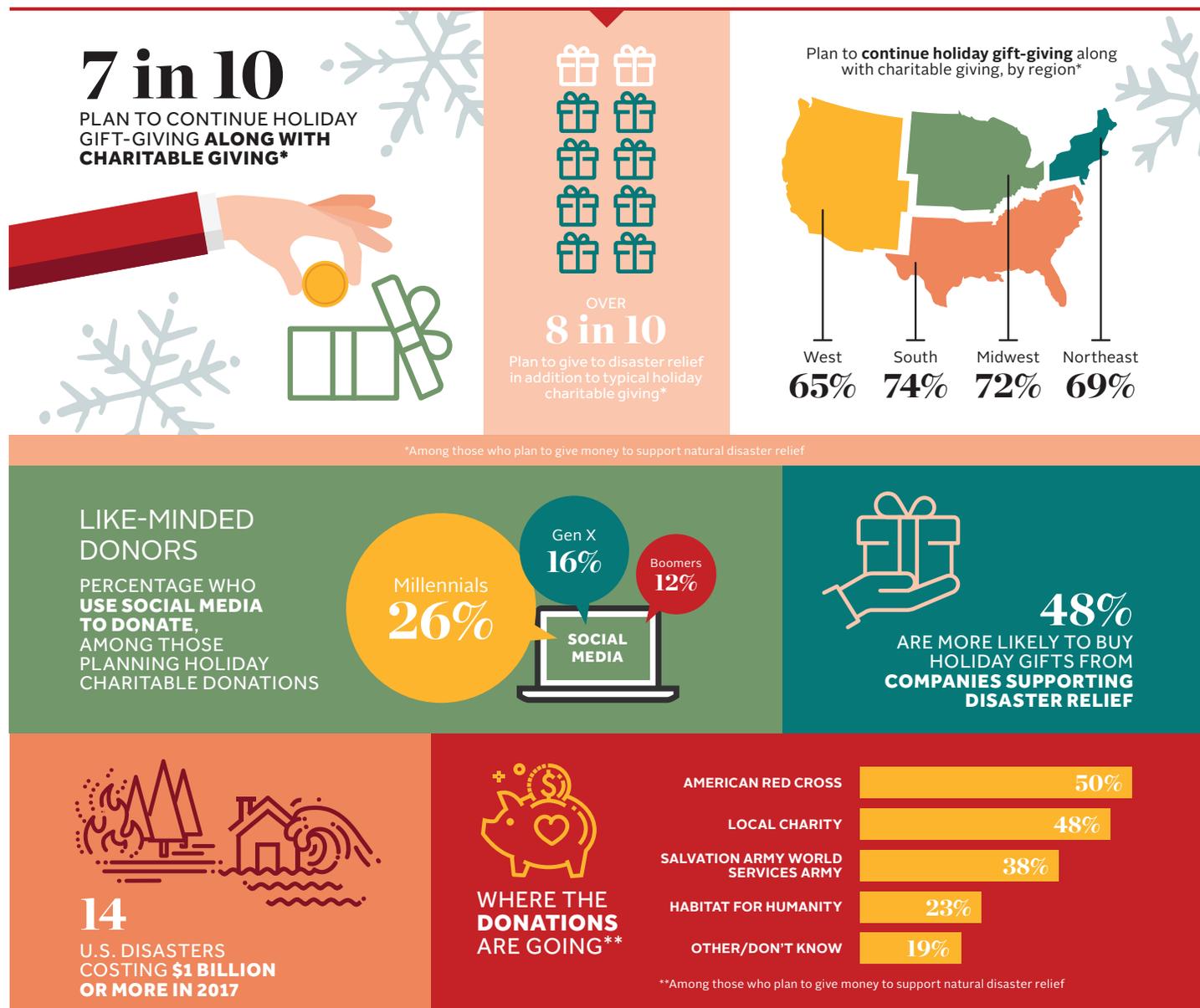
"I suggest marketers consider innovative ways to use not just their brands but also their physical footprint, their operations buildings, employee manpower, etc., to take support disaster relief, because their customers are paying attention," Monica Marshall, a Ketchum SVP, tells us. "Companies should take into consideration the different ways their customers prefer to help others, and then provide ways to make

it easy for them do so," she adds.

Incidentally, 71% of Americans plan to dig deep into their pockets this holiday season and give to disaster relief, the survey found.

Marshall was "somewhat surprised" by that finding "because reports from the first half of 2017 said charitable giving was down vs 2016." That, combined with the sheer number of natural disasters in the second half of the year, seemed to indicate "a sort of donation fatigue." Oh, ye of little faith. Never underestimate the American spirit and good nature. "It is heartening to find out that, in fact, Americans still plan to be generous for the holiday season," she says. ■

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Source: Ketchum (Nov 2017)



Charlie Rose, Journalist

1. “That Which We Call a Rose...”

As we did in our previous issue with **Louis C.K.** (PRN, November 14, 2017) and not long before that with **Kevin Spacey**, we’ll analyze journalist and talk show host Charlie Rose’s statement after he was accused of sexual misconduct. In Rose’s case the charges came from 8 women, some named, others anonymous. The women, all of whom worked for Rose or were interested in employment at **PBS’ Charlie Rose**, spoke in an article in *washingtonpost.com* Nov. 20. Rose’s eponymous show has run on PBS stations since 1991. More recently **Bloomberg LP** also has distributed the show. As we said last week, though there is much to say about Rose’s situation and the many other cases being brought to light in this moment, we’ll restrict ourselves to the PR lessons from his statement, which he released to the Post and later posted on **Twitter**. Rose’s statement receives a failing grade. He begins, “In my 45 years in journalism, I have prided myself on being an advocate for the careers of the women with whom I have worked.” He’s writing in the first person. Excellent. On the down side, he’s clouding the situation by attempting to score points for his progressive stance on employing women. Those who’ve read the *post.com* article realize this opening sentence is wildly inappropriate. More than that, if you’re going to apologize, do so. He continues, “Nevertheless, in the past few days, claims have been made about my behavior toward some former female colleagues.” The use of the word “nevertheless” kills his second sentence because it’s a subtle suggestion that he isn’t too bad a guy really. After all, remember what we established in the first sentence?

Charlie is an advocate for women. Whew. Rose continues, “It is essential that these women know I hear them and that I deeply apologize for my inappropriate behavior.” Lose the “hear them” and go directly to how the statement should have begun, ie. “I deeply apologize...” The next bit is good, he admits responsibility: “I am greatly embarrassed. I have behaved insensitively at times, and I accept responsibility for that...” The next phrase, “though I do not believe that all of these allegations are accurate,” sounds like Rose’s lawyer talking. Again, avoid the weeds, just apologize. The next sentence is a killer: “I always felt that I was pursuing shared feelings, even though I now realize I was mistaken.” Rose is one of the most perceptive people in media. Certainly he understands no means no, crying means no. It’s all in the *post.com* story. Again, a simple PR lesson: If you’re going to apologize, do it. – Despite dropping *Charlie Rose* and its host, PBS now must conduct a thorough investigation of how Rose could be allowed to prey on women for so many years. It also must demonstrate that sexual misconduct will no longer be tolerated in its shop.



Jem Gregory, Internal Communications, Ruder Finn UK

2. Growth:

With just 15% of global employees saying they’re “engaged” at their jobs in a new **Gallup** poll, **Ruder Finn** is launching a global internal communication practice focused on the **internal customer experience** (ICX). The new practice is aimed at maximizing employee journeys through analytics-driven experiences, it says. Despite so much available data on employees, “organizations still often look at engagement and experience through very narrow parameters: email open rates, video views, Intranet visits etc,” **Jem Gregory**, a co-leader of the new ICX practice, tells us. “ICX is much broader...we combine data and opinion from external sources (**Glassdoor**, com-

pany social channels, etc.) as well as internal (Intranet, internal collaboration tools, focus groups) to analyze key areas such as sentiment, hot button issues and topics of interest.” – **Weber Shandwick** unveiled a unit to provide strategic communications counsel to organizations as they build out diversity, equity and inclusion (DEI) programs. **Tai Wingfield** joins Weber as SVP to lead the practice. Wingfield comes from the **Center for Talent Innovation**, a diversity think tank. – **Millwright Holdings, LLC** acquired PR agency **Warner Communications** of Boston.

3. People:

APCO Worldwide named **Harlan Teller** executive director. He’ll advise clients on reputation management. Prior to APCO, Teller consulted for **McDonald’s**, **Allstate**, **Duracell** and others while holding senior positions at **Hill + Knowlton** and **Burson Marsteller**. – **Wedbush Securities** promoted **Natalie Svider** to SVP and marketing director. She’ll also continue in PR. Prior to her promotion, Svider was VP of PR. – **Cisco** exec **Jennifer Massaro** joined **Nutanix** as director of global PR.

4. Table Talk:

Turkey led all foods in social media mentions in the past week (147K), according to **Talkwalker**. The side dish battle winner is **stuffing** (90K mentions), followed by **potato/sweet potato** (23K). Are you surprised **pumpkin pie** (12K) comprised 62% of posts mentioning desserts? ■



Tai Wingfield, SVP, Weber Shandwick

Attention Subscribers: Your next edition of PR News will be dated December 5, 2017. We wish you and your family a very happy and safe Thanksgiving.