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**8-10 June 2011, Lisbon**  
**3rd European Summit on Measurement**

# Valid Metrics Workshop

Ruth Pestana and Mike Daniels

HILL & KNOWLTON

REPORT  
INTERNATIONAL



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8-10 June 2011, Lisbon

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# Applying the Barcelona Principles

1. Importance of goal setting and measurement
2. Measuring the effect on outcomes is preferred to measuring outputs
3. The effect on business results can and should be measured where possible
4. Media measurement requires quantity and quality
5. *AVEs are not the value of public relations*
6. Social media can and should be measured
7. Transparency and replicability are paramount to sound measurement.

# The Problem with AVEs

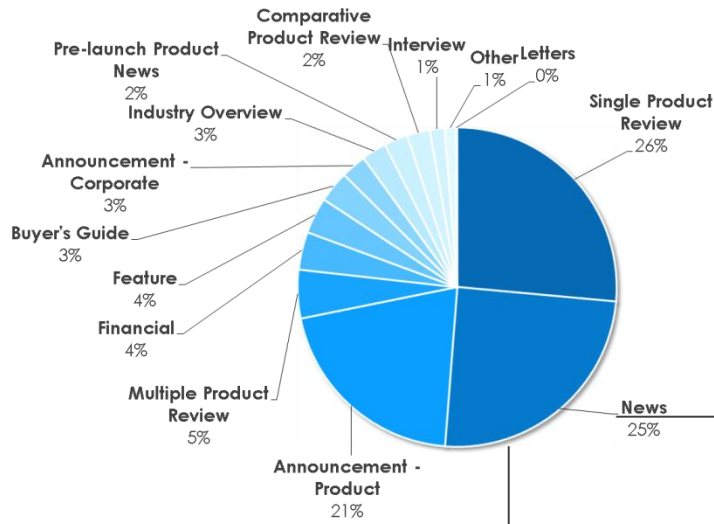
AVEs...

- Do not capture the **OUTCOME** of a PR campaign, limiting PR to simply placement in the media
- Do not capture message delivery
- Do not factor in photos or headline mentions
- Do not measure new forms of social media such as Twitter
- Are a crude measure of potential **COST SAVINGS**, not an **EARNED VALUE**

# Other Issues with Using AVEs

- Comparisons between earned media coverage, using published rate card data, and paid media placements could be inaccurate because rate cards rarely reflect real paid rates
- High volumes in high cost publications do not necessarily equate to a successful campaign
  - Other metrics (e.g. tone, key messaging, etc.) may trend downward...
  - Though high in cost, the publications may not be relevant for the target audience
- It's misleading to count all PR placements (including negative articles) as the same worth as advertisements
  - In PR, we can't control the message
- Use of multipliers to account for the higher (credibility) value of PR coverage is also misleading
  - There is no data to support generic use of multipliers

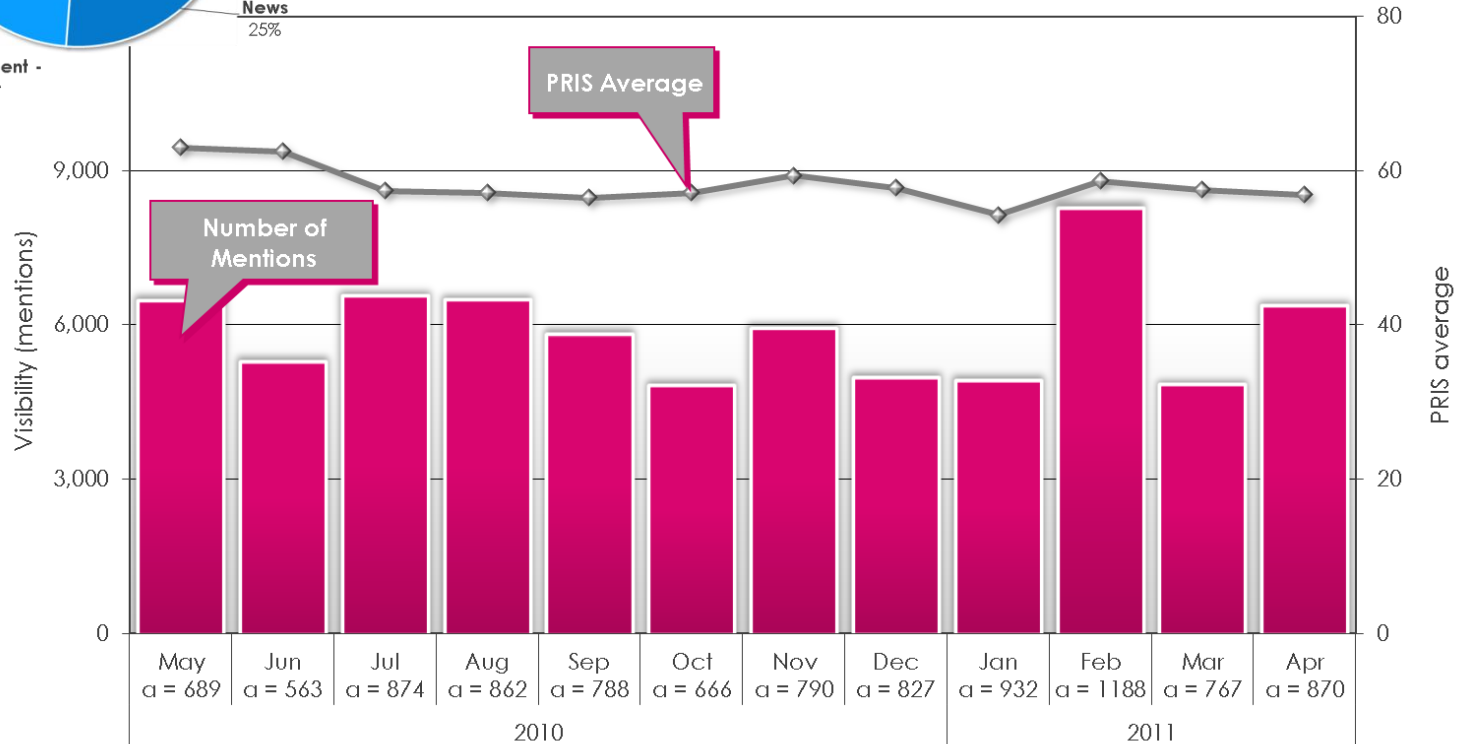
# More Sophisticated Forms of Media Analysis



Quantity and quality of brand discussion

## LGE Global: Mobile Communications Visibility and PRIS

May 2010 to April 2011  
a = number of articles

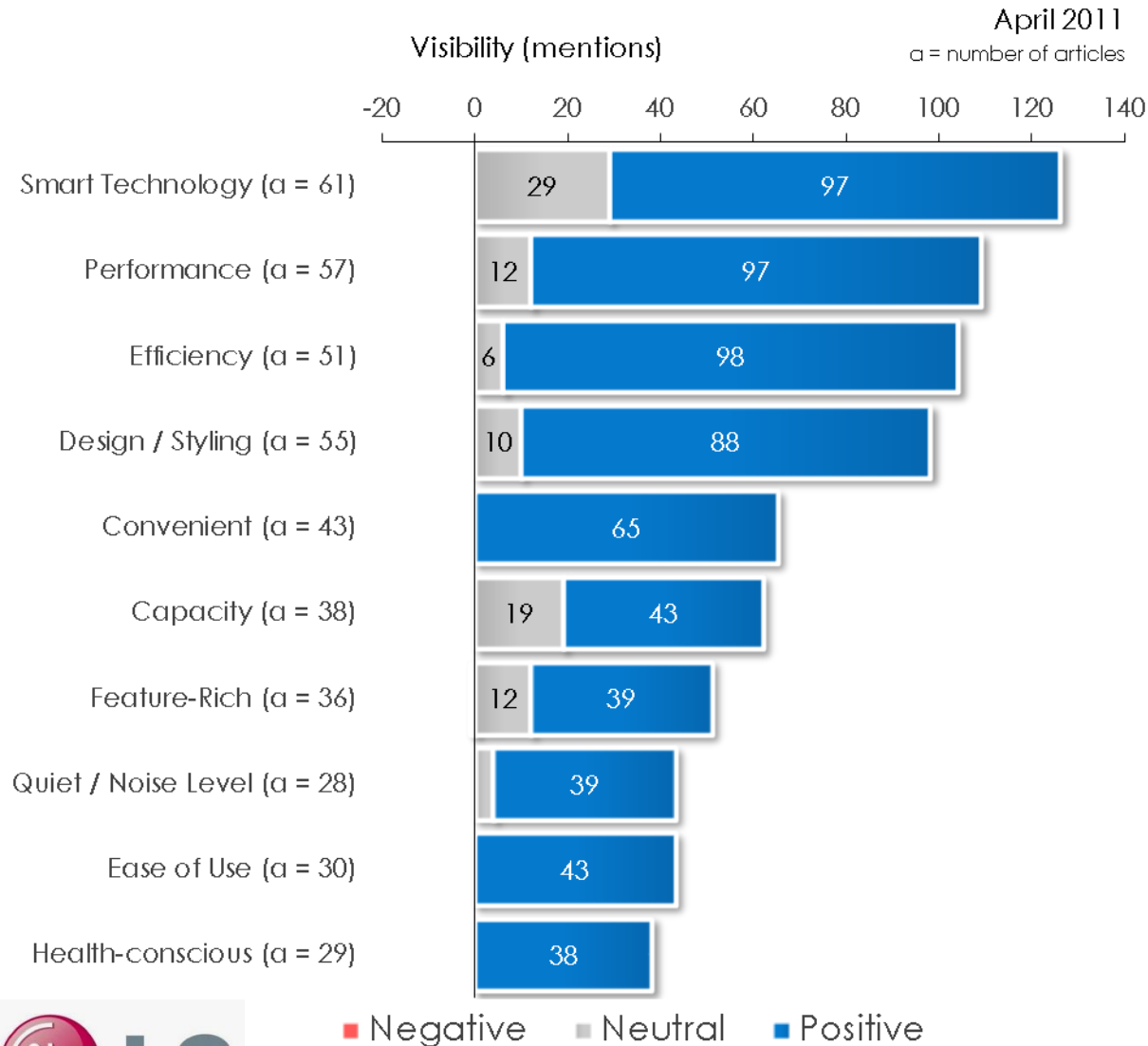


Breakdown by article type



# More Sophisticated Forms of Media Analysis

## LGE Global: Top HA Product Parameters



Sentiment on product features



# The Shift Towards Outcomes

- Circa 1980 to Present

- Outputs only. Traditional print media (one to many)
  - Visibility
  - Sentiment

- Circa 1990 to Present

- Outputs only + external data. Traditional + digital media (one to many)
  - Metrics as Stage 1
  - Linked to sales/market share
  - Tentative linking to awareness/perception studies

- Circa 2005 to Present

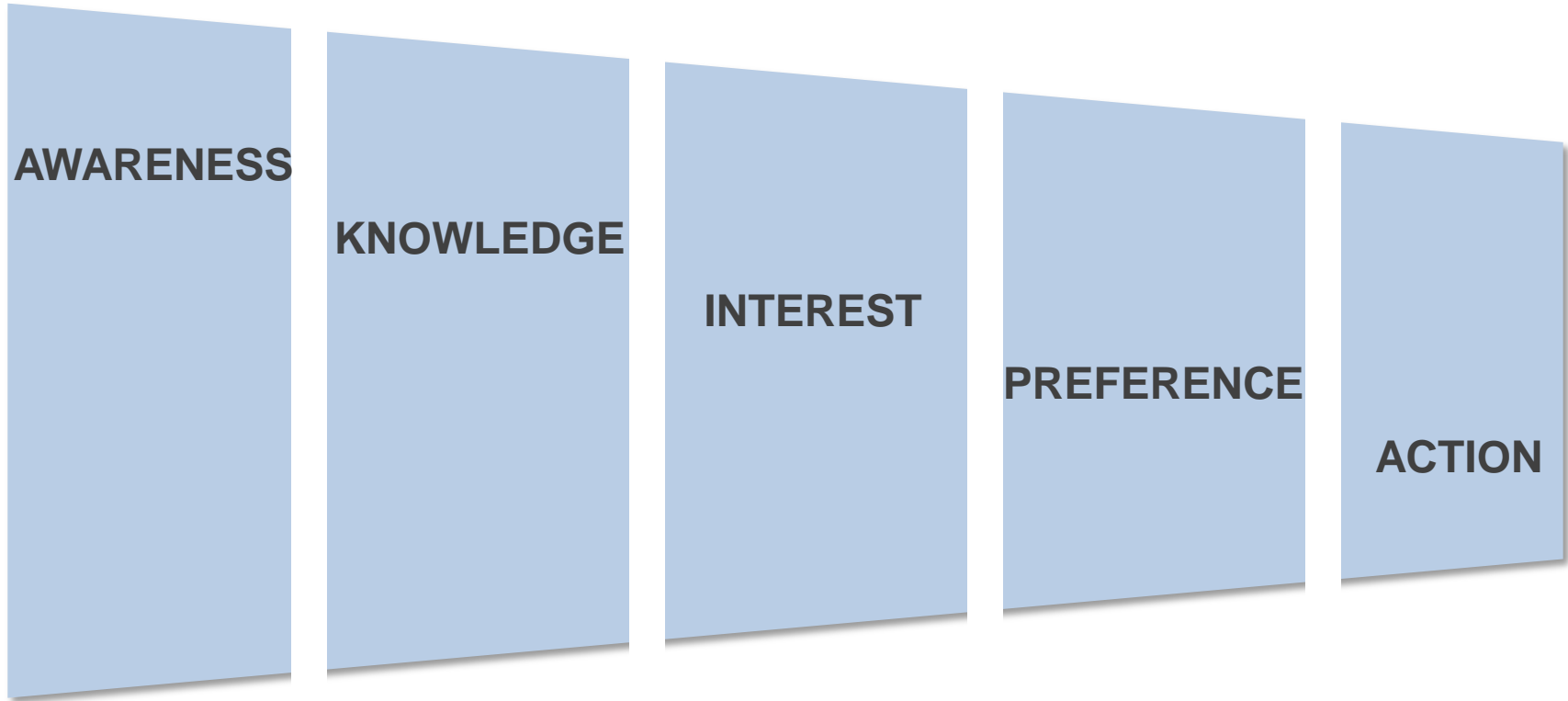
- Outputs + outcomes. Traditional + digital + social media (many to many)
  - Market mix modelling
  - Engagement



# A (Very) Simplified View of How PR Works



# Aligning with the Communication Funnel



# The Valid Metrics Framework



COMMUNICATIONS/MARKETING STAGES



COMMUNICATIONS PHASES



Key Area of Communication <i>(Brand/Product Marketing, Reputation Building, Issues Advocacy/Support, Employee Engagement, Investor Relations, Crisis/Issues Management, Not-for-Profit, Social/Community Engagement)</i>	Awareness	Knowledge/Understanding	Interest/Consideration	Support/Preference	Action
Public Relations Activity					↓
Intermediary Effect					↓
Target Audience Effect	➤	➤	➤	➤	<div style="border: 2px solid blue; padding: 5px; display: inline-block;"> <b>ORGANIZATION/ BUSINESS RESULTS</b> </div>

 Brand/ Product Marketing	Awareness	Knowledge	Consideration	Preference	Action
<b>Public Relations Activity</b>	<ul style="list-style-type: none"> <li>• Content creation</li> <li>• Traditional media engagement</li> <li>• Social media engagement</li> <li>• Influencer engagement</li> <li>• Stakeholder engagement</li> <li>• Events/speeches</li> </ul> 				
<b>Intermediary Effect</b>	<ul style="list-style-type: none"> <li>• Audience reach [traditional &amp; social media]</li> <li>• Impressions/Target audience impressions</li> <li>• Number of articles</li> <li>• Video views</li> <li>• Frequency</li> <li>• Prominence</li> <li>• Share of voice</li> </ul>	<ul style="list-style-type: none"> <li>• Key message alignment</li> <li>• Accuracy of facts</li> </ul>	<ul style="list-style-type: none"> <li>• Key message alignment</li> <li>• Frequency of (positive) mentions</li> <li>• Expressed opinions of consideration</li> <li>• Social network Followers</li> <li>• Retweets/Shares/ Linkbacks</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement by journalists or influencers</li> <li>• Rankings on industry lists</li> <li>• Expressed opinions of preference</li> <li>• Social network Fans</li> <li>• Likes</li> </ul>	
<b>Target Audience Effect</b>	<ul style="list-style-type: none"> <li>• Unaided awareness</li> <li>• Aided awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of company/product attributes and features</li> <li>• Brand association and differentiation</li> </ul>	<ul style="list-style-type: none"> <li>• Relevance of brand (to consumer/ customer)</li> <li>• Visitors to website</li> <li>• Click-thru to site</li> <li>• Time spent on site</li> <li>• Downloads from site</li> <li>• Calls</li> <li>• Event/meeting attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Attitude uplift</li> <li>• Stated intention to buy</li> <li>• Brand preference/ Loyalty/Trust</li> <li>• Endorsement</li> <li>• Requests for quote</li> <li>• Links to site</li> <li>• Trial</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sales</b></li> <li>• <b>Market share</b></li> <li>• <b>Cost savings</b></li> <li>• <b>Leads generated</b></li> <li>• <b>Customer loyalty</b></li> </ul>



Awareness	Understanding	Interest	Support	Action
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Public Relations Activity	<ul style="list-style-type: none"> <li>• Content creation</li> <li>• Traditional media engagement</li> <li>• Social media engagement</li> <li>• Influencer engagement</li> <li>• Stakeholder engagement</li> <li>• Events/speeches</li> </ul>			
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Intermediary Effect	<ul style="list-style-type: none"> <li>• Audience reach [traditional &amp; social media]</li> <li>• Impressions/Target audience impressions</li> <li>• Number of articles</li> <li>• Video views</li> <li>• Frequency</li> <li>• Prominence</li> <li>• Share of voice</li> </ul>	<ul style="list-style-type: none"> <li>• Key message alignment</li> <li>• Accuracy of facts</li> </ul>	<ul style="list-style-type: none"> <li>• Key message alignment</li> <li>• Frequency of (positive) mentions</li> <li>• Expressed opinions of interest</li> <li>• Social network Followers</li> <li>• Retweets/Shares/ Linkbacks</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement by journalists or influencers</li> <li>• Expressed opinions of support</li> <li>• Social network Fans</li> <li>• Likes</li> </ul>
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Target Audience Effect	<ul style="list-style-type: none"> <li>• Unaided awareness</li> <li>• Aided awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of issue</li> <li>• Knowledge of client POV</li> </ul>	<ul style="list-style-type: none"> <li>• Relevance of issue (to stakeholder)</li> <li>• Visitors to website</li> <li>• Click-thru to site</li> <li>• Time spent on site</li> <li>• Downloads from site</li> <li>• Calls</li> <li>• Event/meeting attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Attitude change</li> <li>• Endorsement</li> <li>• Links to site</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Active advocates</b></li> <li>• <b>Letters of support</b> (to parliamentarians, congress, etc)</li> <li>• <b>Registrations</b> (to join support group)</li> <li>• <b>Donations</b></li> <li>• <b>Legislation/ regulation passed or blocked</b></li> <li>• <b>Cost savings</b></li> </ul>
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Häagen-Dazs loves  
Honey Bees

[click here to learn more.](#)

## Silver Anvil Award Winner 2009


[The Honey Bee Crisis](#) | [How We're Helping](#) | [How You Can Help](#) | [The Buzz](#) | [Bee TV](#) | [The Bee Store](#)


### Imagine a world without honey bees.


Now imagine that world without tasty pears, luscious raspberries and juicy strawberries. Honey bees are responsible for pollinating one-third of all the foods we eat, including many of the ingredients that define our all-natural ice creams, sorbets, frozen yogurt and bars.


We've created this site because honey bee populations are disappearing at an alarming rate, and we want to keep these little heroes buzzing.


We hope you'll join our mission.


 [Donate Now!](#)

 [Buy a Carton, Save a Bee](#)

 [Plant a Garden](#)

 [FEATURED VIDEO](#)

 [EXPLORE THE FIELDS](#)

 [MAKE AND SEND A BEE](#)

[Flavor Finder](#) | [Site Map](#) | [Contact Us](#) | [Press Kit](#) | [PRIVACY POLICY](#) | [Terms of Use](#) | [FAQs](#)

©HDP, Inc.

<b>Brand Marketing/ Issues Support: Haagen-Dazs loves Honey Bees</b>	Awareness	Knowledge	Consideration	Preference	Action
<b>Public Relations Activity</b>	<ul style="list-style-type: none"> <li>• Made donations to Pennsylvania State University and University of California, Davis and to The Pollinator Partnership.</li> <li>• Created Bee Board with PSU and UCD scientists and beekeepers.</li> <li>• Launched bee-dependent flavor, Vanilla Honey Bee, with percentage of sales to go towards CCD research. Also created special logo for all bee-dependent products and printed CCD info on pint lid.</li> <li>• Prior to official launch, brand announced the campaign to beekeeping and scientific community at an industry conference, encouraging them to act as brand ambassadors.</li> <li>• Created comprehensive media strategy, including scientific, agricultural, environmental, gardening, and beekeeping trade outlets, expanding beyond traditional lifestyle and food outlets.</li> <li>• Developed B-roll featuring HD plant footage, Bee Board members, and bees pollinating crops.</li> <li>• Million Seeds Challenge - reached out to bee supporters online using Craigslist and MeetUp.com.</li> <li>• During national Pollinator Week, HD and The Pollinator Partnership hosted a briefing on Capitol Hill.</li> </ul>				

<b>Brand Marketing/ Issues Support: Haagen-Dazs loves Honey Bees</b>	<b>Awareness</b>	<b>Knowledge</b>	<b>Consideration</b>	<b>Preference</b>	<b>Action</b>
<b>Intermediary Effect</b>	<ul style="list-style-type: none"> <li>• More than 277 million media impressions (total media goal: 125 million impressions in year one)</li> <li>• 1,097 unique news placements including CNN, AP, NPR, WSJ, Today, NYT, Everyday with Rachel Ray (HD was mentioned in the headline or lead)</li> </ul>	<ul style="list-style-type: none"> <li>• Virtually 100% of the media coverage carried brand name/product mentions and key PR messages</li> </ul>	<ul style="list-style-type: none"> <li>• 93% of all media coverage was positive toward the brand</li> </ul>		



<b>Brand Marketing/ Issues Support: Haagen-Dazs loves Honey Bees</b>	<b>Awareness</b>	<b>Knowledge</b>	<b>Consideration</b>	<b>Preference</b>	<b>Action</b>
<b>Target Audience Effect</b>	<ul style="list-style-type: none"> <li>Survey showed 8-point increase in awareness of the honey bee issue</li> <li>HD also had the highest unaided brand recall among consumers identifying companies/organizations working to help the honey bees</li> </ul>	<ul style="list-style-type: none"> <li>Survey showed a 6-point increase in accurate identification of the issues</li> </ul>	<ul style="list-style-type: none"> <li>469,798 unique visitors to the site and viewed 8 pages per visit (82% above industry average)</li> <li>Number of new visits averaged 76% above industry standards</li> <li>950+ consumers and organizations contacted HD with requests for info, offers to collaborate and compliments</li> </ul>	<ul style="list-style-type: none"> <li>More than 1.2m friendly flower seeds were accepted by community individuals, and local businesses</li> <li>HD experienced a 13% increase in brand advocacy rating (between Q1 and Q2) to 69%, the highest in the category</li> </ul>	<ul style="list-style-type: none"> <li>5.2% April sales increase – the largest single sales spike in a year and 4% growth sustained from April-July 2008</li> </ul>



	Awareness	Knowledge	Interest	Support/ Preference	Action
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<b>Public Relation Activity</b>	<ul style="list-style-type: none"> <li>• Content creation</li> <li>• Traditional media engagement</li> <li>• Social media engagement</li> <li>• Influencer engagement</li> <li>• Stakeholder engagement</li> <li>• Events/speeches</li> </ul>				
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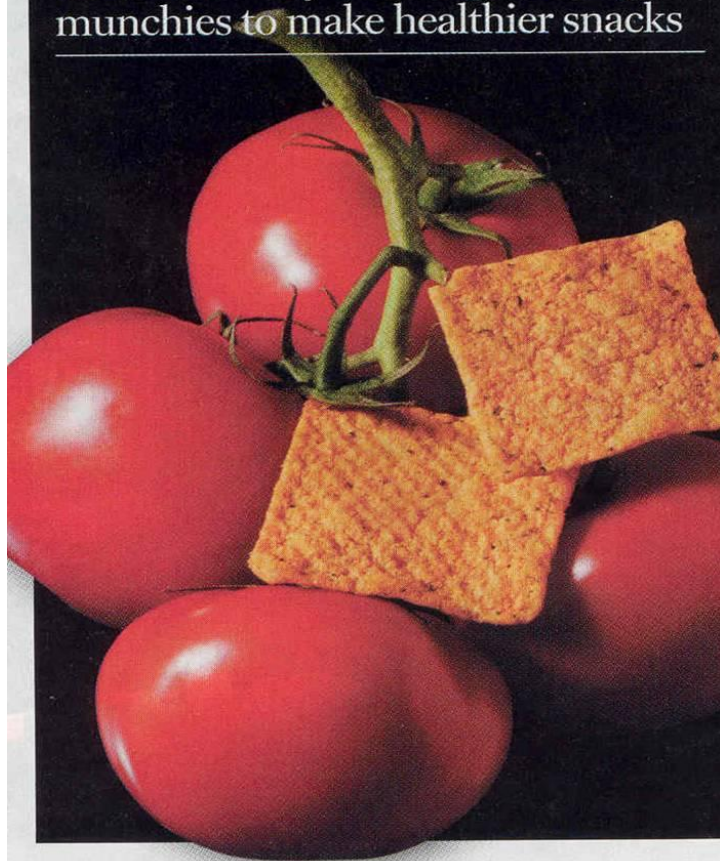
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<b>Target Audience Effect</b>	<ul style="list-style-type: none"> <li>• Unaided awareness</li> <li>• Aided awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of company profile and offer</li> </ul>	<ul style="list-style-type: none"> <li>• Relevance of company (to stakeholder)</li> <li>• Visitors to website</li> <li>• Click-thru to site</li> <li>• Time spent on site</li> <li>• Downloads from site</li> <li>• Calls</li> <li>• Event/meeting attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Attitude change</li> <li>• Uplift in reputation drivers e.g. Trust, Admiration</li> <li>• Endorsement</li> <li>• Belief in corporate brand</li> <li>• Links to site</li> <li>• Enhanced relationships with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sales</b></li> <li>• <b>Market share</b></li> <li>• <b>Share price</b></li> <li>• <b>Talent retention and recruitment</b></li> <li>• <b>Cost savings</b></li> <li>• <b>Customer loyalty</b></li> <li>• <b>Legislation/regulation passed or blocked</b></li> </ul>
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# Silver Anvil Award Winner 2008

## Taking the Junk Out of Junk Food

How Frito-Lay is re-engineering its munchies to make healthier snacks



## BEFORE YOU SNACK, READ THIS!

What to eat when your only dining option is the office vending machine

**You're craving salt** Opt for a plain bag of potato chips—not the flavored kinds like sour cream and onion—that lists just potatoes, oil and salt as its ingredients. Why? Artificial additives come with extra (bloat-causing) sodium.



**You want to be healthy** Most "fruit" snacks are actually fruit-flavored—meaning they're packed with unnutritious sugar and artificial coloring. Try trail mix (270 calories) instead.



### THE HIDDEN DANGER IN SNACK FOOD

Before you down an entire bag of any snack, read the number of servings first, as it may contain two or even three servings. "The whole [problem] with junk food is portion size," says nutritionist Marion Nestle, who recommends sticking to snacks that make up no more than 10 percent of your daily calories (so, 180 calories for an 1,800-calorie-a-day diet).

**You're on a low-carb diet** Pick peanuts or cashews. This bag has just 9 grams of carbs; in contrast, a bag of pretzels has 46! Just watch portion size, as nuts are highly caloric.



**You skipped breakfast** Protein bars are too high in sugar, says Nestle. Try a granola bar, which balances out its sugar with 2 grams of fiber.






**You need chocolate!** A Hershey's bar with almonds is a splurge, but at least there are no fillings like nougat, which add sugar and calories, and the nuts are good for you.



<b>Reputation Building: Frito-Lay – Junk Food to Good Food</b>	Awareness	Knowledge	Interest	Support	Action
<b>Public Relation Activity</b>	<ul style="list-style-type: none"> <li>• Secondary research, influencer-perception survey, message research and media analysis preceded the campaign</li> <li>• Engaged influencers – roundtables; nutritionist sessions; benchmarking panel; ADA alliance; web poll; online community of 300+ influencers</li> <li>• Educated influencers – participated in major health events; top media meetings; mailings about new products and new snacking research</li> <li>• Evangelized influencers – developed educational content off and online; “Snack Sense” Website; developed curriculum and web-based program for health professionals and consumers.</li> <li>• 10,000 educational folders and CDs distributed to influencers at conferences</li> <li>• Armed 34,000 health pros with materials</li> </ul>				

<b>Reputation Building: Frito-Lay – Junk Food to Good Food</b>	<b>Awareness</b>	<b>Knowledge</b>	<b>Interest</b>	<b>Support</b>	<b>Action</b>
<b>Intermediary Effect</b>	<ul style="list-style-type: none"> <li>• 200 million media impressions</li> <li>• Key nutrition story in Good housekeeping reaching 5 million</li> </ul>	<ul style="list-style-type: none"> <li>• Key message regarding nutritional profile of F-L increased from 3% in Q2 to 22% in Q4</li> <li>• Key message re: industry leadership increased from 2% in Q2 to 11% in Q4</li> </ul>	<ul style="list-style-type: none"> <li>• 12% decrease in negative coverage</li> <li>• 11% increase in positive media coverage</li> <li>• Daily News article quoted F-L's ingredients as ... "better than you remember"</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Madeline Fernstrom talked about F-L in positive light on iVillage and two Today Show segments</li> <li>• Newsweek praised F-L for product reformulations</li> <li>• PEOPLE featured Ruffles as a good vending machine option</li> </ul>	

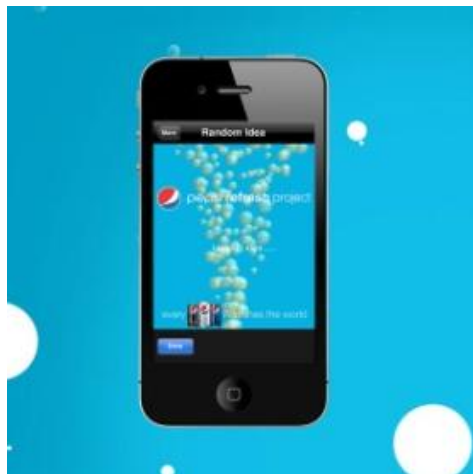
<b>Reputation Building: Frito-Lay – Junk Food to Good Food</b>	<b>Awareness</b>	<b>Knowledge</b>	<b>Interest</b>	<b>Support</b>	<b>Action</b>
<b>Target Audience Effect</b>			<ul style="list-style-type: none"> <li>• Snack Sense Web site averages 70 hits/day and 3 page views/day</li> <li>• ADA presentation had 1000 attendees and a 90% positive rating</li> <li>• ADA symposium had 94% good or excellent ratings with 71% agreeing “learning something new about Frito-Lay”</li> </ul>	<ul style="list-style-type: none"> <li>• SNE Influencer Salon Past President applauded F-L to 1000 members</li> <li>• Hy-Vee requested educational materials for 150 store nutritionists</li> <li>• 33% of influencers had a positive perception of F-L, an increase of 16%, which exceeded goal of a 10% increase</li> </ul>	

 <b>Social/Community Engagement</b>	Awareness	Knowledge	Interest	Support	Action
<b>Public Relation Activity</b>	<ul style="list-style-type: none"> <li>• Content creation (e.g. assets created, videos/podcasts)</li> <li>• Social media engagement (e.g. blog posts, blogger events, blogger briefings, Twitter posts, community site posts &amp; events)</li> <li>• Influencer engagement</li> <li>• Stakeholder engagement</li> <li>• Events/speeches</li> </ul> 				
<b>Intermediary Effect</b>	<ul style="list-style-type: none"> <li>• Impressions/Target audience impressions</li> <li>• Earned media site visitors/day</li> <li>• % share of conversation</li> <li>• Video views</li> <li>• Prominence</li> </ul>	<ul style="list-style-type: none"> <li>• Key message alignment [traditional &amp; social media]</li> <li>• Accuracy of facts</li> <li>• % share of conversation</li> </ul>	<ul style="list-style-type: none"> <li>• Expressed opinions of interest</li> <li>• Social network Followers</li> <li>• Retweets/Shares/Linkbacks</li> <li>• % share of conversation</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement by journalists or influencers</li> <li>• Rankings on industry lists</li> <li>• Expressed opinions of support</li> <li>• Social network Fans</li> <li>• Likes</li> </ul>	
<b>Target Audience Effect</b>	<ul style="list-style-type: none"> <li>• Unaided awareness</li> <li>• Aided awareness</li> <li>• Owned media site visitors per day</li> <li>• Social network channel visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of company/product attributes and features</li> <li>• Brand association and differentiation</li> </ul>	<ul style="list-style-type: none"> <li>• Relevance of brand (to consumer/customer)</li> <li>• Visitors to website</li> <li>• Click-thru to site</li> <li>• Time spent on site</li> <li>• Downloads from site</li> <li>• Calls</li> <li>• Event/meeting attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Attitude uplift</li> <li>• Stated intention to buy</li> <li>• Brand preference/Loyalty/Trust</li> <li>• Endorsement</li> <li>• Requests for quote</li> <li>• Links to site</li> <li>• Trial</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Active advocates</b></li> <li>• <b>Brand engagement</b></li> <li>• <b>Leads/sales</b></li> <li>• <b>Revenue</b></li> <li>• <b>Market share</b></li> <li>• <b>Cost savings</b></li> </ul>

NOTE: Within social media, several of these metrics could straddle two rows as an Intermediary Effect and/or Target Audience Effect, depending on who's engaged in the conversation. For simplicity, we have listed those metrics under Intermediary Effect to reflect the general conversation as you would not know if all participants are in your target audience. If the commenters are known to be in your Target Audience, you could reflect those metrics under Target Audience Effect.



# PR Week Award Winner 2011



## pepsi refresh project

In 2010, Pepsi will give millions of dollars to fund good ideas, big and small, that make the world a better place. What's a good idea? Who gets a Refresh Grant? You decide.

### Thousands of ideas

- Anyone can submit an idea online at: [refresheverything.com](http://refresheverything.com)
- 6 categories help you figure out where yours fits in.
- When it's time to vote, use the categories to find the ideas you care about most.



### Millions in Grants

—15k— <b>10</b> GRANTS EVERY MONTH	—25k— <b>10</b> GRANTS EVERY MONTH
—50k— <b>10</b> GRANTS EVERY MONTH	—250k— <b>2</b> GRANTS EVERY MONTH


• Pepsi has up to \$1.5 million in Refresh Grants to give out every month. Every time you vote, you help decide which 30 ideas receive a Refresh Grant that month.


### Mark Your Calendar


• SUBMIT YOUR IDEAS STARTING ON January 13, 2010	JANUARY <b>13</b>
• VOTE FOR IDEAS STARTING ON February 1, 2010	FEBRUARY <b>1</b>
• FIRST AWARDEES ANNOUNCED ON March 1, 2010	MARCH <b>1</b>

New ideas & Refresh Grant recipients every month



<b>Social/Community Engagement: Pepsi Refresh Project</b>	Awareness	Knowledge	Interest	Support	Action
<b>Public Relations Activity</b>	<ul style="list-style-type: none"> <li>• Content creation (e.g., Op-Ed in Huffington Post)</li> <li>• Media relations outreach around milestones (POP, Super Bowl, Ambassadors, Grant recipients)</li> <li>• Social media outreach</li> <li>• Event: Rang bell at NYSE</li> <li>• Event: In-house/online brainstorm to ignite conversation on national scale</li> <li>• Real-time digital engagement</li> </ul> 				

<b>Social/Community Engagement: Pepsi Refresh Project</b>	Awareness	Knowledge	Interest	Support	Action
<b>Intermediary Effect</b>	<ul style="list-style-type: none"> <li>3+ billion audience impressions over 8 months (exceeded goal by nearly 12-fold)</li> </ul>		<ul style="list-style-type: none"> <li>140,000 Tweets</li> <li>2+ million online comments</li> </ul>	<ul style="list-style-type: none"> <li>Increased Facebook “likes” by 600%+ (to over 2 million)</li> </ul>	

<b>Social/Community Engagement: Pepsi Refresh Project</b>	<b>Awareness</b>	<b>Knowledge</b>	<b>Interest</b>	<b>Support</b>	<b>Action</b>
<b>Target Audience Effect</b>	<ul style="list-style-type: none"> <li>• Pepsi one of most talked-about brands at Super Bowl (Nielsen)</li> <li>• 37% Americans now aware vs. 12-21% for similar cause marketing programs</li> <li>• 18.5+ million unique visitors to site: Refresh Everything.com</li> </ul>	<ul style="list-style-type: none"> <li>• Correct Pepsi Refresh Project knowledge = 25% (vs. 5-12%)</li> </ul>		<ul style="list-style-type: none"> <li>• Increased brand loyalty attributes including favorability, intent, and trust along with intent to purchase among Millennials</li> </ul>	<ul style="list-style-type: none"> <li>• Brand Engagement - Visits to the Refresh Everything.com site resulted in: <ul style="list-style-type: none"> <li>• 10,000 fully submitted ideas</li> <li>• 12,000+ projects have received votes</li> <li>• 76 m votes cast</li> <li>• 4m + Americans have voted</li> </ul> </li> </ul>

# Applying the Grids

- Once selected, the metrics should be tracked over time to identify trends
- Consider plotting outcome metrics from the “Target Audience Effect” row against metrics from the “Intermediary Effect” row to show correlations
- The grids are not exhaustive and there may be other metrics that are appropriate to the campaign being measured

# Replacing AVEs

- There is no single replacement metric for AVEs. Public Relations is a broad discipline that requires multiple metrics tied to well-defined objectives
- For comparative media costs for PR in relation to other marketing disciplines, i.e. evaluating earned media results against paid media results, try using:
  - Earned impressions
  - Earned cost per thousand (CPM) impressions
  - Gross rating points (GRP) and target rating points (TRP)

# Replacing AVEs

- To provide a dollar/euro/yen or other financial denomination for PR results, try using:
  - Total value of sales/sales leads/revenue generated by PR activities
  - PR activities' contribution to sales/sales leads/revenue (often calculated via marketing mix analysis)
  - Cost savings due to PR activities (e.g. reduced customer complaints, etc.)
  - Increased target market size due to expanded mindshare
  - Increased or decreased market capitalization

# Questions?



# The Valid Metrics Framework

COMMUNICATIONS/MARKETING STAGES



COMMUNICATIONS PHASES



Key Area of Communication <i>(Brand/Product Marketing, Reputation Building, Issues Advocacy/Support, Employee Engagement, Investor Relations, Crisis/Issues Management, Not-for-Profit, Social/Community Engagement)</i>	Awareness	Knowledge/Understanding	Interest/Consideration	Support/Preference	Action
Public Relations Activity					↓
Intermediary Effect					↓
Target Audience Effect	➤	➤	➤	➤	<div style="border: 2px solid blue; padding: 5px; display: inline-block;"> <b>ORGANIZATION/ BUSINESS RESULTS</b> </div>