DEMONSTRATING THE VALUE OF COMMUNICATION PART II

The Insider's Guide to Measurement

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DEMONSTRATING THE VALUE OF COMMUNICATION

PART II

Previously released by AMEC for Measurement Month: Demonstrating the Value of Communication – Part I (2017) – a free e-book with advice from 11 experts on how to get started with communication measurement and evaluation. Download it here.

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INTRODUCTION

MEASUREMENT

HOW THE GLOBAL COMMUNITY IS OUR GREATEST ASSET

By Barry Leggetter, FCIPR, FPRCA
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In congratulating Jesper Andersen for his leadership to produce this new e-book, I want to use it as an example of what I see as the great but unspoken strength of the AMEC measurement community.

Measurement Month, now in its 4th year, is testimony to that spirit of collaboration.

It is a time when competitors come together in arguably a bigger cause, to help educate the PR and communications marketplace on a global level of the importance of measurement and of the new models and workflows now available.

On behalf of AMEC I thank all the contributors to this guide for contributing to this Measurement Month special e-book which reflects some of the talking points from around the world and for sharing their own thinking and ideas.

For its part, AMEC has been proud to lead the industry through initiatives such as the Barcelona Principles, the AMEC Integrated Evaluation Framework and from this month (November), the M3 Measurement Maturity Mapper.

Measurement Month 2018 is the largest yet, with over 50 events and initiatives being showcased, from the remarkable success of Cision's CommsCon18 event with over 960 delegates; to the United Nation's ambitious plan to run 500 measurement workshops throughout the world.

It demonstrates again that the global AMEC measurement community is our greatest and most valued asset.

What is important to say is that every Measurement Month event is equally important, irrespective of size.

Each initiative helps to underscore the year by year growing realisation that a commitment to measurement helps demonstrate the value and effectiveness of the work of PR and communications professionals wherever they work.

It is the global measurement community at work! [amec2018]

FOR CHIEF COMMUNICATION OFFICERS:

HERE'S AN OVERARCHING MODEL TO HELP YOU PUT THE AMEC INTEGRATED EVALUATION FRAMEWORK INTO A BROADER VALUE CREATION CONTEXT

By Dr. Alexander Buhmann
Assistant Professor, BI Norwegian School of Business
and
Fraser Likely
President, Fraser Likely PR/Communication Performance

AMEC's well-constructed Integrated Evaluation Framework (IEF) is finding new converts according to Richard Bagnall, AMEC's Chairman. Richard has reported a continuing uptake in the use of the IEF. That's good news, since so much time and effort has been devoted by the public relations/ strategic communication evaluation and measurement community of practice to the development of frameworks, models and best practices.

Besides the IEF, other recent and similar frameworks include the UK Government's Government Communication Service Evaluation Framework and the Public Relations Institute of Australia's Measurement and Evaluation Framework. As well, another well-known and earlier one is the Communication Controlling framework developed by the Value Creation Through Communication Task Force, a joint effort of the German Public Relations Society and the International Controllers Association.

The importance of these frameworks is their marriage of planning with performance evaluation and measurement best practices. Although some experts may believe that these frameworks have a more universal application, their actual use has to date been in the development and evaluation of communication campaigns. For example, the AMEC web site states emphatically that "The IEF is designed to help you plan your campaigns more effectively, especially with outcomes as a key driver." Moreover, Alex Aiken, the head of the UK Government Communication Service describes his framework's importance as "We use a rigorous campaign model for all our work that ensures we avoid uncoordinated, sporadic communications activity." Finally, Jenny Muir, PRIA's 2017 President believes that "Our expanded model takes an 'eco-system approach' to contextualising communication within the organisation and the community it seeks to influence. It emphasises reporting on the impacts of a program or campaign – an extension from measuring outcomes. It underscores the importance of ongoing tracking against measurable objectives and the use of comprehensive data sources."

Therefore, we see that, in the conceptualization of these frameworks, the primary unit of analysis was the communication campaign. That is, the real purpose of each framework is to build, evaluate and measure a campaign. But we should ask ourselves – Chief Communication Officers should ask themselves – is the campaign the only construct in a communication department that needs to be measured for effectiveness? »

Is the campaign the only way a department, a CCO, can evaluate performance and then demonstrate value? Indeed, are there other constructs or units of analyses that should be measured for effectiveness and evaluated for value. We think there are!

Indeed, in a recent article[1] we presented an "umbrella framework" under which these campaign frameworks would fit and that takes a more comprehensive view of performance evaluation in communication departments in general. Our Holistic Evaluation Framework for Strategic Communication puts forward seven separate units of analyses. That is, we see six other ways a CCO can measure effectiveness and evaluate the value created in her or his department.

We believe that 'selling' the results of a communication campaign to senior management is only one way a CCO can demonstrate the department's value. While a properly funded and planned communication campaign is the basis to making behavioural change happen, and through behavioural change the fulfilment of an organisation's marketing, human resources, customer relations, public affairs or operational strategies and objectives, there is limited evidence that the adequately funded communication campaign is the primary place where CCOs devote their resources. Anecdotal evidence would suggest that, given that most communication departments are small in size, under 25 personnel[2], it would be difficult for an average department to carry out more than one or two or maybe three major campaigns in any given fiscal year. So, what are other relevant units of analyses? Going from "micro to macro", the first is the communication messages or content a department creates, the communication products produced to hold that content and the channels or media it utilizes to communicate. We measure their effectiveness, their cost-effectiveness and the value of these products and channels to bring to meeting communication objectives. The second of course is the aggregation of products and channels into a communication campaign.

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"We believe that 'selling' the results of a communication campaign to senior management is only one way a CCO can demonstrate the department's value."

1. Buhmann, A., & Likely, F. (2018). Evaluation and measurement in strategic communication. In Heath, R., & Johansen, W. (Eds.) The International Encyclopedia of Strategic Communication. Hoboken, NJ: John Wiley and Sons.

2. Moss, D., Likely, F., Sriramesh, K., & Ferrari, M. A. (2017). Structure of the public relations/communication department: Key findings from a global study. Public Relations Review 43: 1, 80-90.

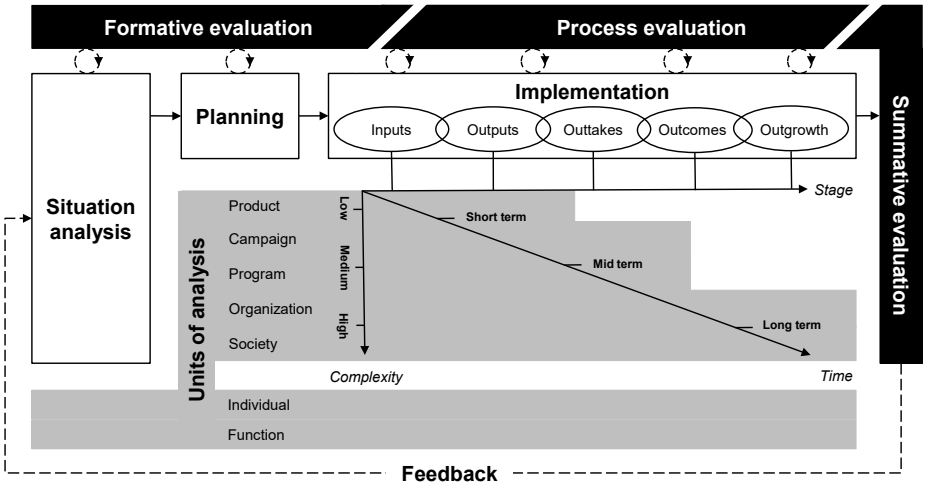

Figure 1: Dimensions of evaluation in strategic communication: a holistic framework

The third is the aggregation of products, channels and campaigns in each stakeholder program – separate programs for customers, employees, donors, taxpayers, community members, etc. – over a period of time on the quality of the overall organization-stakeholder relationship within the program. The fourth is the impact the products/ channels, campaigns and programs have on whether the organization is meeting its tangible goals. The fifth unit of analysis is the organizational-society relationship, in terms of intangibles such as reputation, social responsibility or social license. Measurement of effectiveness can occur for each of these units of analyses, and each in turn can be evaluated for their value. These five are the basis by which a CCO can assess whether her or his strategic communication efforts – the purposeful use of communication by an organization that contributes to fulfilling the organization's mission, strategy, and goal attainment – is successful.

But there are two other important units of analyses for CCOs. One is the department itself and here we can measure and evaluate the allocation of resources, the services it provides, its working relationship with other departments and functions and its internal efficiencies. The other unit of analysis that can be measured and ultimately evaluated is the individual employee, including performance, talent development and learning and relationships with internal clients to which the department gives support and advice.

Taken together, measurement for effectiveness and evaluation for value – that is, evaluation for merit and worth - of these seven units of analyses allows the CCO to present a broader and more rational scorecard. The CCO can show both accountability as well as improvement. Our framework, as illustrated above, presents these seven units of analyses against an overall strategic planning conceptualization.

Each should be seen as being part of a broader research, planning, implementation and measurement/ evaluation process. Each has, to different degrees, short-term, mid-term and long-term time horizons and in reality, each is a continuous, interactive and iterative process. Our framework shows that the value of communication can be seen on both the strategic (long-term) and operational (short-term) level.

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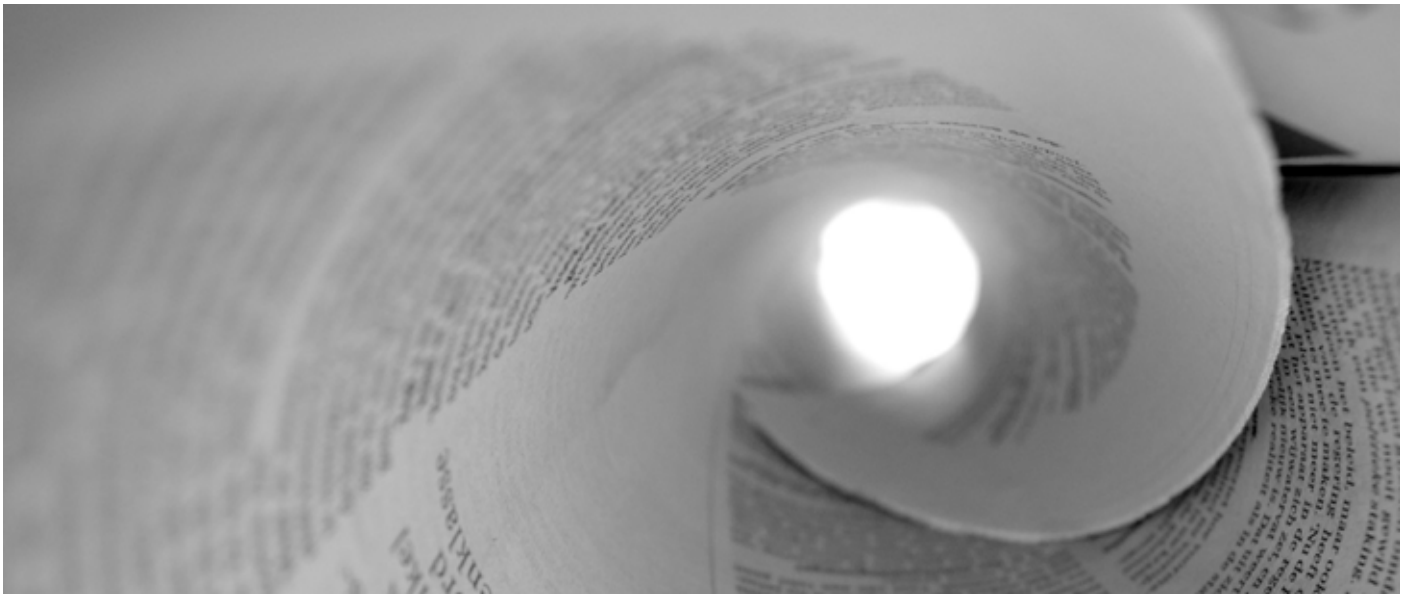

What's important to remember for each unit of analysis is the need to differentiate between measuring effectiveness and evaluating for value. Effectiveness can be defined as achieving a desired communication result against a pre-set objective and, as such, objectives should be set within each unit of analysis. Value on the other hand can be broadly defined as the more fundamental contribution of strategic communication to fulfilling business unit objectives, organizational goals or even broader stakeholder relationship or social aims and thus the value to the organization that an effective communication department delivers. Something might be effective, but in the current situation the organization finds itself, it might not have value.

Measuring and evaluating campaigns is only one solution to having the senior management team and the board understand the merit and worth of the communication department and its strategic communication efforts. A broader scorecard would include the six other units of analyses and, in fact, represent more holistically the contribution we make to organizational success. [amec2018]

For a more extensive discussion of the holistic framework for evaluation in strategic communication please see: Buhmann, A., & Likely, F. (2018). Evaluation and measurement in strategic communication. In Heath, R., & Johansen, W. (Eds.) The International Encyclopedia of Strategic Communication. Hoboken, NJ: John Wiley and Sons.

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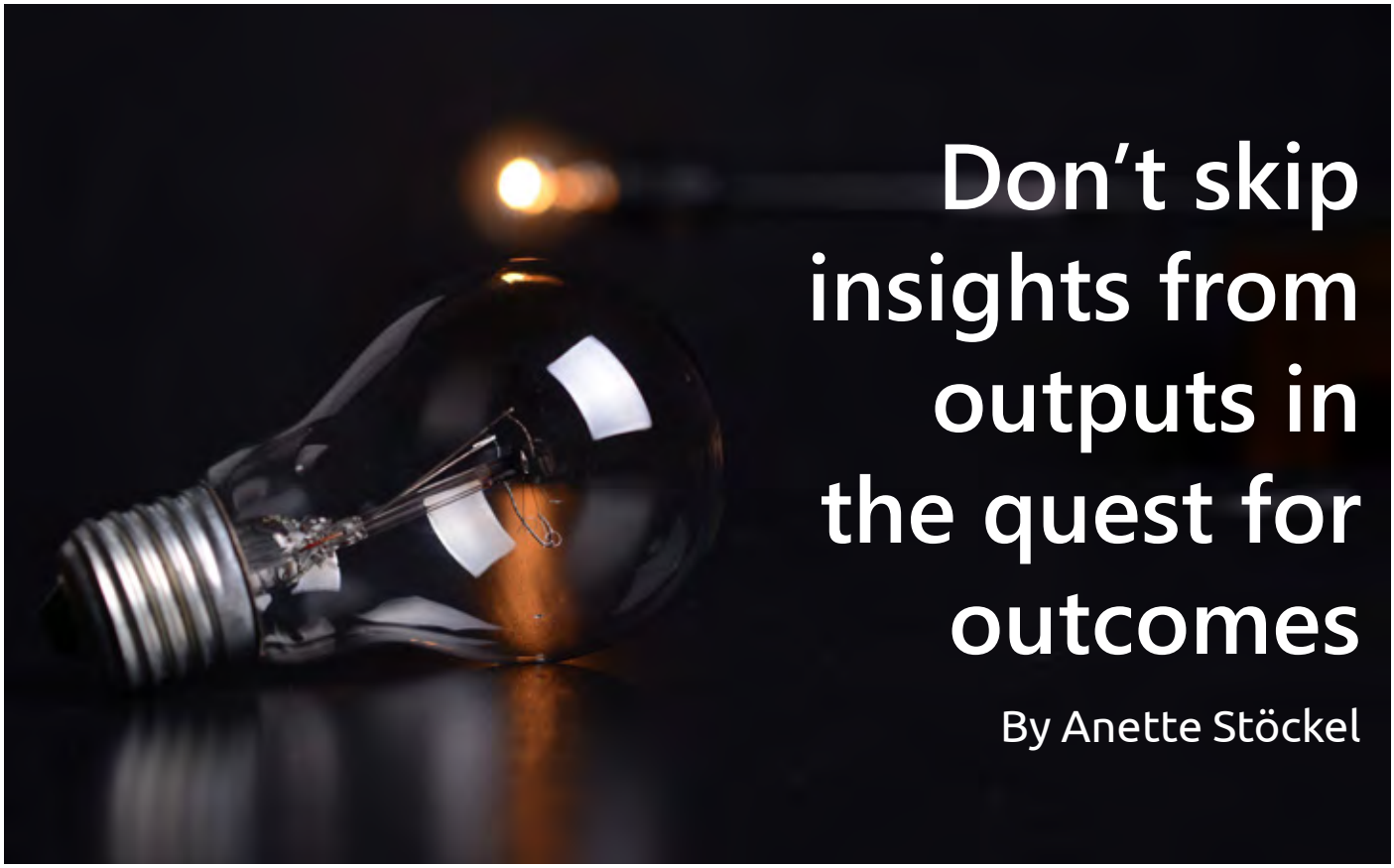
Fraser Likely has been a member of the Institute for Public Relations Evaluation and Measurement Commission since 2001, and a member of The International Association of Measurement and Evaluation (AMEC) since 2008.

His company, Fraser Likely PR/ Communication Performance, provides coaching to CCOs on determining department value and developing a broad evaluation program to demonstrate that value. Fraser is an Adjunct Professor at the University of Ottawa and has researched and written extensively on building a seven-level, sophisticated communication department evaluation and measurement system. As a communication management consultant, adjunct professor and researcher, Fraser has been interested in the evolution of evaluation and measurement in public relations and strategic communication over the last 40 years. He has researched and written on Return on Investment, logic modelling, the seven units of analysis for a PR department evaluation program, the barriers to a more sophisticated evaluation system and the development of a Maturity Model for evaluation. He can be reached at likely@intranet.ca.



Don't skip insights from outputs in the quest for outcomes

By Anette Stöckel

For more than a couple of decades ago I embarked on my journey in the media monitoring and analysis business. I have been working for several companies like Cision, Infomedia and Kantar and with a vast number of different clients: Big, small, NGOs, financial sector, IT & telecom, leisure and consumer goods. The quest has always been to show the value of PR, but oh – time has changed! From the first days of aha experiences based on blue and red columns showing the sentiment on number of articles or Reach (potential readers) to today's strong emphasis on outcome measures proving earned media's contribution to the business objectives.

The industry has definitely matured, and we have come a long way, but sometimes I wonder if the dedicated focus on outcomes are over shadowing the operational insights you can retrieve from the outputs in traditional media. Especially if you are working with the long-term project of maintaining and improving the corporate reputation through persistent ongoing press relation work.

Don't get me wrong – I'm not at all suggesting that anyone should skip focus on the outcome. No press officers are communicating with and to traditional media in order to get a specific amount of media coverage. However, to measure how this long-term corporate communication work towards the traditional media effects reputation and the business is tricky and it would be a pity to overlook the operational insights the press officers can get from the outputs of a media analysis in the quest for the golden arrow of outcomes.

Not at least because it is very hard to draw a firm cause- and effect-line between earned media coverage and the outcome; but this does not mean that you should leave out neither of the measures. If you want to make it probable that the work the press relation officers carry out participates in the outcome results, you first of all need to be very clear about how your media coverage should play an important role in maintaining or changing the perception of the company.

You have to make sure that the press officers' work is aligned to the same narrative goal that governs all the communication in your company - and that this narrative supports the business' objective. The media analysis can reveal to what extent the coverage contains the desired messages and supports the company narrative – and hence reveal whether the press officers have succeeded in putting forward the right messages.

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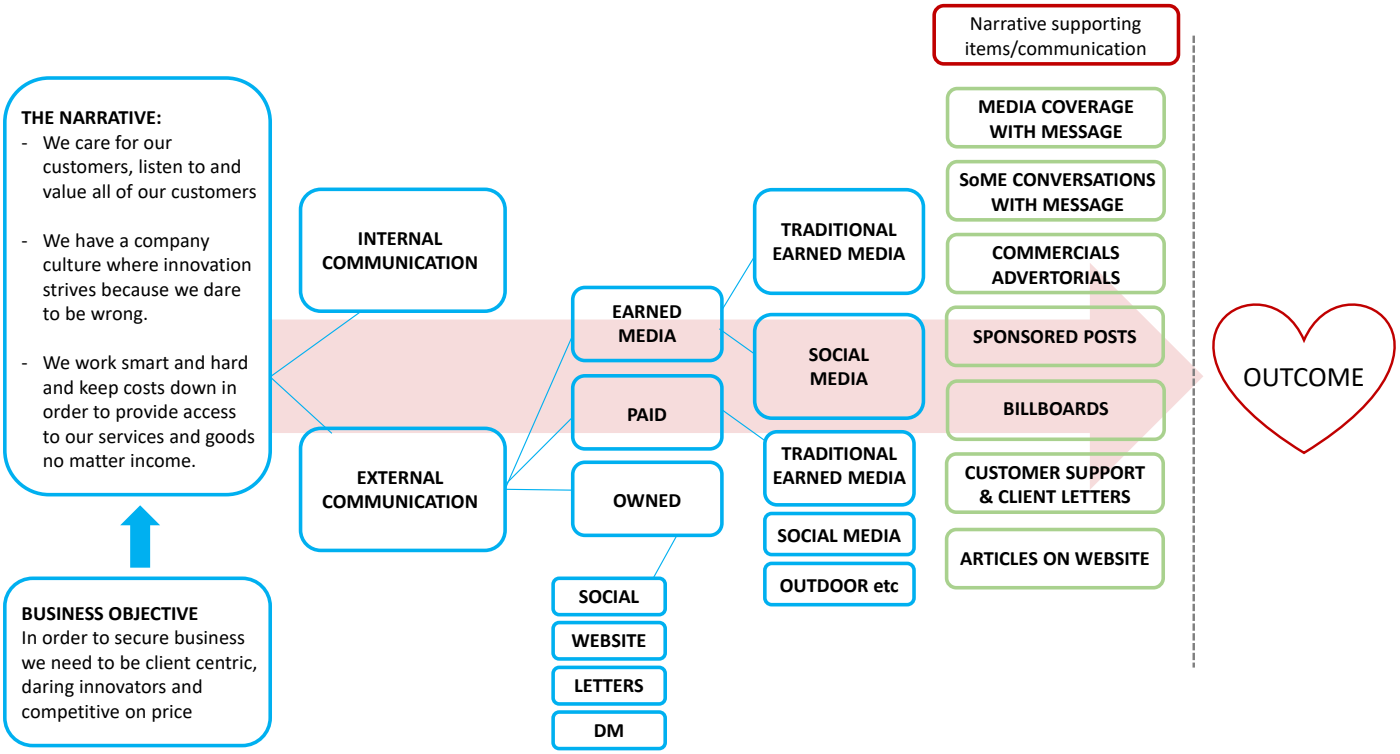

The company/brand story and values should be present and aligned in all communication whether earned, paid or owned. The narrative should flow through and be present in all channels – as the narrative is designed to support the business objective. In earned media, a tracking of narrative supporting expressions has the potential to draw a probability line from the media coverage to outcome measures.

A media analysis that can show that 65% of the proactive coverage supported the narrative and message, and this coverage reached 1.2 m. readers in media with the right target groups can with probability show that the work in the press department has participated to increase the perception of your brand as for example customer centric and innovative.

Besides tracking message penetration on the traditional media coverage, other useful measures bringing forth operational insights could be spokespersons quotes, use of imagery, proactivity or external agenda setters. The measures in themselves can provide some insights, but they only come fully to their right if used and played with: What are the relations between the measures and the metadata such as media type, reach or geographical distribution. The cross reference and a curious approach to the dataset could for example reveal that the message of customer centric primarily is picked up by regional papers, but rarely by the trade media that you desired – an insight that calls for action. These operational insights cannot be produced if your media analysis only focus on bringing forth the same KPI's from month to month, so make sure that the data not only provides answers to the same questions all the time, but also reveals relations, that you were unaware of.

It could also be an idea to establish a hierarchy of the media sources. Just to show that a variety of media has published proactively generated coverage and included the desired message may not reveal whether the press department has reached out to the key stakeholders. If the goal is to communicate a financially strong company to owners or potential investors, it may not be so effective to have the message communicated in a wide variety of local newspaper, and likewise if the goal is to influence middleclass women in their thirties, maybe the national business paper is the wrong target media. A media analysis is not only providing operational insights and data to outcome measures; it can also be used for internal purposes. The outputs showing spokespersons' presence in the media coverage also provide a lever for engaging experts and management, for example, when it is possible to show that in their coverage the message penetration was much higher than the average and they reached 0.7 m. potential readers in the target media sources. It can also be used to celebrate the press department's results in a media crisis: They did manage to mitigate!

If you are working in a global or a very big organization the output KPI's can also be a means to secure alignment of the press relation work between the different communication departments. If all the employees working with earned media are met with the same target KPI's like share of message in proactive coverage, it is a powerful tool to make sure that everybody is working towards the same goal. Of course, you have to secure a common understanding of the narrative and messages and also of how to interpret this in the analysis.

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> No press officers are communicating with and to traditional media in order to get a specific amount of media coverage.

So – to sum up

Of course, you should aim for measuring the outcome of your work and include as many explanatory data sets as possible – but don't skip the important insights on the outputs of a media analysis. These can be very helpful, both in the outcome quest and in the daily work. If done right, your media analysis can provide:

1) Focus on communicating the right messages and aligning your communication.

2) Secure operational insights on what kind of approaches that works the best.

3) Establish a common understanding of the media image and surrounding media landscape.

4) Support and visualize comm's work internally.

5) Potential to draw a line of probability between the proactive press relation work and the desired outcome.

A media analysis is also not just about measuring what has happened. It is also a preparation tool providing a coherent outlook on the media landscape that your company is a part of. It establishes a common understanding of the media image of your company and the surrounding media landscape and can provide ideas on how to move forward.
However, for some of the work carried out by the press managers in the communication department it is to some extent impossible to measure the output or outcome. No matter how advanced you build your data-setup and analytics, you will still fall immensely short of measuring the effect of the critical articles that was not published. Of course, a media analysis also cannot measure articles that was not published, but the proactive work can be tracked and show how well the issue has been nuanced by spokesperson statements or other initiatives to mitigate the issue.

Especially when facing critical issues in the media, it is advisable to investigate the relation between earned media coverage and reputation or behavioural change. To have a databased view on how much various media issues affect the reputation of your brand can be very helpful in preventing the organization to extrapolate the impact of for example a series of critical articles in one of the business papers.

On the other hand, you can also show that a single unfortunate customer incident can cause severe dips in the perception of the brand if spread to a large number of media sources and spiced up with feelings of betray, mistrust and pity and also spread through social media. However, be aware: The number of people that dies by becoming tangled in their bedsheets also correlates with the per capita cheese consumption. The more blind angles you have in your dataset, the higher the risk to extrapolate or underestimate your own departments influence whether you only include earned media coverage, social listening data or only paid channels when tracking the communication outcomes on reputation, behavioural change or sales. [amec2018]

Anette Stöckel is working as Senior Research Executive in Kantar Gallup, a part of Kantar Media's global reputation, PR monitoring and evaluation network. She has been working with media monitoring and evaluation since 1997, back when press clippings smelled of ink and columns was measured with rulers.

Anette has a background in Philosophy from Copenhagen University, half a diploma in Communication, a passion for both downtempo and upbeat electronic music, for creating dashboards in PowerBI and for analyzing complex communication for demanding clients.

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I WISH I KNEW THIS WHEN I STARTED MY MEASUREMENT JOURNEY

By Aseem Sood

How often have you worked with someone on their first communications measurement project? Given that I lead the first specialist communications measurement firm in India, our team got several such opportunities. Luckily, for most of our first-time clients, it was not their only measurement project as they went on to work on many more in the future. It wasn't always because of the good work that our team did. The real reason was that these communications professionals wanted to do more for their firms and used communications measurement as a strategic tool to learn and drive their agenda internally.

There are several similarities and learnings in every first communications measurement project.

MEASUREMENT IS GOOD FOR US, AFTER ALL.

For us, over 50% of the new business discussions were initiated when our client or his/her boss saw some sexy looking charts, measuring communications effectiveness, of someone else's campaign. They may have seen these from friends, who ran some successful campaign and showed the charts to brag about the same or a case study of a successful campaign that was presented at a conference. Our client would try and explain to us what he saw and how it's helped his/ her friends show the success of their efforts and then ask us if we can do the same for him/ her. Never ever, did they come across such sexy looking charts for failed projects.

As a result, first association that a newbie has for a communications measurement project is "success". Some of them had a 'rear view mirror mindset' for measurement,. The association of such projects with success was actually a blessing in disguise. Without understanding how measurement can actually be used for better decision making, almost all clients believed that measurement will help them achieve better success. We were happy to see this perception, again and again.

DON'T WORRY, LET'S START. IT'S NOT CAST IN STONE.

Our team, that focuses on new business development, is called Measurement Solutions Group (MSG). Members of MSG would usually involve me in all measurement discussions right from the first meeting. Lately, I started feeling that I was being invited only for the closure meetings and not the first or the second meeting with the client. Once, I received a special request from a MSG colleague, who invited me to join a business closure meeting with a client. He requested me to stay quiet during the meeting. I was confused. I had never received such a request from any of my colleagues. I asked him to explain. He said, "just like any good student of measurement, you start every new project explaining the importance of clear measurable objectives.

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> "Our products are simple, have straight lines and are easy to use. Why do you communication experts make your reports all complicated? - Marguerite Marston, Public Relations Manager, IKEA US"

You focus on it so much that clients, who do not have well-articulated objectives, get scared and drop the discussions. This was one such client with poor articulation of objectives". He went to add, "Rather than scaring such clients away, it's better to get them started on the measurement journey, with standard metrics. Once they start, they soon realise the importance of well-defined objectives, we can modify our project at that stage". This may sound counter-intuitive but this approach has worked in 100% of the cases where we were forced to use it.

LESS IS MORE. AVOID CHART CREEP VIA A SIMPLE USEFULNESS TEST.

We prepare a dummy measurement document after every first discussion. This is done to give some idea of the deliverable to the client. Without fail, the first dummy document runs into 50+ pages of charts and graphs. First timers want to cover everything, every detail, every chart possible and more. If there is a data cut possible with their data, they want it added. Why? At times clients get excited when they see what all is possible and then do not want to miss anything. FOMO.

I read an article by a data scientist, Noah Larong, who shared a solution for such situations. He said, "for every new chart/ report that is asked, you need to ask one question: what's the point? What's the action or decision that this reporting is intended to impact? When someone consumes it, what can they do about it? Can they make a decision? Can they go do something personally or ask someone to do something? If there's nothing that can be done in response to a report, does it need to be reported in that manner?" He called this "the usefulness test".

We started using usefulness test in our discussions with clients. It was a difficult conversation at times but mostly, it really helped reduce the length of our measurement reports. Over the years, we find that lesser the number of pages that we deliver in our final report, higher is our fee and the client satisfaction with our work.

KEEP IT SIMPLE. COMPLEX FORMULAS IS NOT KEY TO MEASUREMENT.

I will be eternally grateful to my previous employer - McKinsey & Co. It's not just a firm but an institution. At McKinsey, we used to make complex models, using several variables, to solve client problems. I tried to copy the same approach, made complex models (even took help from ex McKinsey experts) to solve communications measurement challenges. We did some great work but guess what, our clients did not find the new "complex" models exciting enough. We thought there was some problem with our models until I heard a communications professional say it out loud, at an international conference organised by AMEC - Keep It Simple. Marguerite Marston was leading communications for IKEA at that time.

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She put up a slide which showed the best-selling IKEA product on left and screenshots of some complex charts and graphs on the right. She said, "our products are simple, have straight lines and are easy to use.

Why do you communication experts make your reports all complicated?" We realised the trap that we had fallen in. We started working towards simplifying our metrics/ charts/ models as long as they helped assess and explain the measurement as well as the complex models. Surprisingly, it was more difficult than what we had expected. [amec2018]

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Aseem, a dog lover, is currently the Chief Executive Officer at Impact Research & Measurement Pvt. Ltd. He is also a Director at AMEC. In Asia, he plays the role of Vice Chair of the AMEC Asia Pacific Chapter. In 2017 he was honoured with the AMEC Lifetime Fellowship Award for his contribution to the Industry.

Prior to Impact, Aseem worked with McKinsey & Co. as an analyst. At McKinsey he worked with clients in Europe, US and China, helping them improve their operations' effectiveness in the domain of purchasing and supply management. He also worked in McKinsey & Co.'s Business Technology Office (BTO) practice, a special initiative of McKinsey & Co. that offers technology consulting services.

Aseem holds a Post Graduate Degree in Business Administration from International Management Institute, India and a Bachelors Degree in Business Studies from University of Delhi, India.

Aseem spends his free time playing with new electronic gadgets/ softwares; helping friends choose the right gadgets; listening to music; or connecting with old friends.

MEASURE COMMUNICATION IN THE ERA OF DIGITAL TRANSFORMATION

By Barbara Bassi

ORIENT YOURSELF IN THE CUSTOMER JOURNEY

The measurement of communication helps to focus on the path of consumers towards the purchasing process, which today takes place largely on the web.

Mapping the Customer Journey in the past was a linear process: the user discovered the product, inquired, bought it and, after the purchase, could ask for information. Today the consumer moves in a much more complex context: the steps he takes to get to the buying process are not easily identifiable. Before buying, it tends to build a relationship with the brand and grow it over time. It collects information about products and companies from many sources, often skipping from one to the other without making the difference between paid, earned, shared and owned channels. Precisely measuring the result of each of the actions taken by the brand towards the numerous touchpoints with the customer is the key to understanding what works and what does not in the communication strategy.

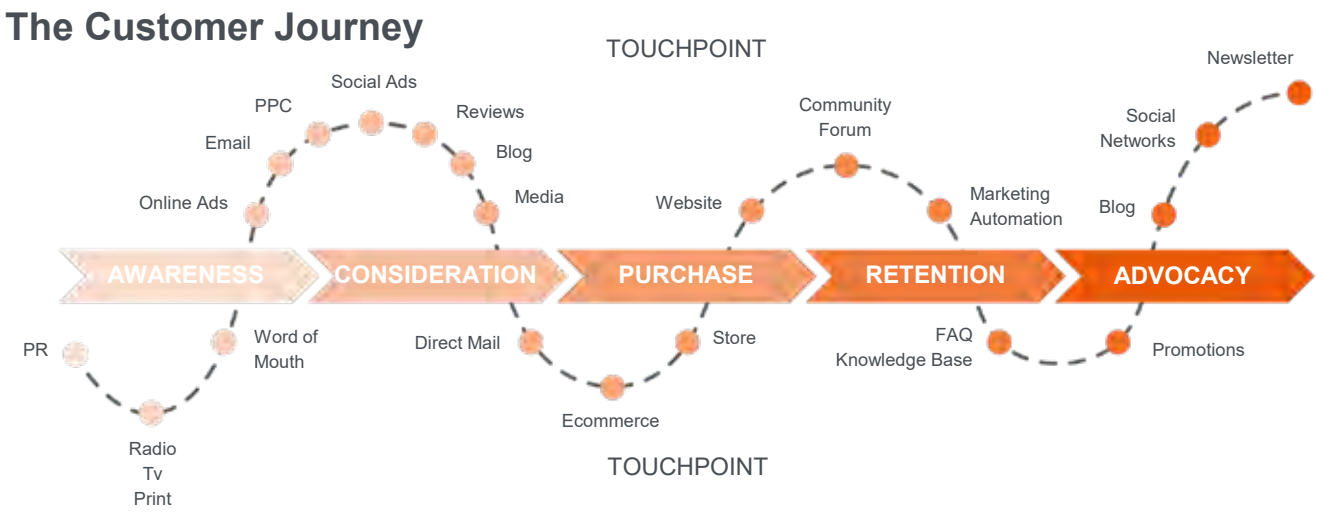
Technology is crucial in this process because it determines the speed and accuracy of measurement.

Source WELLNET/Prismi Group

MEASUREMENT IN DIGITAL MARKETING

If there is a discipline in which the measurement of the results of the activities carried out is dealt with strategically and naturally, it is that of digital marketing, which cannot disregard the focus of detailed and specific KPIs.

Digital marketing makes it possible to achieve marketing objectives through the use of digital technologies and media. It deals with managing the online presence of the company through the available online channels (sites, apps, social media), using online communication techniques (e.g. search engines, social media marketing, online advertising, email marketing, partnerships with websites). The goal is to acquire new customers and improve the relationship with those already acquired; this happens thanks to the strengthening of the relationships obtained with CRM systems and with marketing automation. »



Source WELLNET/Prismi Group

The success of digital marketing, however, is also linked to its mix with traditional activities, such as printing, TV and direct mailing, and in the constant and real-time analysis of the data that this mix of channels generates.

THE ROLE OF TECHNOLOGY

In this complex panorama the role of technological platforms is fundamental. These are of great help in demonstrating the effectiveness of the investments made and the final effect that the campaigns have on the company's business objectives. There are several technologies that offer a database on which to carry out precise analysis. The most used in digital marketing are:

- Analytical tools based on the web.
One for all Google Analytics, able to track site visitors, determine where they come from and how long they stay connected, understand how surfers interact with the content of websites.

- Measurement tools like SEO (Search Engine Optimization) and PPC (Pay Per Click)
They aim to get the most out of their presence on search engines. They are used to carry out research on what interests us by identifying the most significant keywords.

- Customer Relationship Management
Indispensable to trace the sales cycle in every phase. The more data you have available, the more impact you can have with future leads.

- Call tracking solutions
They are tools to measure the flow of phone calls from customers and prospects, which provide information on origin, duration, level of interest. They allow us to understand how effective the campaign how interesting the communication were.

- Measuring instruments for mobile devices
Tools designed to optimize efforts in the mobile sector thanks to the use of measurement tools such as geolocation.

- Marketing Automation
The best marketing automation platforms include metrics and analysis systems as an integral part of their structure and are able to produce ad hoc statistical reports and analyses.

THE USEFULNESS OF CONTINUING EDUCATION

It is therefore a complex universe of technologies, tools and metrics for marketing. A market that grew 27 percent this year, according to "Marketing Technology Landscape 2018". This is an interesting photograph taken by American blogger and technologist Scott Brinker and summarized in this picturesque supergraphic, which aggregates almost 8000 logos of companies subdivided by activity.

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> In this complex panorama the role of technological platforms is fundamental. These are of great help in demonstrating the effectiveness of the investments made and the final effect that the campaigns have on the company's business objectives.

To understand how this market is exploding, it is interesting to compare the supergraphic year by year starting from 2011, the date of its first edition: at the time, the marketing technology producers were only 150, and from year to year they almost tripled, up to over 6800 in 2018.

So the marketing/communication professional must become a technology expert to make a correct measurement? In part, yes, or rather it must be able to count on its own work team on people coming from IT, with a digital background and above all curious, given that the tools are constantly changing. He certainly needs them for the selection of platforms, but it is also fundamental the way in which they are used to exploit metrics and algorithms in a personalized way, according to the customer journey's context.

In order to master the measuring instruments, a "lifelong learning" process must be carried out. The aim is to modify a learning that is no longer adequate to the rapidity of the technological changes taking place and the professional skills required by the market.
The keystone is therefore the continuous professional training of the marketer, because measuring technologies are constantly changing and the skills in measuring results make the difference. [amec2018]

Barbara Bassi started her career as a journalist and then account executive/press officer for important clients within some major PR companies in Italy. Some years later, she joined the media intelligence industry founding a business unit dedicated to PR measurement within the Italian media intelligence market leader, where she worked as business unit director and partner for more than 17 years.

Barbara then set up her own independent activity under the brand BBConsulting (www.bbconsult.it), which provides consultancy and services in PR, communication and digital marketing for the B2B sector, with a specific focus on measurement of communication.

An AMEC Lifetime Fellow, she has been committed as an AMEC Board Member for 12 years. Currently European Chapter Chair and Vice Chair of the AMEC College and Education Working Group.

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BIG DATA AND BIG IDEAS:

LESSONS ON HOW TO ENSURE RESEARCH, MEASUREMENT AND EVALUATION ARE THE FOUNDATION FOR COMMUNICATIONS ACCOUNT PLANNING AND ACTIVATION

By Ben Levine

> Clients/stakeholders are asking for more sophisticated types of evaluation to demonstrate the benefits of communications activity.

How often have you heard this in your organisation: "hey we need some stats or research that supports our idea," or "the campaign has finished, can you tell us how we did?"

If, like me, you work as a research and evaluation specialist within an agency it's probably a request you've received more than once in your career. And while the positive news is that it's a request that comes up less and less often, the fact remains that this approach still takes place (whether we want to admit it or not).

Listen, agency life is busy and filled with a myriad of priorities, from ongoing client work, to new business and pitching, to networking and thought leadership. Not to mention managing people and the business at large. Account and agency directors are under immense pressure, and by nature of the work they deliver, are expected to react and act quickly to client needs and requests. So, when it's time to plan a campaign or activation, it's easy to see why we tend to want to rush straight to ideas, tactics and execution. And measurement? Let's just chuck a slide at the end of the deck that says we'll do that.

But, I'm here to tell you that there is a better way, and it's a path any practitioner can take regardless of the size of their agency and their clients.

The irony of this conundrum is that when given the time and space to think, all account directors and PR pros will say they want research and data to be the foundation of the insights and ideas behind creative work. And that our work needs to be measured and evaluated from the start of the campaign. The issue, from what I've observed and experienced over the years, is that too often we fall victim to the planning fallacy. Try as we must, we've all acknowledged the need for solid research and proper measurement, but we underestimate the time it will take, and the resources we will need, to build and commit to this aspect in the process.

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> The beautiful thing is that there are very easy steps you can take to make sure big, rich data is part of the campaign and creative process

That means both pieces still too often either get rushed or circumvented from the process.

However, the simple fact of the matter is that we can no longer get away with that approach as communication practitioners (agency or client side). There are a variety of reasons for this, most of which I'm sure you're familiar with. For me, the most pertinent reason is the demand for demonstrating impact and the solidification of digital into all aspects of PR and communication work.

These two factors, I believe, represent both sides of the same coin. In a digital world, we've come to expect that all things can be tracked and evaluated. With that, clients have come to expect that we can isolate and show direct attribution to a business action or outcome for all the work we/they do (within reason of course).

For further context into this client state of mind, look no further than AMEC's annual Global Business Insights Study. Within those results, an interesting interplay between digital and impact emerges among members, who report that:

- Artificial intelligence (AI) as something they take seriously for their business (79%)
- Their clients/stakeholders are increasingly asking for integrated measurement solutions across marketing communications (75%)
- Clients/stakeholders are asking for more sophisticated types of evaluation to demonstrate the benefits of communications activity (70%)
- Most are being asked by clients and stakeholders to put an increased emphasis on insights and less on merely measuring (54%)

Not surprisingly, PR agencies in the UK rightly see digitalisation as a driver for growth. According to PRWeek "on average, [UK] firms said 30 per cent of their revenue had a social or digital component, with one in 10 saying it factored in 100 per cent of their revenue-producing business." (PRWeek UK Top 150: Five trends that are driving consultancy growth).

If this is the reality, how can we afford to think of proper account planning research and evaluation as "nice to haves" or something to put off until the end? Clearly, our clients and our businesses rely on data-driven creative executions that are properly measured.

So, how can you make that happen? The first step, aside from taking a deep breath, is to commit to a shift in mind-set. It's not about tools (at least not all of it) and it's not about being a classically trained researcher or analytics wiz (though that helps). It's about committing to the idea that you focus on the why behind the brief. That you continue to take a step back and think about how best to answer the challenge. And that you stay laser focused on showing how the creative will help to achieve the client's objective.

The beautiful thing is that there are very easy steps you can take to make sure big, rich data is part of the campaign and creative process:

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1. Make time and space to think through the problem; resist the temptation to run to the creative idea (and yes, I know that's the fun bit).
2. Invest time in learning about the free tools at your disposal and take advantage of free trials. The tools landscape is rapidly changing, and developers out there are as hungry to partner and grow with agencies as you are to use their services.
3. Forget the notion that research gathering means you come at a problem with a completely blank slate. We have all lived and experienced life. A bit of subjectivity will help you get from data to insight more quickly.
4. BUT, be cognisant of your biases and the biases of the research sources and data. In particular, be aware of the confirmation bias.
5. Finally, remember that great account planning isn't about a process with a fancy name or acronyms. Equally, it's not about ticking boxes.

Simply put, to up your research and evaluation game means that when that new client brief lands on your desk you'll get under the skin of the client's business challenge, be clear on communication's role in addressing the challenge, ask the right questions, go forth and research, gather and interpret results, and translate those interpretations into a simple insight. Once you have that, the strategy to making it happen and the idea that brings it all to life should flow more easily.

From where I sit at FleishmanHillard, we attempt to go through this process on every new client brief. Sometimes it is done over the course of a few days, and other times over the course of a few weeks or even months. Regardless of the time spent, the creative output is always better, always more authentic and always makes our clients happy (ok, almost always). And, as a practitioner you come away from the process knowing that your work and your ideas were rooted in fact, truth and understanding. Who doesn't want to feel that way? [amec2018]

Ben Levine leads FleishmanHillard Fishburn's research and evaluation offer, supporting clients with the development and implementation of measurement programmes, primary research projects focused on brand performance, consumer insight and reputation, and transforming data and analytics into relevant and actionable insights for clients such as Samsung, Bayer, Merck, Tata Communications and Smurfit Kappa. Previously, Ben was a vice president of global analytics at Ketchum where he worked for more than 10 years delivering evaluation and intelligence services to clients such as DSM, Philips, Mastercard, Pfizer, Booking.com and IATA, both in New York and London.

In addition, Ben is an active thought leader and contributor to the PR evaluation industry and has spoken about research and measurement at industry conferences from London, to Amsterdam, Lisbon, Slovenia, Dubai and Bangkok. He has helped to shape the direction of AMEC (the International Association for the Measurement & Evaluation of Communications) for the last two plus years as a member of its International Board of Directors. Ben is also part of the PRCA's Research Best Practice Committee, which is dedicated to educating the PR industry about using research effectively for PR and communications.

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> "Invest time in learning the free tools at your disposal and take advantage of free trials."

LATIN AMERICA: HOW ARE WE DOING WITH THE BARCELONA PRINCIPLES?

By Carlos Villa

They say that when European explorers arrived in Latin America – the 'New World' – they were amazed at the fertility and exuberance of the lands, with its mastodontic jungles and its infinite plains. The region became a myth in and of itself: a seed could be thrown in any corner and a forest would grow from it: fruits were so abundant that there were not enough mouths to eat them; from any hole in the earth, gold, silver, emeralds, and coal would emerge. Latin America became an exotic legend, the Promised Land, the symbol of abundance.

Today, that mythology of the exotic has given way to the potential of a Continent. From the North of Mexico to Patagonia, the world is looking closely at Latin America for its markets, their economic relevance and, certainly, for the measuring industry that has been growing, improving and gaining lustre. Being a Colombian company, we have the privilege of being right in the middle of the Continent. We are at the vantage point where we can see with pinpoint clarity what is happening in our industry at the regional level.

This is why we believe that it is important to assess ourselves as Latin American communications measurement companies: we are experiencing an enviable growth and global reach moment. And we believe that the ideal way to diagnose where we are and where we are going in terms of measurement aspects is through the seven Barcelona Principles (that AMEC has created). But we are not going to explain what they are about. Our goal is to rank how these principles have been adopted in Latin America: from the principle posing the biggest challenges to us as an industry to the principle that has been more and better assimilated by communications professionals. Our criterion to do this is our ten-year experience and our assimilation of the principles as the pillars of our daily measurement work.

Third principle: The effects on the performance of the organisation may and should be measured whenever possible.

In our experience, this is the Barcelona Principle that generates the most difficulty. Not only at the Latin American level, but as a global symptom: the stages that communications processes undergo, namely output, outcome, and outtake, are reduced to quantifying only the output.

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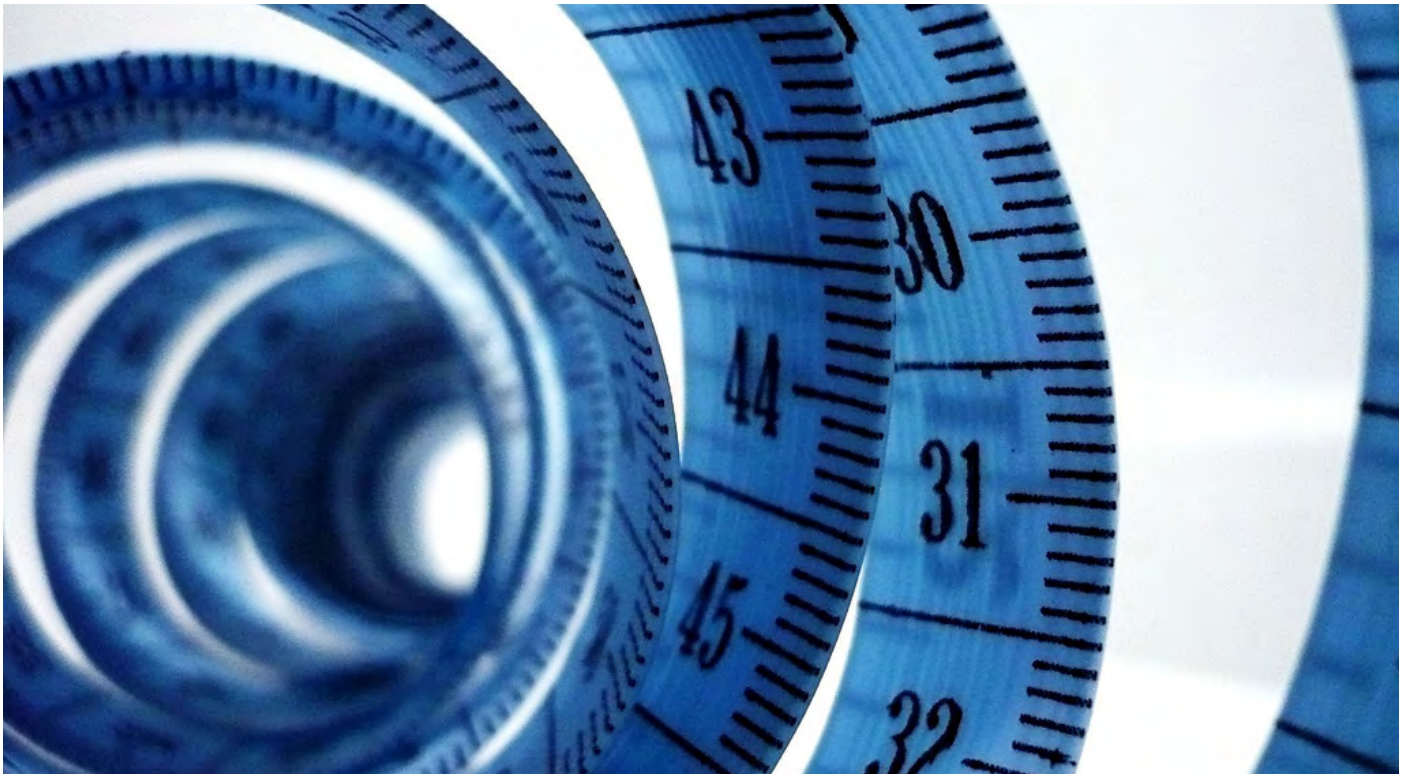
That is, organizations would like to prove their performance, but they are not concerned about knowing how this performance reflects on their results and the benefits that they get.

In Latin America, this situation worsens, particularly in the financial sector and the telecommunications industry. We have observed that it is difficult for communicators in these industries to see beyond writing the press release and the immediacy of journalists. This approach leaves the strategy aside. They only think about what lies beyond performance when they are asked to demonstrate how what they do is benefitting the organization. However, we have found that there are companies that do measure the effects of their performance on their goals. A mining company includes among its indicators an item of "myths": instead of measuring whether the media is talking positively or negatively about the company, they focus on finding out whether those myths (negative stereotypes associated with mining) are being discussed, and among what type of stakeholders. A make-up brand also measures the performance in relation to its objectives. What this brand values the most is its reputation regarding feminine empowerment or not testing on animals; this is why they are not only interested in a positive conversation about them, but that the conversation takes place in the adequate channels. That is, if their consumers talk about reputation and validate it through Instagram, notwithstanding the number of retweets or likes that they get in Twitter, their efforts should focus on the social network where the conversation about them is taking place.

Perhaps, this principle is the axis of all the others. A client that is not very clear about this will be a client that will not be very clear about the remaining principles.

Fifth principle: The AVE measures the cost of the space in the media, which is not the same of the equivalent value in public relations: more analysis is necessary.

The greatest difficulty for applying this principle the right way is that it has to struggle against inherited customs that have degenerated into unreflective vices. The AVEs became the way to make a parallel between the value of advertising and the value achieved through a press activity. They became so popular, that nowadays big companies are looking for a free-press indicator. And going against these expectations is not easy, but it is our responsibility as communications measurement companies. There is the need to help communicators get rid of the notion that free press is really free: not even a comma of advertising copy is free. There are efforts that this type of "measurement" completely overlooks: spokespersons' efforts, activation of third-party validators, etc. Sponsoring an event, a group, a sports person already is an expense in one way or another, even though, apparently, they are talking about my organization for free. »



The time has come to say no to AVEs. This is one of the challenges in Latin America. It is necessary to better reflect the investment made on communication aspects.

Seventh principle: Transparency and application of replicable methodologies are key elements for an adequate measurement.

In Latin America, there still are black-box indicators vendors.

There are not many of them, but these vendors provide a "magical" number; they say that a company's measurement results increased or decreased, but they do not say how they got hold of their numbers. To them, it is a secret matter.
There is a very clear violation of this principle. And the risk incurred is that there might be perverse incentives in the generation of the indicator: unclear, doctored and misleading figures that are adapted to whatever the client wishes to hear. Our duty as communications measurement companies is to generate indicators that – besides being useful – provide a clear methodology for our growth and learning as an industry, so we become better. Fortunately, these cases are the exception and not the rule in Latin America: work among peers is marvelous, and though we are competitors, we refuse to be black boxes. Transparency is a commonly agreed attitude.

First principle: Strategies that set the objectives and their measurement should be set out.

Even though this principle has been assimilated in a satisfactory way by companies, it is still necessary to guide them holding their hands. Sometimes, they still fall into the confusion of believing that a tactic is an objective: they would like to appear twenty times in a given medium, but they do not know why or what for. Nonetheless, the awareness about the importance of measuring the strategies and the objectives is already more consistent among communicators, as they are now able to demonstrate to the executive or budget board that the expense on measurement is worth being taken into account as a common axis to the overall company objectives.

Sixth principle: Social media are an opportunity and should be measured.

In Latin America, we are aware that there is going to be a conversation about my company in social media, whether I am or not in them. And there is ever more and more consideration of the effect that these conversations may have on my objectives. The challenge that we have in Latin America lies in the integration of the communication. In these moments, social media and communications areas might be splitting: they are not always under the same direction, nor do they have the same objectives, generating certain tensions at the time of formulating the strategy and choosing the measurement indicators. There is the need to uproot once and for all the thought that one thing is the communications strategy, and another, the social media strategy. It is necessary to bring to the social media the discussion of communications measurement, beyond the numbers in the accounts: likes, retweets, shares. These interactions are nothing but monologues if the focus is not far-reaching, to the companies' general and strategic objectives. »

> The combination of the qualitative with the quantitative makes it necessary to have an accompaniment to understand the data and suggest courses of action.

Second principle: Measuring the impact of the results taking into account quality and not just quantity.

We see that there is a huge disposition in Latin America to evolve from simply numeric indicators to qualitative indicators, rich in their language. Companies are not only happy with talking more, but with talking better. This has sparked off the implementation of indicators such as tonality (whatever is said about the company and its objectives is good, bad, neutral), the quality of the message or the competence of the spokesperson. This provides a marvellous field of activity to keep probing into what determines the quality of a message or a spokesperson.

Fourth principle: Measurement of media requires quantification and qualification.

From the measurement, we have learned that a number poses more work for a client and not less work. It is important to understand that the tools that only sell data wind up creating more questions than answers. The combination of the qualitative with the quantitative makes it necessary to have an accompaniment to understand the data and suggest courses of action. This is why in the region there is the conviction that, in measuring communications, big data will not completely replace smart data. After all, smart data interprets causes and effects, which allow us to make decisions to improve a strategy. The details come from the qualitative, and the panorama from the quantitative. The mix of both produces a perfect strategy.

In conclusion

From the exoticism, Latin Americans have moved to a relevant position in global industries. And thanks to the Barcelona Principles, we have seen that even though there are challenges in the region regarding the measurement of communications, there are also strong practices, a forward-looking awareness, and companies that believe in the usefulness of our data. Let us make of this diagnostic a sort of mea culpa, but also a testimony of the current successes and the future challenges that must be clear for Latin America. [amec2018]

Carlos is the CEO and co-founder of buho Media, a media evaluation company based in Bogota, Colombia, that leads that offers their services to customers in Colombia, Mexico, Spain and the United States. He holds a bachelor degree as an Industrial Engineer from the Universidad de los Andes, in Bogota, Colombia, and then completed an MBA degree at IESE Business School in Barcelona.

As a CEO at buho he focuses his efforts on making sure that the team has the resources to help buho become the favorite company in the media evaluation industry in Latin America while enjoying the ride.

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LESSONS FROM AFRICAN PROVERBS AND WHAT IT TEACHES US ABOUT MEASUREMENT AND EVALUATION

By Francois van Dyk

Africa is a vast continent with 54 countries comprising many diverse tribes, cultures and populations. With UNESCO estimating that there are more than 2000 languages spoken on the continent it is no wonder that African idiomatic expressions, folklore, stories and proverbs are rich with lessons and wisdom.

Let us have a look at some of these proverbs and what it can teach us about communication measurement and evaluation.

The fool speaks, the wise man listens. ~ Ethiopian proverb

Every communicator knows the basic definition of communication – when information is passed from a sender to a recipient. We also know that public relations should create good "relations" between an organisation and its publics. Organisations however spend a major amount of time pumping out messages to audiences – but very seldom actually listen to these audiences.

As we know from our personal lives any relationship where one party does all the talking - without listening to the other - is bound for failure.

Jim Macnamara, Distinguished Professor of Public Communication at the University of Technology Sydney, did some seminal research which he covers in his book "Organizational Listening: The Missing Essential in Public Communication".

Doing research across the USA, UK and Australia he concluded that between 80 – 95% of organisations' communication activities centred on disseminating messages to audiences. Very little effort was being done to truly listen to audiences and their views and needs.

I would suspect communicators in the rest of the world does even more talking and less listening than his research suggests in these developed markets. With all the media clutter that audiences are exposed to these days it is no wonder brand messaging gets lost. »

It is hence critical that much more effort should be put into listening activities rather than sending out messages. This will help organisations understand their audiences and help to identify communication angles that will resonate with them.

Wealth diminishes with usage; learning increases with use. ~ Nigerian Proverb

One of the biggest achievements of AMEC (The International Association for the Measurement and Evaluation of Communication) is championing firstly the development and then the promotion of best communication measurement and evaluation practices across the world. With the declaration of the Barcelona Principles in 2010 and subsequent Barcelona Principles 2.0 in 2016, the organisation has strived to continuously standardise and evolve best practices.

The annual AMEC Measurement Month or #AMECMM is an enormous resource for practitioners across the world to learn about best practices.

Familiarise yourself with the Barcelona Principles, learn from industry events such as #AMECMM. There are many best practices case studies available. The AMEC Online College has recently updated the training material for its International Certificate to make it more practical while still retaining the academic background.

I am still dumbfounded by the number of communicators I liaise with which has not even defined a proper goal or objective for their activities – never-mind a SMART goal!

Continuous learning and a sense of curiosity is now imperative if you wish to survive the waves of disruption across many industries.

There is no beauty but the beauty of action. ~Moroccan Proverb

For a good 70 years public relations and communication were happy to use the now discredited AVE (Advertising Value Equivalent) and maybe tonality analysis as their major measurement metrics. This all changed with the advent of The Barcelona Principles. This created a whole new world of possible metrics that could be utilised.

However, in many cases the jump from poor or no measurement to best practices seems so daunting that many practitioners capitulate before they have even started exploring better measurement opportunities. My experience has shown that faced with the myriad of possible metrics, communicators assume they need to use all and then get lost, abandoning best practices.

The solution is actually quite clear – firstly create a SMART goal for the communication activity and quantify what success looks like. Is it an increase in sales, a change of behaviour, better employee retention? Then choose the most relevant metric which you can track. Build relations with the resources which may be able to provide you with the relevant data – the IT, Finance, HR and Sales departments in the organisation have a great amount of valuable data.

Introduce a new metric every month or two. Don’t overwhelm yourself by trying too many things at once. It is a process. You will be amazed at how quickly this process will change the way you look at communication and how measurement and evaluation will become part of your DNA – before, during and after a campaign. This is a continuous learning process but the sooner you start the quicker you will see results.

A beautiful thing is never perfect. ~Egyptian Proverb

The journey to better measurement and evaluation is seldom a nice straight road – in fact, probably »

Wealth diminishes with usage; learning increases with use. ~ Nigerian Proverb

never. You will find many detours, dead-ends and obstacles on the road. The trick is to keep going and creating a habit of continuous learning. I have once had a public relations practitioner comment that every PR activity is useful and contributes to a ROI (return on investment). I disagree. Not every investment has a positive return. Ask any CEO or business owner. Ronald Coase, a British economist, famously said that if you torture the data long enough it will confess to anything.

Proper measurement and evaluation will teach you that not all PR activities are equal. You will learn that though it looked awesome on paper the campaign may have been a total failure with no impact. And that is the beauty of it – you learn to do things better and more effectively. Why do you want to spend a lot of time and effort on ineffective activities when a few tweets could have done the job better?
So be prepared for some uncomfortable results you were not expecting. Your measurement, if done properly, will show you wins and also failures. But it will always teach you how to improve – a continuous learning and refining process.

Dogs do not actually prefer bones to meat; it is just that no one ever gives them meat. ~ Akan Proverb
I have long had communicators in a panic when I criticise their continued use of poor metrics. "But our clients demand AVEs…" is the most used protestation.

However, is it not the communication practitioner who should be the expert and hence guide the client to better measurement practices?

In South Africa I am noting an increased demand from clients and brands for measurement and evaluation introduction workshops.

I believe many businesses are starting to realise that the metrics they have been given in the past has no real meaning and does not show the impact of their communication efforts. This becomes more evident in periods of stagnant growth as being experienced by the South African economy currently.

The "bones" of poor measurement are starting to annoy them. Arming yourself with best measurement and evaluation practices will enable you to give clients far more "meat" – and make yourself indispensable in the process.

The great Nelson Mandela said, "The brave man is not he who does not feel afraid, but he who conquers that fear." And yes – embarking on this measurement journey is certainly daunting. But it is a journey with surprising insights and results! [amec2018]

Francois van Dyk heads up Operations at Ornico, the Pan-African Brand Intelligence research company. He studied and taught public relations in the early 1990's and worked in some challenging corporate communications environments during South Africa's transition to a democracy. Being passionate about the advertising, journalism and public relations fields, he grabbed the opportunity to join Ornico in 2002 where he now oversees all advertising, editorial and social media monitoring and analysis functions. He currently serves on AMEC's Education committee as well as the IAB South Africa's Measurement Council.

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BROADENING OUR UNDERSTANDING OF PR/SC EVALUATION AND MEASUREMENT:

The Barriers CCOs Must Overcome to Demonstrate Communication Effectiveness and Department Value

By Fraser Likely,
Fellow AMEC; Emeritus Member, IPR Evaluation & Measurement Commission
President, Fraser Likely PR/Communication Performance
Adjunct Professor, University of Ottawa

Leading experts in Public Relations/Strategic Communication (PR/SC), both in academia and in professional practice, have spent the last 40 years researching what makes a successful evaluation and measurement (E&M) system for a PR/SC department. In groups such as the Association for Measurement and Evaluation in Communication (AMEC), The Institute for Public Relations Evaluation and Measurement Commission (IPR E&MC) and the German speaking countries' Value Creation Through Communication Task Force, these experts have worked together to increase our understanding of various issues.

What we know now can help Chief Communication Officers (CCOs) devise a broader and more sophisticated evaluation and measurement program, one that can measure communication effectiveness as well as evaluate the value of various aspects of overall department performance.

What do we know?

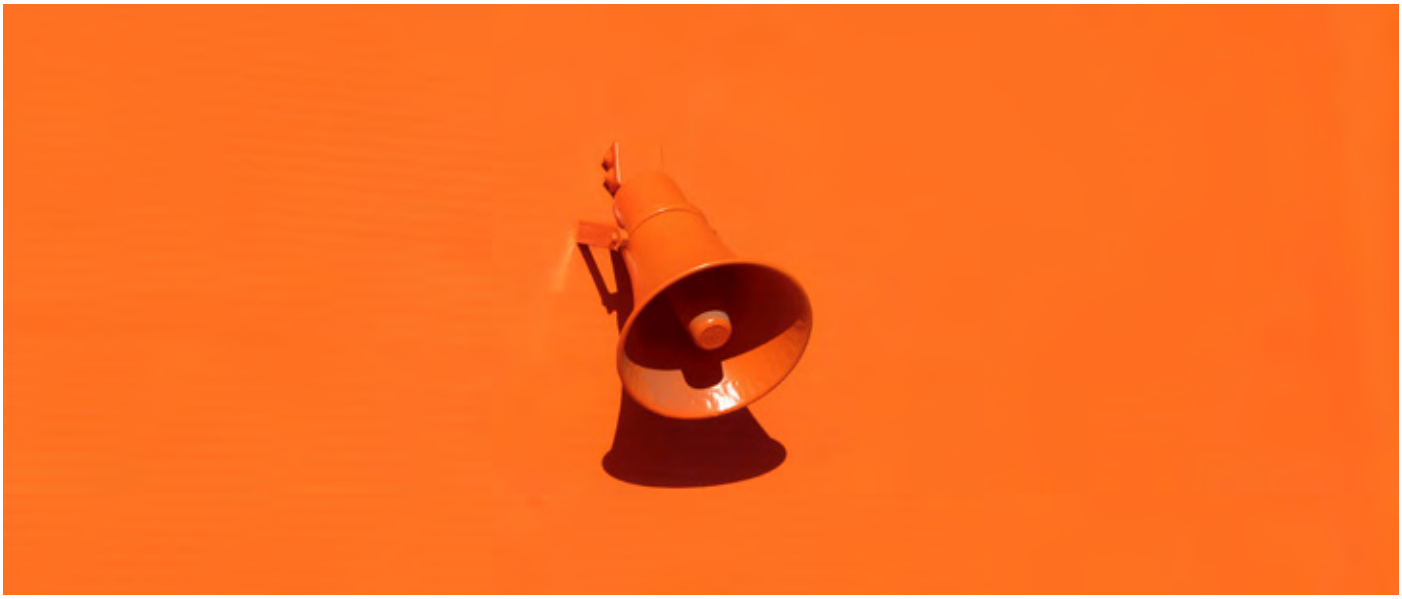
1. Seven Common Barriers to Evaluation and Measurement Facing a CCO

Based on the findings from a macro analysis of dozens of surveys and studies conducted over the last 30 years (such as in: Macnamara, 2017; Macnamara, & Zerfass, 2017; Volk, 2016; Macnamara, & Likely, 2016; Likely, & Watson, 2013; Watson, 2012; Stacks, & Michaelson, 2011; Wright et al, 2009), a recent research project by members of the former Task Force on Evaluation and Measurement Standards - Rebecca Swenson, Nathan Gilkerson, Forrest Anderson, Mike Ziviani and myself - provided a comprehensive overview of the reasons why evaluation and measurement has had a slow and narrow uptake among PR/SC CCOs. What we know from that analysis is that there are seven notable barriers a Chief Communication Officer faces when planning to build a more sophisticated evaluation and measurement (E&M) system. We found that these barriers are interrelated, and what might be a root cause barrier for one CCO may well not be for another. Given the organization in which the CCO works, one barrier more than any others may be the leverage or the driving force behind any other obstacles.

Those obstacles are the following, described in terms used by survey respondents:

• *TIME:*
Professionals describe this barrier as follows: We just have no time to devote to measurement before going on to the demands of the next project, then the next, and the next … or … Good evaluation takes too long a time, over months or even years, to get to any actual behavioural outcomes.

• *BUDGET:*
Hiring measurement specialists, either on staff or on contract is too costly given the size of our department … or … »



With limited budget, we'd rather invest in the communication itself not the measurement of that communication.

• STANDARDS:
There is no one simple measurement method that covers everything that we do, a measure that could be a single entry on our organization's scorecard … or … There is no one approved set of Industry standards it seems that if we followed them, we'd have a broad, best practice measurement system.

• RESEARCH INSTRUMENTS or TOOLS:
We don't have access to the more sophisticated data collected by other functions, such as marketing, customer relations, human resources or strategic planning … or … We don't own the research tools or can't contract for the more sophisticated quantitative research and analytical methodologies, beyond what we do with media, social media and web site monitoring and measuring.

• ORGANIZATIONAL CULTURE:
Our organizational decision-making or strategic planning isn't seriously data-driven and thus evidence based and therefore doesn't support any investment in formative or evaluative research …or … Our Board/CEO/management team is not interested in the media, social media or web site output, usage, awareness or engagement data we collect and almost dismissive of any insight we attempt to draw.

• CAPABILITIES:
No one on staff has the skill sets needed to drive a more sophisticated measurement system … or … Our CCO lacks the knowledge and experience needed to sell the idea and lead the development of a more advanced evaluation program.

• STRATEGIC MANAGEMENT:
We are not part of our organisation's high-level strategic planning and strategy execution processes … or … We are a support function and work with HR, Marketing, Strategic Planning executives and they, not us, set goals and then bring the tactical results of what they've asked us to do to the management table.

On the other hand, the same research project I'm involved in with fore-mentioned Rebecca Swenson, Nathan Gilkerson, Forrest Anderson and Mike Ziviani examined the work of CCOs who have invested in E&M. We interviewed CCOs from around the world. These CCOs were identified as E&M leaders, in that they understood the importance of evaluation and measurement and most importantly had invested resources into developing and trying to build a broad and more sophisticated evaluation and measurement program for their department. Their programs went well beyond the monitoring of media, social media and web site communication outputs and outtakes and beyond the measurement of campaign outcomes.

We examined how these CCOs addressed the seven common barriers and how their program grew and evolved. From that analysis, our team of researchers developed a Maturity Model, a model that provides the evolutionary stages a CCO goes through in overcoming each of the seven barriers, based on an analysis of the efforts of these identified leaders. The Maturity Model focuses on the fact that when these leading CCOs invest in a more sophisticated E&M program they typically see evaluation and measurement in much broader terms. The model is now in pilot testing mode.

Indeed, they understand that measuring communication effectiveness and evaluating for the creation of communication department value includes all or most of the seven units of analyses discussed in the accompanying Likely and Buhmann[3] article in this e-book. They don't see the creation of value as simply the value that comes from their communication messages, products, channels and campaigns. »

3. For a more in-depth discussion, see: Buhmann, A., & Likely, F. (in press). Evaluation and measurement in strategic communication. In Heath, R., & Johansen, W. (Eds.) The International Encyclopedia of Strategic Communication. Hoboken, NJ: John Wiley and Sons.

> Surely, to be seen as 'strategic' the CCO and the department are required to provide quality services at a level expected by their organization's board, management team and internal clients.

They understand the value inherent in the other units of analyses: stakeholder relationship programs; organization goals; societal licenses; departmental operational performance; and individual communication employee performance.

2. A PR/SC Department's Performance Includes 'Goods' and 'Services'

It's obvious that these leading CCOs include the measurement and evaluation of both their 'goods' and their 'services' in their programs. They measure the effectiveness and evaluate the worth and merit of their services, such as the provision of intelligence gathering, cross-organizational data aggregation and insight analysis, strategizing and planning, education and training, coaching, and counsel. In fact, it may well be that the merit and worth of these services outweighs the merit and worth – or value – of the goods the department produces. Surely, to be seen as 'strategic' the CCO and the department are required to provide quality services at a level expected by their organization's board, management team and internal clients.

3. Building A Well-Rounded PR/SC Department Evaluation and Measurement (E&M) Program

The evidence suggests that for the CCO to be able to overcome the seven most common barriers, a CCO must invest in measuring effectiveness and evaluating the merit and worth for all or most of the seven units of analyses, including investing in measuring and evaluating the department's provision of both its communication goods and its communication management services. [amec2018]

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Fraser Likely has been a member of the Institute for Public Relations Evaluation and Measurement Commission since 2001, and a member of The International Association of Measurement and Evaluation (AMEC) since 2008.

His company, Fraser Likely PR/Communication Performance, provides coaching to CCOs on determining department value and developing a broad evaluation program to demonstrate that value. Fraser is an Adjunct Professor at the University of Ottawa and has researched and written extensively on building a seven-level, sophisticated communication department evaluation and measurement system. As a communication management consultant, adjunct professor and researcher, Fraser has been interested in the evolution of evaluation and measurement in public relations and strategic communication over the last 40 years. He has researched and written on Return on Investment, logic modelling, the seven units of analysis for a PR department evaluation program, the barriers to a more sophisticated evaluation system and the development of a Maturity Model for evaluation. He can be reached at: likely@intranet.ca.

INTEGRATED MEASUREMENT IN THE AGE OF INDUSTRY 4.0

By Nadin Vernon

PR professionals around the globe have been using measurement to manage and showcase communication success for decades. When the digital revolution struck, social media turned the process of marketing on its head. An even bigger change is now upon us: Industry 4.0.

Finding new ways to implement strategies is at the heart of those who embrace innovation and adapt to changes in the industry. Technologies already available, as well as those being developed as we speak, have the potential to revolutionise existing methods. There has never been a better time for measurement.

Working agency-side, you can let automation take care of the legwork and use valuable analyst time to interpret results and add value by story-telling. If you're in-house, looking to set up your own programme, you can benefit in the same way. There are hundreds of easy-to-use tools available that will help you on your journey. Several of them are free. To utilise these tools effectively you need to ensure that you are mindful of what each system can and can't do. If you're looking to measure your global cross-channel impact and sign up for a social-only tool, clearly it won't fulfil your needs. Equally, if you have an upcoming campaign and need to look at real-time social results to support tactical changes while the campaign is live, a human-led solution may not provide the necessary speed.

Here are my top three tips to help you along the way:

1. AI IS NOT A THREAT, IT'S AN OPPORTUNITY

Automation plays a huge role in our industry and has done for many years. However, there appears to be increased scepticism towards automation which is based on artificial intelligence. Algorithms that 'aren't working' and inaccurate sentiment analysis are frequently highlighted and criticised. There is significant discussion regarding the drawbacks and limitations of replacing human intelligence but often little focus on how automation has helped us do our jobs more efficiently. The solution must be to leverage hybrid models made up of both software and service.

2. DEFINE WHAT GOOD LOOKS LIKE

There is so much data out there that it can be tricky to see the forest for the trees. Don't be overwhelmed – this is a good thing. What's important is to focus in on what matters to your organisation. What is it you are trying to achieve and how does that translate into metrics? Once you have defined this, make sure you track results closely and most importantly, study trends overtime. Where are you now, where do you want to be and how are you going to get there? As you gather more information, the data will become more insightful and tell a story, it's the movement that counts.

3. BE PREPARED TO REGULARLY CHANGE GEARS

A good measurement programme is one that continuously adapts. What works on a 'normal' day is unlikely going to work on a day you find yourself in a media crisis. If you're working with a partner, make sure you define a contingency plan ahead of time by pre-allocating budget and resources. This way you won't get caught out and can instantly scale up. Scaling up could mean increased human analysed content, more regular reporting or a plan on how to engage with those driving your critical media image. Once things calm down, you can hit the reset button and return to your regular settings.

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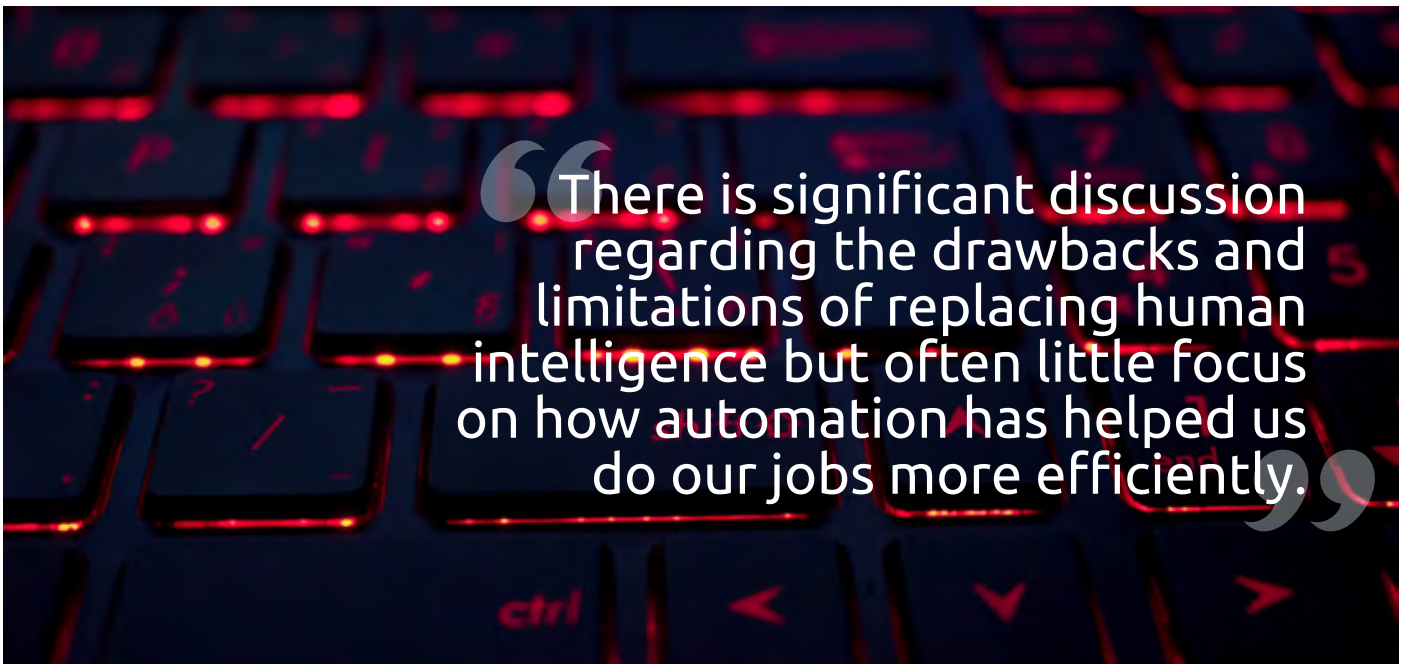


Integrated PR and Marketing to demonstrate success

Traditionally, PR and marketing are siloed and clearly defined functions. However, because of the way brands are adopting social media platforms, the lines between PR and marketing have blurred. Ownership of social media can sit in both marketing and communications teams, depending on the organisation. And it can comfortably sit within both because shared interactions really are earned and earned media is now viewed as the most authentic form of marketing.

In the last couple of years, we've really seen a break in trust and confidence following Brexit and the US presidential election, fake news and the recent Cambridge Analytica scandal. It's a challenging road ahead for those who work on reputation and image.

According to Cision's State of the Media report, 56 percent of journalists say fake news accusations are causing audiences to become more sceptical about the content they produce.

This break in trust, combined with the fact that we live in an age of influence, means that advice from friends and family increasingly shapes our opinions and drives our purchasing decisions. As a result, there is no better time to look to trusted third party endorsement to amplify your brand. Partner with subject matter experts, build relationships with influencers and make thought leaders part of your content strategy. You can create new revenue streams via inspiring content from credible experts that become your brand stewards and ambassadors.

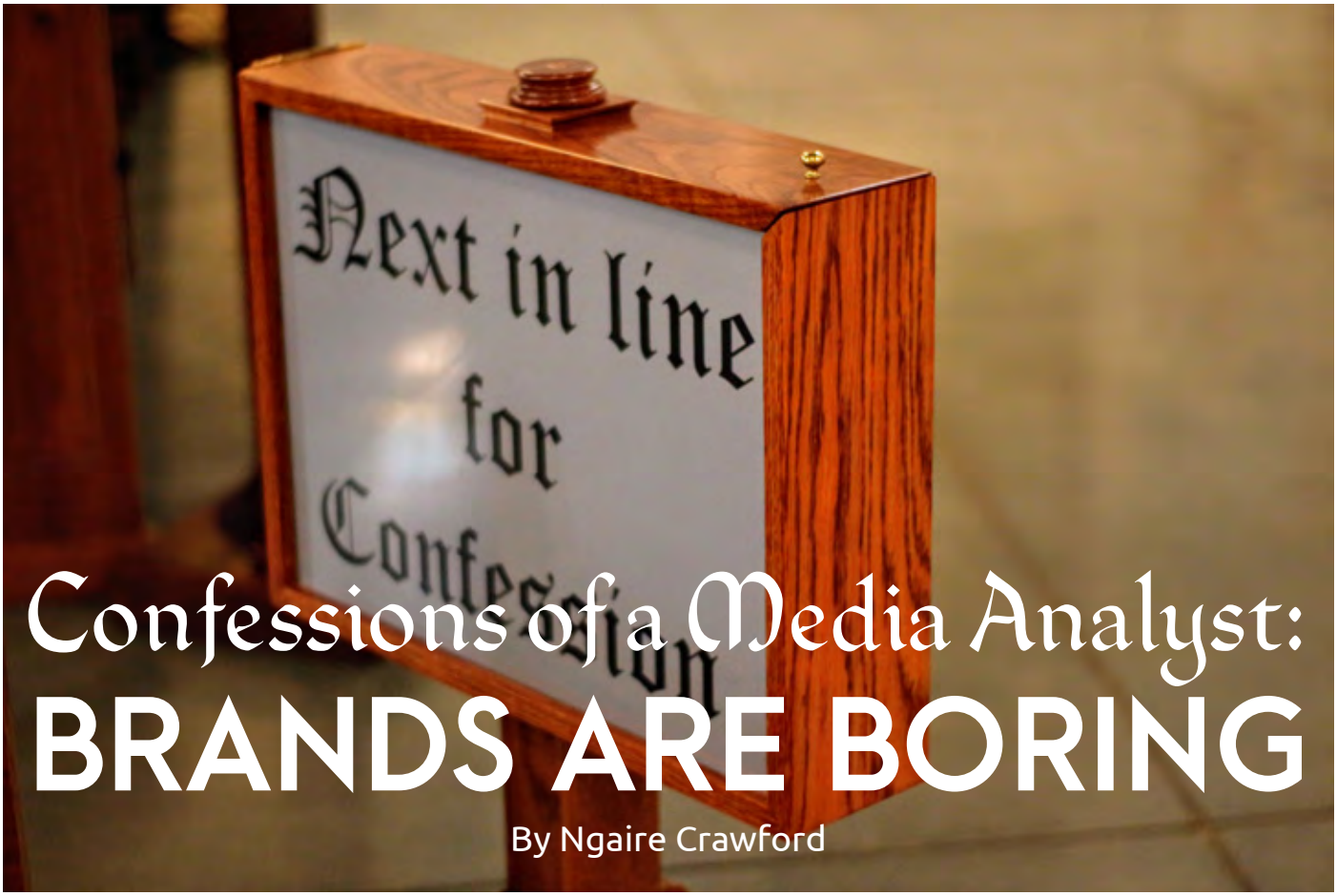
With the help of technology, it is now possible to identify audiences that are consuming your content and, more importantly, what behaviour follows that consumption. By tracking the customer journey, we can measure the success of not only individual campaigns but also individual pieces of content.

If we now think back to the traditional roles of marketing (focused on promoting and selling) and PR (focused on maintaining a positive reputation), it's clear that an integrated approach is the way forward, one in which both functions have a way of measuring their combined success, utilising innovative as well as tried and tested research methods. [amec2018]

Nadin Vernon has over 20 years' experience in the communication and research industry, providing analytics and insights counsel to global accounts. She joined PRIME Research as Strategy Consultant in 2017 and co-leads its UK operation in Oxford.

Prior to joining PRIME, Nadin served as VP Client Services at CARMA and its predecessor companies Salience Insight and Report International. Her expertise covers the full customer journey from setting up integrated programmes to measuring impact.

Nadin was elected Vice Chair of AMEC's European Chapter in 2017 and promotes elevating the role of research in communication via thought leadership activities. You can engage with Nadin on Twitter. @nadinvernon



Confessions of a Media Analyst: BRANDS ARE BORING

By Ngaire Crawford

One of my favourite questions that clients ask me is "what type of research do you like to do most?" and my answer is nearly always the same. I like to answer big questions through media data.

I say that "brands are boring", because analysing an individual brand can be very insular if it is not designed with a broader question or strategy in mind. Measuring media profile, or the sentiment of media coverage about your organisation is a great first step, and a good way to assess KPIs and tactics of a media team. However, in order for that information to help drive a business forward, it should tell you something that you don't already know.

Measuring outcomes and objectives is a well-covered subject, but I want to also encourage you to look at all the types of measurement you use and think about how you could re-frame them to give you a broader view. One of the traps of measurement is to do it because you think you should, rather than using measurement and research to move your understanding forward, or to find that piece of evidence you need to build a new strategy or approach. Reframing your measurement so that it is no longer about that one outcome, or single objective and more about your strategic direction helps to make communications an undeniable part of any organisation's strategy.

If you are measuring outcomes and return on objectives, you need to look further than media and create a research ecosystem that will allow you to understand what is working and what isn't. However, what I want to address in this chapter, is not how to isolate yourself to media data, but how to ask more from it.

I'm not ashamed to say that I love and value media in all of its types and forms. I work in a market (New Zealand) that is smaller than most major global cities but has always been proud of its diverse media landscape. However, financial and technological realities have meant a very acute and rapid consolidation of media sources. I want to address media measurement specifically, because for me, it's the foundation of good communications research and is an important window on your audience.

There is more access to audiences and their views on the world than ever before, and how people choose to consume and interact with content and ideas online provides a valuable dataset to better understand how to communicate with them, and clues on how to innovate and forge a new path for your organisation.

Here are three key ways that you can gain more insight from your media measurement: »

1. TAKE THAT NEXT STEP UP:

Where I find that there can be a struggle to connect with measurement is when they only think to look and measure themselves and their own media profile, when that is unlikely to tell them anything, they don't already have a feel for. Ask a question you don't know the answer to.

In media research, sometimes it can be as simple as elevating your current question by one level. Instead of focusing on "What am I doing?", switch it to "What are they doing?" and gain insights from a competing or aspirational organisation. That could then progress to "What is everyone doing?" and look at a wider issue that's important for to an organisation. A bank might want to look at how personal wealth and investment is represented, a sports organisation might want to look at how female athletes are treated, a not for profit may want to better understand how domestic violence or homelessness is reported on and responded to.

By asking broader questions you can understand an entire issue or market and learn what others are doing well, but also what an audience has been responding to. It's in this wider data that innovation, inspiration and evidence can be found.

2. PRE-RESEARCH:

Unfortunately, in my experience, research undertaken before a campaign or strategy is the least likely to be funded or given dedicated budget by most clients. However, this is the ideal way to understand an audience, mitigate risk, and look at what similar organisations might be doing either locally or overseas.

For example, if a pharmaceutical company wanted to measure the media impact of a new campaign or medicine, my first question would be "what do you know about how media and online communities discuss the condition it treats?" Taking the time to understand what information is already available, where to find key parts of your audience, and what kind of content they respond to, is central to ensuring that patients are communicated with in a way that they understand. By expanding that initial view, you can create a piece of research that has a longer-term benefit than one isolated campaign or launch. Ideally, in this example, this company would take a condition-led approach to their research and measure how reporting and conversation of the conditions change over time. This would allow them to see their own impact, but also the impact of other organisations, experts and environmental factors on their target audience.

3. INTRODUCE MEDIA DATA TO OTHER PARTS OF YOUR ORGANISATION:

Media data combined with other business metrics can help businesses understand how clients and consumers view their business and the effect on their overall business performance, beyond the volume and reach of media clippings. Combining data from all forms of media with internal business data from employee surveys and external measurements like Net Promoter Scores (NPS), share price, customer tracking, recruitment enquiries and reputation research can give a broader picture of business health.

Introducing media measurement to parts of your organisation can help give insight into a wider range of issues that impact an organisation and is a great way to share resources (and budget!). Using media to better understand wider business issues and trends can provide valuable insights on the challenges and potential avenues for success.

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An example that is becoming more common is to share resources with HR, Organisational Development or People and Culture Departments.

Business cases for policy changes can be better supported and fleshed out with examples of the impact that similar announcements have had for other companies around the world. It is easier to see industry trends and what is working (or not) for other organisations and understand what might be driving the decisions of future employees.

For example, how important is a successful Corporate Social Responsibility (CSR) or a company's diversity policy in recruiting Generation X or Millennials as employees? Or are companies getting an edge in attracting certain demographics from having a female CEO? Has a paid parental leave or flexi-hours policy changed how a company is discussed? Has an announcement about diversity programmes created more impact than a new sponsorship?

SUMMARY:
Media measurement doesn't live in isolation. It is only useful if it forms part of a planned strategy or research project and it's crucial to know what you want to achieve from the outset, so you ask the right questions. But I encourage you to expect more from your media measurement and to consider how you can make the most of this type of research. Using media data to flesh out and give context to a "bigger question" can help you make better choices, plan and innovate your strategy, and gain buy-in from your wider organisation.

More companies are asking these questions of media data to give them an edge, solve problems, make business cases, and to better understand what factors are most important in influencing their brand and driving their strategy forward. It's an often under-utilised, but incredibly powerful lens to view the world and make sense of where to go next. [amec2018]

Ngaire Crawford, Head of Insight (New Zealand), Isentia.

As Head of Insight, NZ, Ngaire runs a media research division at Isentia that includes a large portfolio of clients from blue chip corporates, government departments to small NGOs. She is also the Chair of the Global Young Leaders Group for AMEC, the International Association for the measurement and evaluation of communication, and the New Zealand insights team are one of the most recognised in the world by AMEC for their work. Ngaire holds a Master's degree in media, and taught students in her specialised areas of cultural identity, and the New Zealand media landscape.

After working in such a dynamic and evolving field for more than a decade, she is a passionate advocate for research and measurement and can regularly be found speaking to the communications industry and students about how the right data is critical to business success.

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Silos were made to be broken

By Nicole Moreo

It has been a bit of a rollercoaster ride in the measurement and evaluation world the past few years. Let's take a look at the major milestones over the past decade:

• 2008: AMEC (The International Association for the Measurement and Evaluation of Communications) forms
• 2010: The original Barcelona Principles are published
• 2015: The Barcelona Principles are updated for the first time since they are published

Beyond these foundational industry milestones, it seems like every few months a new technology, platform, or company is announced, and it changes everything. However, one thing seems to remain the same that we as an industry haven't been able to break down—silos are still preventing us from true data integration and efficiency.

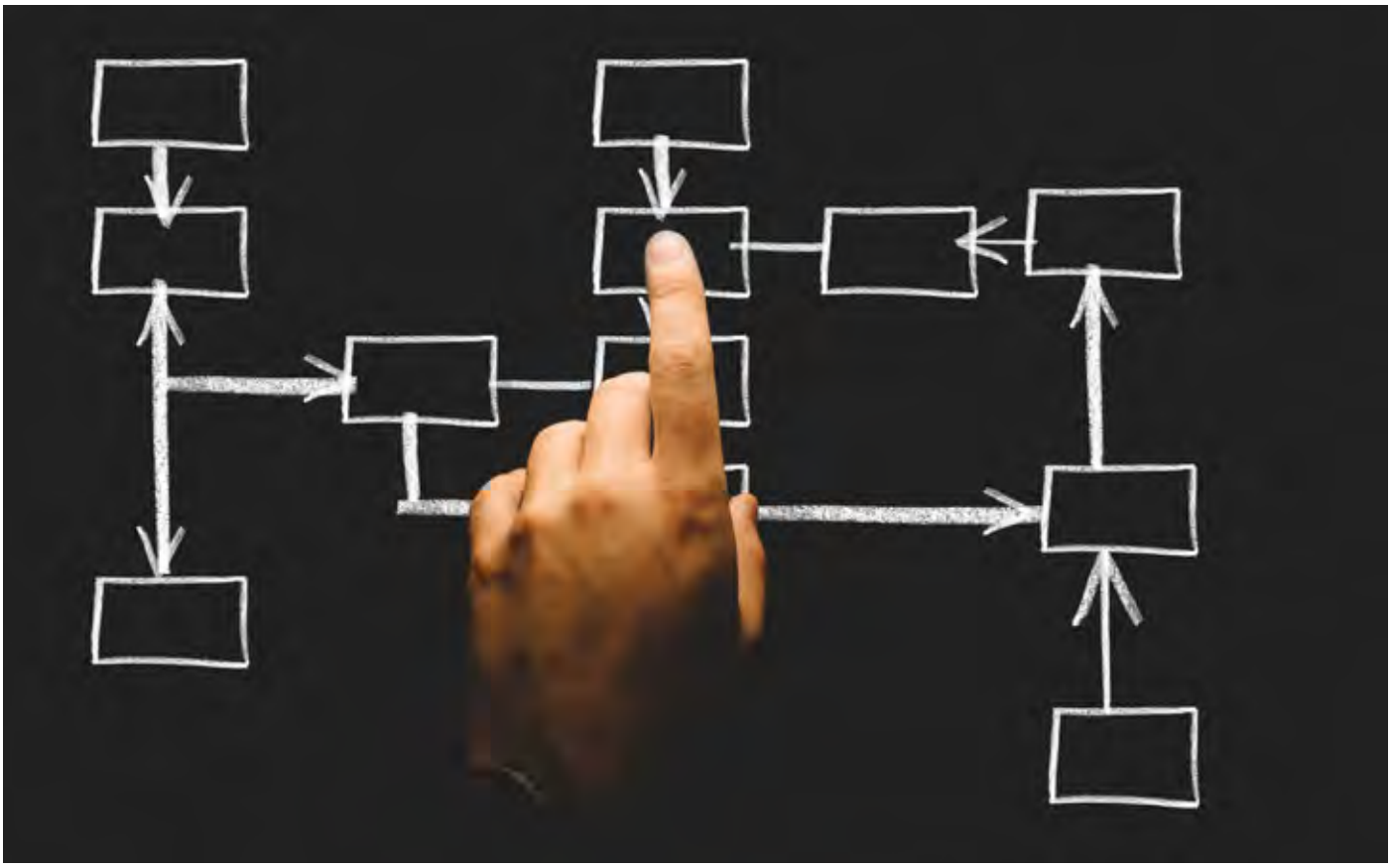
Whether it's due to organizational structure, fear of something unknown (i.e.: where to even start looking or Cambridge Analytica), lack of skill sets, or misunderstanding, conversations in the industry tend to repeat and focus on one type of data—media data. For all the conversations about how the digital age of transformation is supposed to make everything more efficient and centralized, silos still seem to reign, and data is not shared within company units, with partner agencies or strategic partners. In a world where there is more data than ever before, there seems to be a surprising reluctance to use it!

According to McKinsey & Company, as of 2016 "90 percent of the digital data ever created in the world has been generated in just the past two years, only one percent of that data has been analysed."[4] That is a lot of data and, in theory, analysts should be rejoicing. But, when I speak with some companies, and I ask for access to their data, I am usually told "we don't know where that is" or, "that lives with a different business unit, we don't touch that" or, "you don't need that." We have more data than ever before, but there seems to be a lack of curiosity and an unwillingness to explore that is preventing us from using it. I believe that this stems from refusing to actively transform how we work. Old silos are in place, legacy infrastructure is preventing easy access and updates, and dedicated time to upskilling is limited.

The industry is centred around how people interact with brands. And, what should be seen as fascinating is that it's PEOPLE creating most of this new data. We're seeing that people's behaviours are changing. Since 2000, time spent online every week by an average American has risen from 9.4 hours to 23.6. .[5] »

4. https://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/straight-talk-about-big-data

5. The 2017 Digital Future Report Center for the Digital Future at USC Annenberg



That means that analysts not only have more data to track, but that our audience/consumer journey is changing, and we need to understand and predict that journey.

People are spending more and more time speaking with friends, reading, experiencing and doing their own researching before they make direct contact with a brand or company. In fact, Google released a study[6] on Business to Business (B2B) marketing that people are 60% of the way through their journey before they make direct contact with a brand. While this study was focused on B2B, it is still relevant to changing behaviours across all industries. So, what are they doing before they enter a store, go to a website, make an appointment, download a brochure, or pick up the phone? What do they do after they make a purchase, a click or a download?

The only way to fully understand an audience's journey is to assess all the data at our fingertips. One type of data, one metric, or one KPI is not enough. To truly make sense of this new journey that our audience is on, one that changes every day, we need as much data as we can get our hands on—and that data creates context.

Data without context is just data. Data with context tells a story and uncovers insights that lead to actual outcomes. To do this, we need to share data across silos and not limit ourselves to our immediate, easy to access information.

When approaching a problem, don't limit yourself to the data you know, have easy access to, or are comfortable with. You may not always get the data you want, but you will never get it if you do not ask or build a plan for it. When approaching a problem, ask yourself- what is my consumer/ customer/ audience interacting with, what are their touchpoints? As you begin to explore these questions, you will find yourself wishing you had access to different types of data, such as:

- Survey data to create audience personas
- Survey data to understand reputation and awareness shifts
- Website data
- Traditional media data
- Social media data
- Paid media data (programmatic, paid social, native, etc.)
- Email and CRM data
- Internal communications data
- App data

What's better is that once you start exploring, you realize all the free data that you can access. This data is called "open sourced data". Open sourced platforms give analysts access to weather data, government data, travel data, etc. You can think outside the box and create/ discover context to bring your data to life.

Do not let silos stifle your analytical creativity.

Numbers are simply numbers, data is simply data, and metrics are simply metrics. When you begin your measurement and evaluation journey, make a plan and ask smart questions.

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6. https://www.thinkwithgoogle.com/consumer-insights/the-changing-face-b2b-marketing/

“Ask yourself: Do you have all the data you need to tell an accurate story and influence change?”

Always put your key audience/ customer/ consumer at the centre of any plan and ask yourself:
• Do I know enough about my audience to build a plan?
• Can I map out their touchpoints with my company/ client/ brand?
• Can I collect data for each touchpoint?
• How do I reach across silos to collect the data I need?
• Have I designed a data flow that allows for all of the touchpoints to align?
• How will I bring all of the data together to tell a good story?

Ask yourself: Do you have all the data you need to tell an accurate story and influence change? Or, will you be stuck in a senior-level meeting asking for more budget or trying to make a point with nothing but a share of voice graph as evidence?

Tear down the silos, ask the right questions, utilize all of the resources you can get your hands on and you will get the data you deserve to create the insights that your business needs. [amec2018]

Nicole Moreo is Vice President, Group Manager Ketchum Analytics and North American Chapter Chair of AMEC.

Nicole has a proven track record of looking beyond metrics and developing analytics programs that have a direct impact on strategy and business outcomes for her clients. Nicole’s expertise and focus lies in being able to tell a holistic data story for all of her clients. To do this, she looks at a clients’ data across the paid, owned and earned spectrum to identify the trends and insights that lead to smart and sophisticated strategies. Using the latest ideas in digital, statistical, analytical and market research, she enjoys finding the answer to the question “What does success mean to you?”

As a member of the Global Ketchum Analytics leadership team, she helps to oversee the Retail, Transportation, Food, Ingredient and Agriculture, Wellness, CPG, and Snacks & Beverage sectors. Prior to her time at Ketchum, Nicole built the Analytics practice at Peppercomm, a digital communications agency based in New York.

Nicole was named one of the Top 25 Innovators in America by the Holmes Report in 2016.

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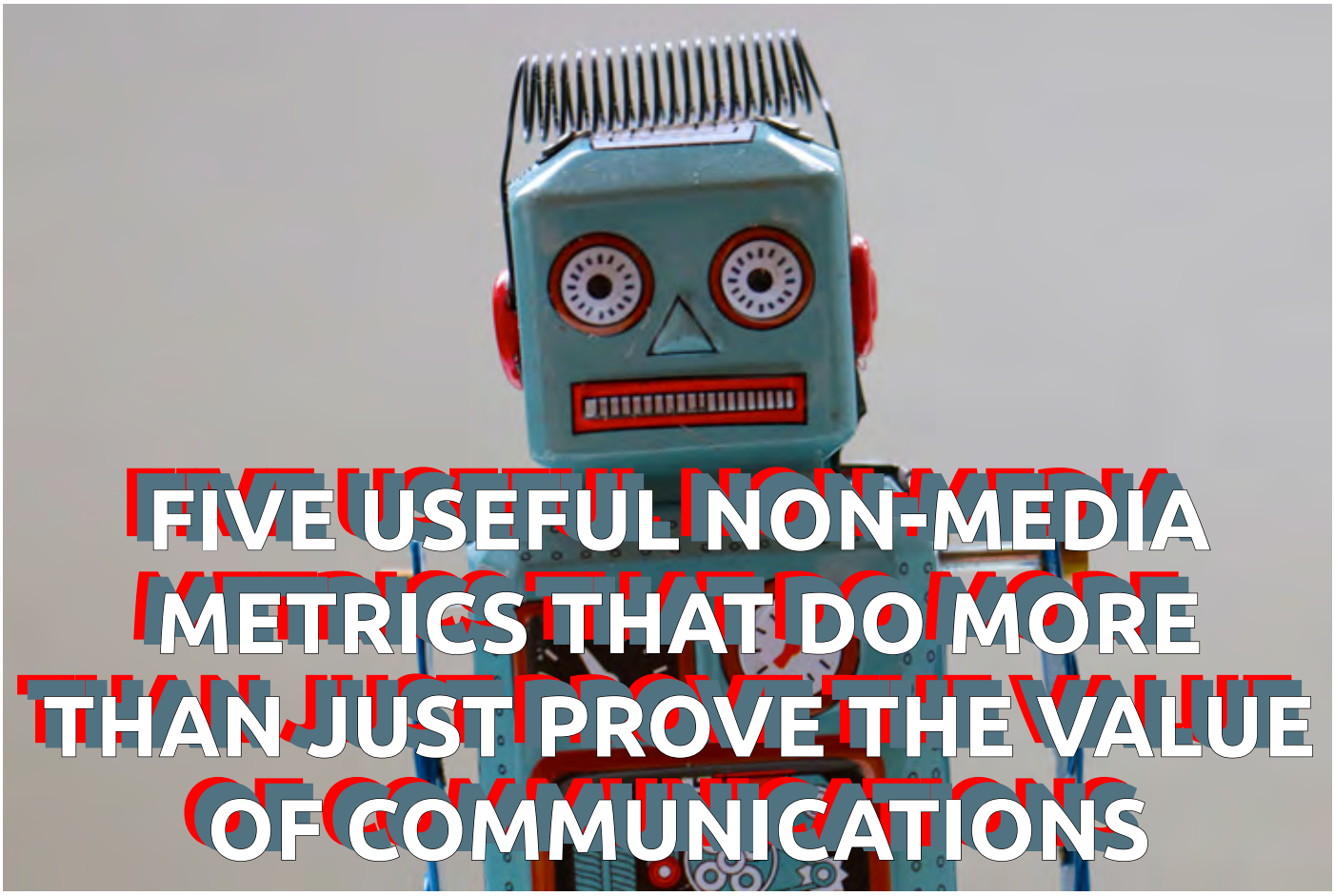

FIVE USEFUL NON-MEDIA METRICS THAT DO MORE THAN JUST PROVE THE VALUE OF COMMUNICATIONS

By Tina McCorkindale, Ph.D., APR

Now is the time for the public relations and communications industry to stop employing measurement and evaluation for the purpose of proving our value or doing measurement for measurement's sake. Rather, companies need to be more future-looking and purpose-driven in their measurement and evaluation practices. The time is now for the industry to embrace new technologies and methods.

In the 2016 Global CEO Survey of 1,400 CEOs by PriceWaterhouseCoopers, CEOs reported a need to apply data and analytics more effectively to measure and express performance around business and strategy, purpose, and values. Thanks to the growing capabilities of technology, which will translate into greater affordability for certain types of technologies, the public relations industry can now adopt more valid and forward-looking metrics. The industry must expand our repertoire outside of the media measurement model—non-media measurement and evaluation tools can be leveraged to be more predictive and insightful.

Therefore, public relations practitioners need to be strategic in their measurement and evaluation and make sure we are measuring the right things. Impressions are not the way to go. Impressions look at how many people we believe saw a post, ad, or article. We do our profession a tremendous disservice when we report inflated or invalid metrics. We engage in "success" theatre, such as "billions of eyeballs through impressions had an opportunity to see our regional program." We need to look at the validity of our methods—whether we are actually measuring what we intend to measure—and come up with a stronger model. This is the issue with Advertising Value Equivalency or AVEs; it's not a valid metric. And it's not ethical to give clients AVEs because they ask for it.

When social media is used as a sole metric, this may give an incomplete picture. It's important to remember that not everyone is on social media and the people who talk about companies or how their feeling is a small percentage (see Charlene Li and Josh Bernoff's section on technographics in their book Groundswell). Additionally, not all social posts are public, and the collection is demographically skewed.

Surveys are one of the most frequently used methodologies, but the tool has some disadvantages. While surveys are beneficial for certain studies to find out opinions, it may not be helpful or valid for other data collection techniques (even though it is often the best we have).

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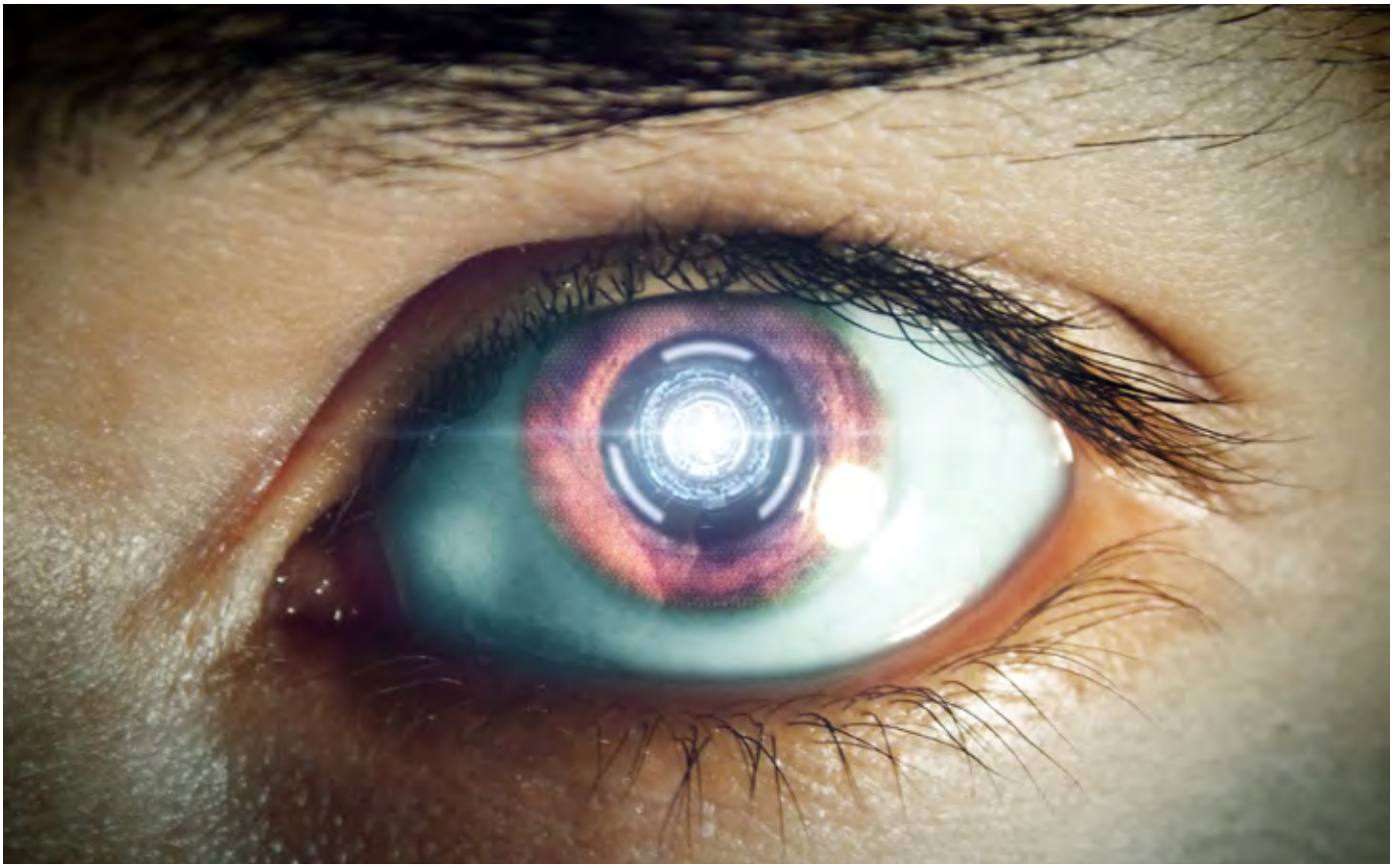

For example, asking customers why they bought a product or how they feel about a new social media program, may not be a valid metric because they may not know, nor can they tell you how their behaviour may be influenced because of it. One important resource for this line of thinking is Kahneman and Tversky's research on System 1 and System 2 thinking. The researchers contend that System 1 thinking or "first reactions" accounts for 95% of all human thought, and people may pay little attention to their decision-making processes. Asking stakeholders to recall why they did "x" for low-investment decisions may not be valid.

What can we do instead? How can we be more forward-looking in our metrics? The public relations industry has some excellent metrics that we have access to today but rarely use. These five tools are:

1. Eye-tracking/Facial recognition: Eye-tracking allows researchers to know about the user experience and can track attention, memory, problem-solving, language processing and decision-making. Facial recognition can analyse emotions and movement. Some schools in China are using facial recognition to record facial expressions and student actions/ emotions. Eye-tracking and facial recognition may be a more valid metric than surveys for tracking how someone feels about an ad or program.

2. fMRI (functional magnetic resonance imaging): Some of the issues with surveys such as one's ability to recall the why's of their actions are accounted for with these more physiological measures. fMRI is a non-invasive measure of tracking changes of blood flow in the brain. This is a useful technique for seeing which components of the brain "light up" with stories and other touchpoints used in campaigns. An fMRI can also detect the prosocial impact of oxytocin (the "love" hormone that creates trust and strengthen relationship) in the brain. Studies have found how oxytocin levels may help make predictions, such as how much money people are willing to give to a charity after being exposed to an emotional narrative.

3. Regression Analysis: While surveys are one of the oldest methodologies, data can be analysed to be more forward-thinking. One type of statistic, a regression analysis or regression model, can be used to help make predictions. Therefore, given the value for X, you can make a prediction for Y. Lenovo employs a predictive model to determine the likelihood that a website visitor will become a customer and uses that information to create customized content.

4. Ethnography: While ethnographies can observe individuals in a controlled group (think focus group type of method) setting, observing stakeholders in their day-to-day lives helps organizations understand how they actually use a product or service. Sonos did this in 2016 with their "Music Makes it Home Study" where they went into the homes of 30 families in eight countries to see happens when they do and don't listen to music. »

> Eye-tracking and facial recognition may be a more valid metric than surveys for tracking how someone feels about an ad or program.

5. Artificial Intelligence: With the vast amount of research available today, technologies can assist humans in their decision-making processes. IBM Watson can take existing data, and using machine learning, can help run experiments and suggest solutions by identifying data patterns. For example, Watson has helped companies analyse their customer inquiries and create digital assistant who can answer a broad range of questions.

While these five technologies may be more commonplace in the industry in the next few years, everyone has access to their client or organization's data today. While organizations may be collecting large swaths of data, knowing who is collecting it and what can be done with it can be challenging. Therefore, it's important to find out who the keepers of the data are and how you can use it to improve decision-making and understanding of all the stages of the stakeholder lifecycle of your employees, consumers, etc. Being able to do this will help the communication function be stronger and smarter, and prepared to embrace more forward-looking measurement and evaluation technologies. [amec2018]

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