

A decorative graphic at the top of the slide features a light pink podium on the right side. Above the podium, numerous small, colorful triangles in shades of orange, yellow, and magenta are scattered across the top, resembling confetti or falling streamers.

Disruptive Communication

Measurement, evaluation and
insights in the Age of Change

amec Global Summit on Measurement

HEADLINE
SPONSOR:





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**Mirror, Mirror
on the Wall**

PERRY ELLIS

LOLO
OK

IMPACT

ALIGN OBJECTIVES

ORGANIZATIONAL OBJECTIVES

Sell out the Perry Ellis Spring/Summer 1993 fashion collection

COMMUNICATIONS OBJECTIVES

Positive collection reviews from leading fashion reporters.

PLAN, SET TARGETS & OTHER INPUTS

TARGET AUDIENCE

Global fashion reporters
High end fashion shoppers 25-45

STRATEGY

Remain true to the brand look
Build new brand fans

IMPLEMENT

ACTIVITY

- O Runway collection show
- E Media launch event

MEASURE ACTIVITY

OUTPUT

- O Runway collection show
- E Media reports

AUDIENCE RESPONSE & EFFECTS

OUT-TAKES

Highest ever impressions for a fashion collection.

OUTCOMES

Media analysis 98% unfavourable
Suzy Menkes "Grunge is Ghastly"
badges slammed the brand

ORGANISATION & STAKEHOLDER EFFECTS

IMPACT

Marc Jacobs fired
Production shut down on collection



***“No fathers or mothers
think their own children
ugly; and this self-deceit is
yet stronger with respect to
the offspring of the mind.”***

Miguel De Cervantes

Auditing

(my first career)

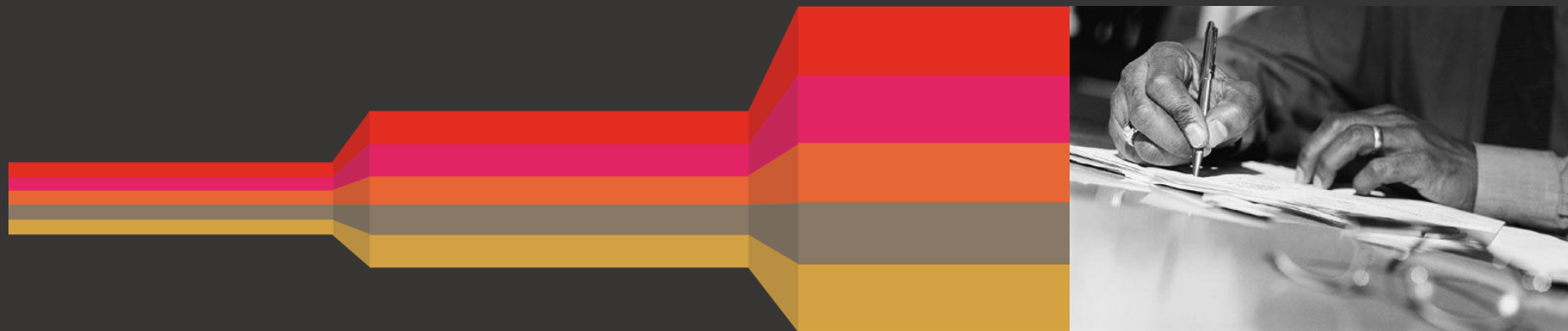
*“The professionals who go in after the
battle is won or lost and
slay the wounded”*



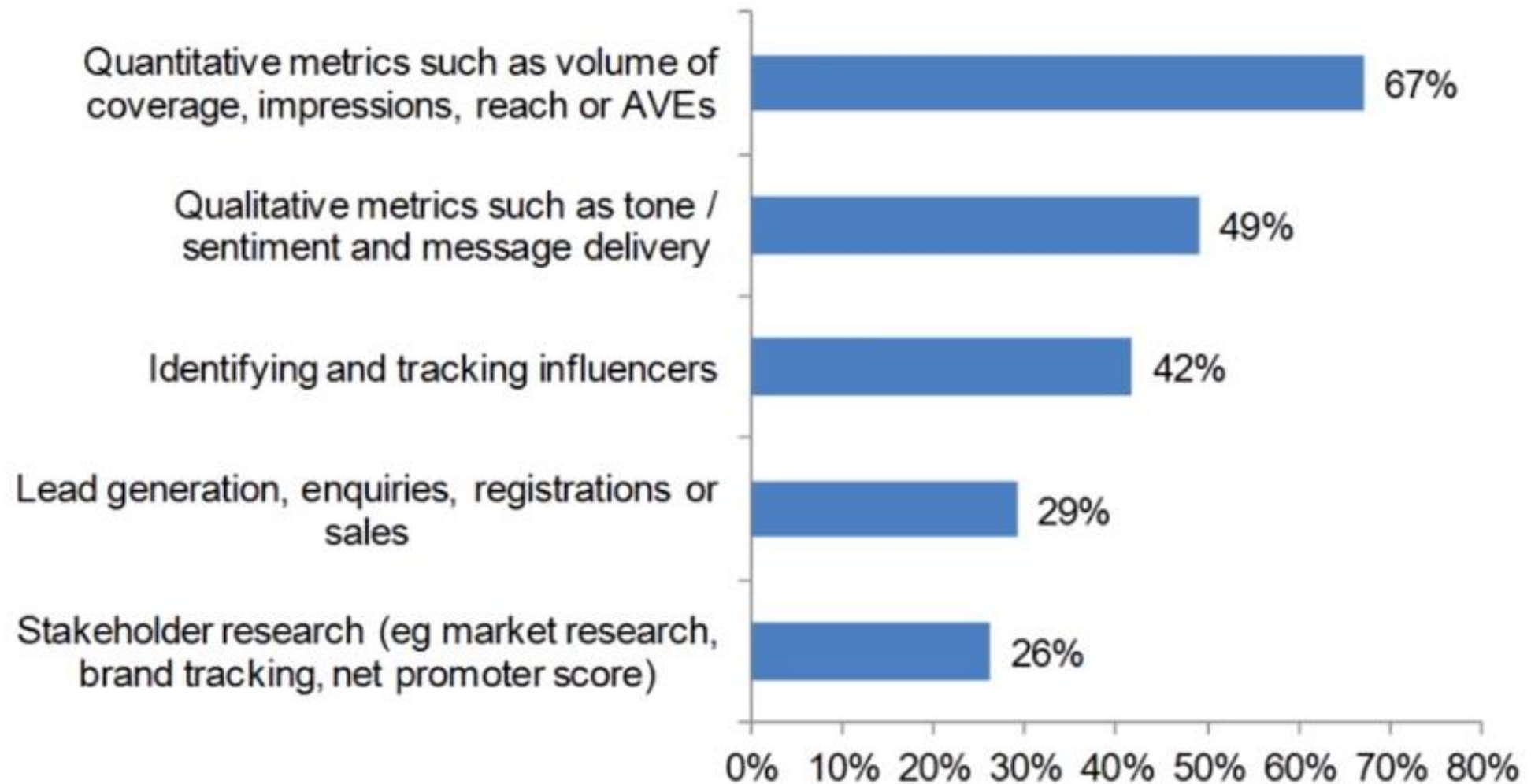


Measurement at the END of a campaign is typically motivated by defense & filled with vanity metrics that feel important but are ultimately superficial (or possibly even deceptive).

“ In 2010, the global PR industry lead by AMEC reached standards on measurement, known as the Barcelona Principles ”



2016 AMEC Survey – Evaluation Tools Used



AMEC European practitioners survey, Sep 2016, n=700 respondents

47%

Have heard of the Barcelona Principles



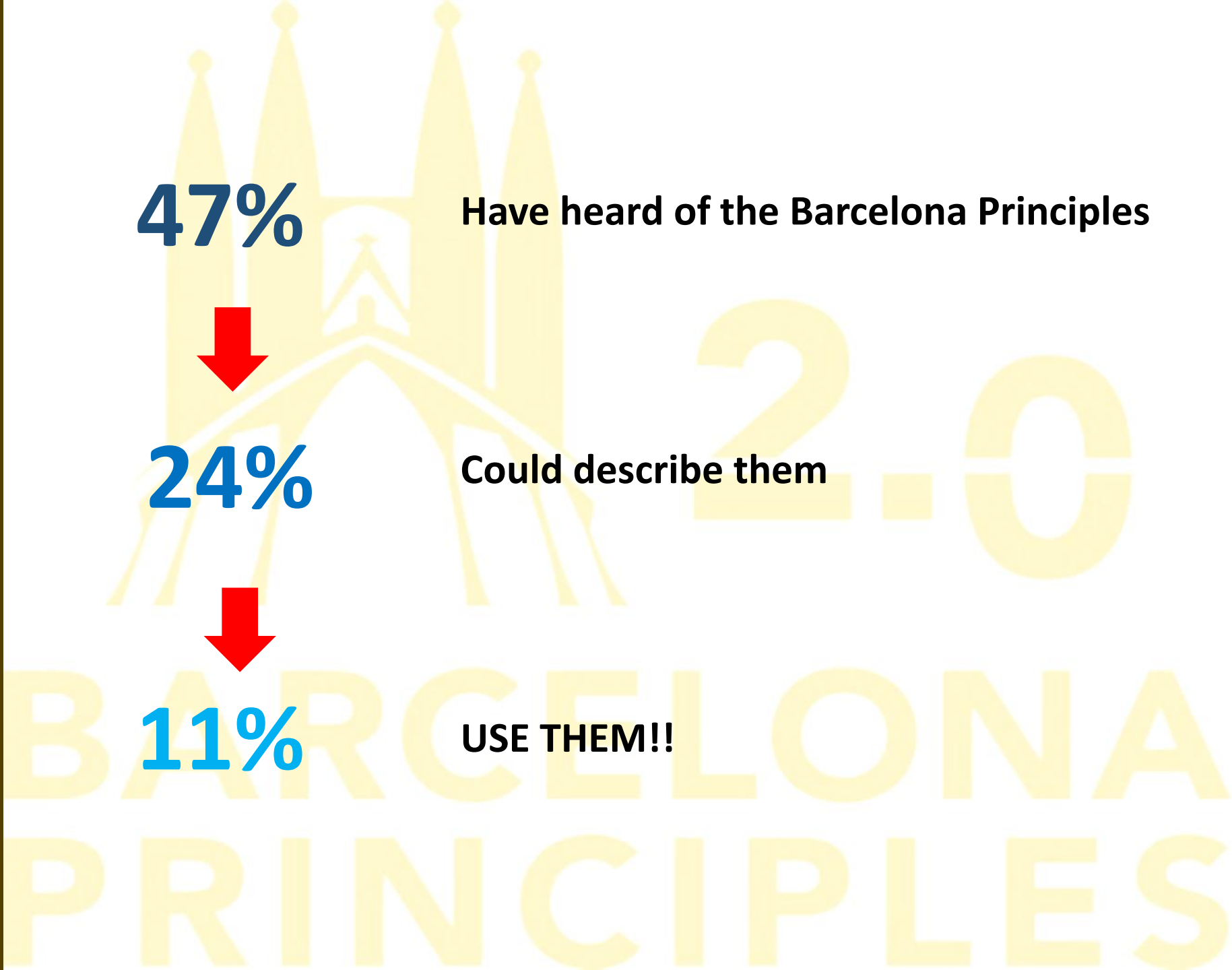
24%

Could describe them



11%

USE THEM!!















Little change in the last three decades

Lloyd Kirban (1983) surveyed PRSA Chicago members:
over 50% expressed a “fear of being measured”

Jim Grunig (1983): “the rhetorical line is much more
enthusiastic than actual utilisation”













Why marketers get over-excited about social vanity metrics

Rank	Brand	Customers			
1	 TELSTRA	16,000,000	267,800	101,000	11,900
2	Woolworths 	14,000,000	890,000	10,800	47,000
3	 ANZ	8,000,000	264,822	84,000	6,600
4	Commonwealth Bank 	14,000,000	700,689	64,800	8,700
5	 Westpac	12,000,000	186,334	42,900	5,446
6	 nab	12,000,000	156,350	48,300	7,486
7					
8	 coles	13,000,000	1,031,106	31,600	33,600
9	 OPTUS 	9,000,000	301,356	63,600	5,908

Source: Professor Mark Ritson, Melbourne University, 2016

Amex estimate: <https://www.cnet.com/au/news/apple-pay-arrives-in-australia-for-amex-cardholders/>

Proportion of customers connecting with these brands on social channels

Rank	Brand	Customers			
1	 TELSTRA	16,000,000	2%	1%	0%
2	Woolworths 	14,000,000	6%	0%	0%
3	 ANZ	8,000,000	3%	1%	0%
4	Commonwealth Bank 	14,000,000	5%	0%	0%
5	 Westpac	12,000,000	2%	0%	0%
6	 nab	12,000,000	1%	0%	0%
7					
8	 coles	13,000,000	8%		0%
9	 OPTUS 	9,000,000	3%	1%	0%

Source: Professor Mark Ritson, Melbourne University, 2016

Amex estimate: <https://www.cnet.com/au/news/apple-pay-arrives-in-australia-for-amex-cardholders/>

**Why – 3 decades later - are
a mere 11% of marketers
willing to follow the
measurement geeks?**





Because we take away their candy!

They LOVE them, we DERIDE them.

The image features three speech bubbles of different colors (green, blue, and purple) arranged in a descending sequence from top-left to bottom-right. Each bubble has a white outline and a small tail pointing towards the top-left. The background is a solid red color with faint, abstract, darker red shapes. The text inside the bubbles is white and written in a casual, rounded font.

Needs
clicks?

Likes?

How about
some fans?



“ I’d rather forego being a proven success in exchange for never being proven a failure ”



**Truths that some PR people
NEVER
want their CEO to see!**



Impressions are meaningless



Like sperm, most miss their target and end up wasted!

**Up to 40% of online
measures are garbage -
bots that have no real
impact**



**3% of content
ever seen**



Even more garbage

Social media version of Ad Value Equivalency.
Value of a Like



What did the Experts Say?

In depth phone interviews with

- *APAC Regional CCO's*
- *Global research industry leaders*
- *Paul Holmes of Holmes Report*



Egos or Data Phobia?

- Measurement not a place of comfort
- Thrust upon CCO's and marketers
- Implied that you're proving success
- Backward looking - Need to shift from proof to PREDICT



Too Much Data & Confusion

- Everyone chasing the data-driven outcome – but it's a river of numbers – all in different places – little time to wade through it
- Regional/global leads – role is too big. No access to micro level programs or measurement data.
- Clutching at favoured (read 'vanity') measures to answer CFO/Procurement demanding proof of impact



The Smoking Gun Report

- Reports massaged by clients
- Report gatekeeper holds onto it
- Used as a weapon internally






umbrella
management

“In the race of life, always back self-interest; at least you know it's trying”

Jack Lang, State Premier NSW, Australia
(1925–27, 1930–32)





Japan's lifelong employment (Tier 1 coy)
Leaders are generalists, not specialists
Play it safe! Not an expert
Measurement is post-rationalization – prove it worked
BUT: changing rapidly with foreign talent and digital economy

The Fear Factor

- “Marketers are the problem not the solution”
No appetite for PR showing them up on ROI
- Agencies don’t push PR clients enough
- PR clients (1) too timid, (2) unwilling to invest or (3) settle if internal clients happy
- Not aware how much better it could be done



A top-down view of a wooden table with a warm, natural grain. On the left side, there is a white ceramic mug filled with dark coffee. Above the mug are two brown pinecones. Below the mug lies a light-colored wooden spoon. To the right of these items is an open book. The left page of the book is white and features a motivational quote in bold, black, sans-serif capital letters. The right page is blank and white.

**FAILURE
IS NOT
THE OPPOSITE OF
SUCCESS. IT IS
PART
OF SUCCESS.**

Normalise Failure

- Stop treating PR measurement like a performance evaluation
- Evaluation should be the process of improving with insight
- What will ever change if I always get great measurement reports?



RECOMMENDATIONS





Avoid measurement and never be proven foolish

1. Find the pain points

- Low organisational credibility for PR due to lack of solid metrics
- PR claims of success disputed by other teams esp. marketing
- PR trivialised or ignored in integrated measurement for lack of data
- Corporate decisions blind to potential reputation damage
- PR abused for ego purposes



2. Recognise when to combine business measures AND vanity metrics to meet needs of different stakeholders / business units



3. Help solve PR's place in the measurement “fruit salad”



Proliferation of channels for integrated marketing plans

1990 – average 3 channels

2010 - average 7 channels

Effective campaign = entries to IPA Effectiveness Awards and WARC Effectiveness Prize



The Case for Integrated Measurement

- When there is one audience, why wouldn't all results be considered together? They have cumulative impact that we want to capture.
- The more complete the picture the more valuable the assessment



4. Start Simple. Build Slowly.

I talk in measurement buckets.

I encourage shifting research money from one bucket to the next to progress.

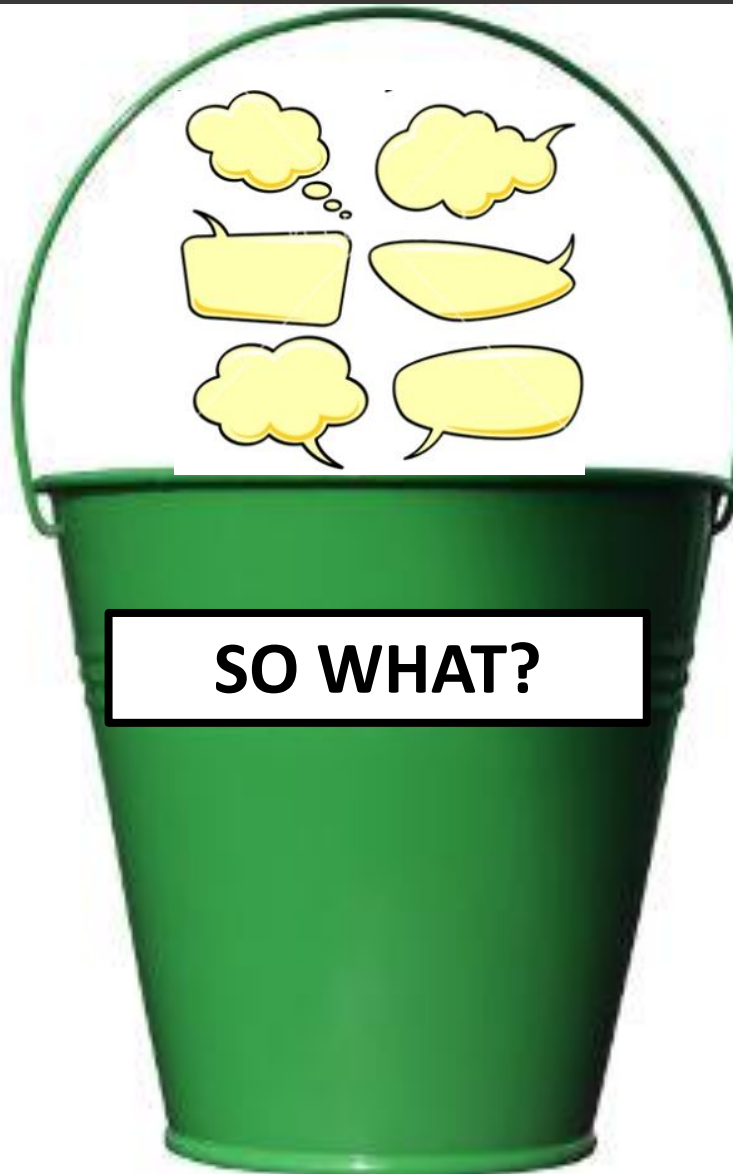
Most clients in Asia are still a long way from an Integrated Framework.



Three Measurement “Buckets” I used to call them:



Now I call them:





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***“If you don't like
change, you'll like
irrelevance even less.”***

General Eric Shinseki

