

PR News

Building the bridge between PR and the bottom line.

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► Creating Measurement Standards

Four Years Later, Little Traction for Barcelona Principles

New push to spark widespread adoption

The Barcelona Principles, the declaration of standards and practices to guide the measurement and evaluation of public relations, is about to mark its fourth anniversary.

But don't expect too much celebrating. Nearly four years after being introduced, the principles serve as a blueprint for PR professionals and

communicators looking to legitimize their measurement efforts. And yet, not much has happened in terms of widespread adoption. It's been a long, hard slog.

Truth is, there's still a lot of work to be done in educating communicators about the principles and in convincing brands and organizations to adopt new standards stemming from the document.

"We needed a few years for everyone to wake up to the fact

that it would be helpful if all of us spoke the same language," said Linda Rutherford, VP of communications and outreach at **Southwest Airlines**. "We are now heading in that direction."

Southwest Airlines, **General Electric Co.**, **General Motors Corp.** and **McDonald's** last October adopted the first round of standards proposed by the Coalition for Public Relations Research Standards, which was formed in 2012.

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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

Sources: AMEC, IPR

DID YOU KNOW

1. The Barcelona Principles are entering a new phase as they relate to PR. (p. 1)
2. Brands are getting smarter about PR metrics, but have miles to go. (p. 1)
3. On-camera meltdowns are rare. More common are verbal gaffes. (p. 2)
4. What social media influencers are talking about on, er, social channels. (p. 3)
5. LucidWorks uses a new toolkit to rebrand the software company. (p. 4)
6. Like it or not, public relations is not acculturated to measurement. (p. 6)
7. Take a second look at job candidates who "look good on paper." (p. 8)

► Exclusive PR News Survey

No Measurement Consistency by PR Pros

Wrong metrics tracked; managers still skeptical

While the vast majority of communicators now measure their PR efforts, including social media, many of them continue to measure the wrong metrics, according to a new PR News survey.

What's more, 66% of respondents have never heard of the Barcelona Principles, and 40% don't set goals for social media—and the overwhelming majority of those who do look at "activity," and "engagement," rather than specific outcomes.

Then there's the glass-half-full perspective. More than half of C-level managers now ask for traditional PR and social

media measurement reports. That means that nearly an equal percentage don't. Still, in the annals of PR measurement, even just half of managers asking for reports could be construed as encouraging.

"Companies are getting smarter" when it comes to PR measurement, said Sandra Fathi, president of **Affect**, who helped develop the study. "A few years ago, there was a sense of, 'We need to be at the party.' Now, executives are saying, 'Which party shall we go to, because we can't be at all. Which provides the biggest payoff?'"

SEA CHANGE

The survey, titled "How—and Whether—PR Practitioners Are Measuring the Effectiveness of

Their Work," was distributed in March. It produced 145 responses from the communications field.

Unlike, say, a few years ago—when many PR pros were still reluctant to measure their efforts—measurement has finally started to permeate the PR discipline, fueled by the analytics and data that are baked into online media programming.

Ninety-five percent of respondents are currently measuring their PR efforts, including social media. That's the good news. The bad news? PR folks are measuring the wrong channels.

Swing a cat and you can find a PR or marketing professional

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▶ How To...

Avoid an On-Camera Meltdown

By Andrew Gilman



Zach Galifianakis' "Between Two Ferns" is killing it on www.funnyordie.com. Other than perhaps Justin Bieber, most of the "guests" are onto Galifianakis' gambit. Even President Obama prepared well for the jousts and avoided an on-camera meltdown, aka a "viral goof."

In the relatively normal world of business and consumer media, meltdowns, or severe verbal gaffes are relatively rare.

When they occur, they are unfortunately magnified, quickly go viral and almost always have consequences.

When BP CEO Tony Hayward pleaded, "I want my life back" during the height of the 2010 oil-spill disaster, he became the butt of late night comics, politicians and the general public. Former Cadbury President of North America Brad Irwin had a classic media flameout during a CNBC interview when he dismissed a question that he clearly knew enough information to discuss.

True, on-camera meltdowns are rare, when a guest or spokesperson is so rattled that he or she walks off the set or admits a goof.

More common are dumb utterances or mistakes that are the result of poor planning and preparation.

These gaffes result in embarrassment, viral mockery and a loss of reputation.

We like to tell clients, if you want a perfect interview, advertise your message or create great content for your website. A live encounter, by its very nature, is based on the unpredictable. If real estate's rule is location, location, location, the media interview rule is preparation, preparation, preparation.

1. Study the program and the interviewer. Before

accepting an on-camera interview, analyze the program, how the host or reporter ask questions, the type of audience and the show's track record for treating guests fairly. There is no rule saying you have to go on a program when you don't want to appear with other guests or anticipate an unfair line of questioning.

2. **Prepare messages and other media for the agreed upon topic.** Messages of facts are fine, but always have at least one sound bite or story to tell. Have your team submit infographics and B-roll. More often than not, the show will use the material.

3. **Prepare for the off-topic questions that are likely to come up.** For example, any General Motors spokesperson who is appearing on a news program to promote a new car or discuss financial results had better be ready for at least one question regarding GM's expanding its ignition switch recall.

Even when a reporter knows that you are not authorized to speak or not the proper subject matter expert (SME), there are two reasons she will still ask at least one question on the subject.

First, it's a legitimate question for anyone representing the company. Second, the reporter might get lucky and the spokesperson might blurt out some information that alters the line of questioning.

A spokesperson should be ready with one prepared answer and bridge to the agreed upon topic.

4. **Know how to handle difficult questions.** Learn how to acknowledge off-topic questions, if not actually answer them, and then bridge to your positive answer on the subject. I break down bridging into two

types of questions: one is the question you must answer; the other is a question that doesn't have to be answered, as asked.

For example, if a pharmaceutical company is introducing a new drug that has the same effectiveness in lower blood pressure as existing drugs but has either a better side effect profile than other medicines, you might need to acknowledge a question.

Almost all reporters will respect an answer when you say, "That's proprietary" or "I would prefer not to speculate." Each of those answers allows you to pivot to what you can answer.

38%

Percentage attributed to tone of voice, when making a first impression.

University of Illinois Extension Statistics

5. **Simulate the interview.** There is no substitute for videotaped rehearsals, including playback and critique, to help mitigate the chance for an on-camera gaffe. When we prep a government official for an interview on "60 Minutes" "Morning Joe," or any show, we simulate the reporter and the way he or she asks questions.

True media meltdowns are rare. Mistakes are quite common. Proper preparation and rehearsal are the best ways to avoid them. **PRN**

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Songs in the Key of Social Media

Exclusive study conducted by Simply Measured tracks the top keywords among some of the major social media influencers. Crafting content that plays into the conversation.

► **Influencing the Online Influencers:** Sure, reporters and media reps covering your market and competitors can play a huge role in helping communicators get their messages out. But in a social media age, online influencers are starting to encroach on the power that was formerly the domain of reporters et al.

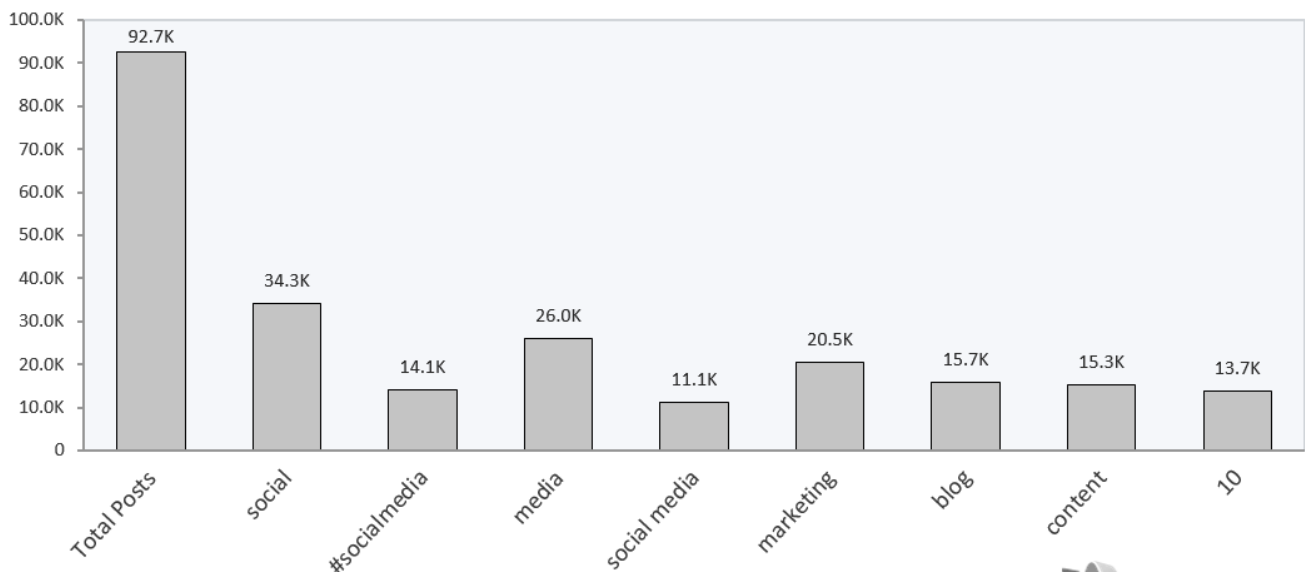
PR News asked social media analytics company **Simply Measured** to take a snapshot of the top keywords trafficked by social media influencers. The study was conducted in February and March. Out of nearly 93,000 posts, the keyword “social” came out on top, followed by derivations of “social media.” The terms “content” and “blogs,” all the

rage on the Web, were also prominent (as was the term “10,” to give you an indication of the relentless popularity of online lists).

“As a brand strategist or PR pro, [the keywords below] presents two unique opportunities,” said Kevin Shively, senior marketing manager at Simply Measured. “Identifying topics that are resonating with their large audiences, but also identifying themes that these influencers are engaging with so you can proactively create campaign content and reach out to them.”

Source: Simply Measured

Top Keywords Used by Social Media Influencers



 Simply Measured

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From a Search Tools Provider to a Big-Data Innovator

PR's key role in helping to pivot LucidWorks

Software and services firm **LucidWorks** was well known in its niche market—providing information technology (IT) tools and consulting to help enterprises develop and use search technology. But its new executive leadership saw a larger opportunity to promote its search technology as a solution to the challenge many

companies face today: an overload of data—or Big Data, as the market has come to describe the phenomenon.

Big Data is driven by the sheer amount of unstructured information found in organizations' email repositories, customer transactions, audio files, text messages, Web applications and more. LucidWorks' software and services is designed to help organizations find insights and competitive advantage within that data, and LucidWorks wanted to enhance that position.



Photo courtesy: LucidWorks

Paul Doscher, LucidWorks' CEO, welcoming attendees before the keynote at Lucene/Solr Revolution, where LucidWorks hosted the largest gathering of open source search enthusiasts in the world.

150-plus

Number of "on-message" articles that ran, within nine months, following LucidWorks' rebranding.

THE PIVOT

PR agency **Eastwick** was asked to help guide the new messaging.

The challenge: getting a wider swath of businesses to expand their ideas about search technology and its benefits to the Big Data challenge, thus "pivoting" LucidWorks from a niche player to an enterprise IT provider.

To get there, it was essential to educate the industry on the relevance—and use—of search in Big Data.

There was a need to shift perceptions of LucidWorks' value from that of a niche tools provider to one that solves business problems and enables competitive advantage. How would this happen?

The solution: With messaging that clearly explains search and

the business impact it enables with Big Data, as well as on other IT challenges enterprises face. The aim was to direct lucrative business deals back to LucidWorks (and outdistance competitors vying for share of the Big Data market) by putting the spotlight on LucidWorks' experts and technology.

In addition, the messaging would secure third-party validation from customers, partners and analyst groups.

Knowing Your Culture First Step for Rebranding

As a company, knowing who you are is the first step in getting others to understand your value proposition. Positioning, messaging and category mapping deliver the tools needed to show who you are and why you matter to the people who will help your business succeed. By combining industry perspective and audience-focused insights, you will articulate a reputable point of view and relevance so new sets of people understand you—and then share your story with others. Remember—telling just a slightly different story with relevance, urgency and expertise can shift momentum and business results.

Eastwick was asked to help create new messaging and the help reposition LucidWorks' in the

marketplace by shining a light on the technology company's innovation in Big Data. Here are some lessons learned from the campaign:

- ▶ **Integrate with marketing and leadership teams** early to understand company goals and build the communications foundation that will help you reach them.
- ▶ **Satisfy your intellectual curiosity.** You have the opportunity to learn from company executives who are domain experts. Enthusiastically share that knowledge with others.
- ▶ **Think small for big impact.** Build a small army of spokespeople armed with a small set of key messages, and build relationships with a small set of influential third parties. Their reputations lend big credibility and reach.



Sarah Voros

—S.V.

TEAM FOCUS

With a \$15,000 per month budget, the team worked closely with marketing and engineering executives to refresh company messages and market positioning to properly explain the nuanced benefits of search as a way to glean insights from all the unstructured data that's sitting, untapped, in today's companies.

With that foundation firmly in place, the team was primed to take part in fresh industry conversations.

They focused on working with a small subset of influential voices in tech press and

analyst community and also concentrated on publicizing a handful of reputable company experts at high-impact industry events.

They also tied a small but consistent set of clear messages to topical industry trends to ensure message repetition.

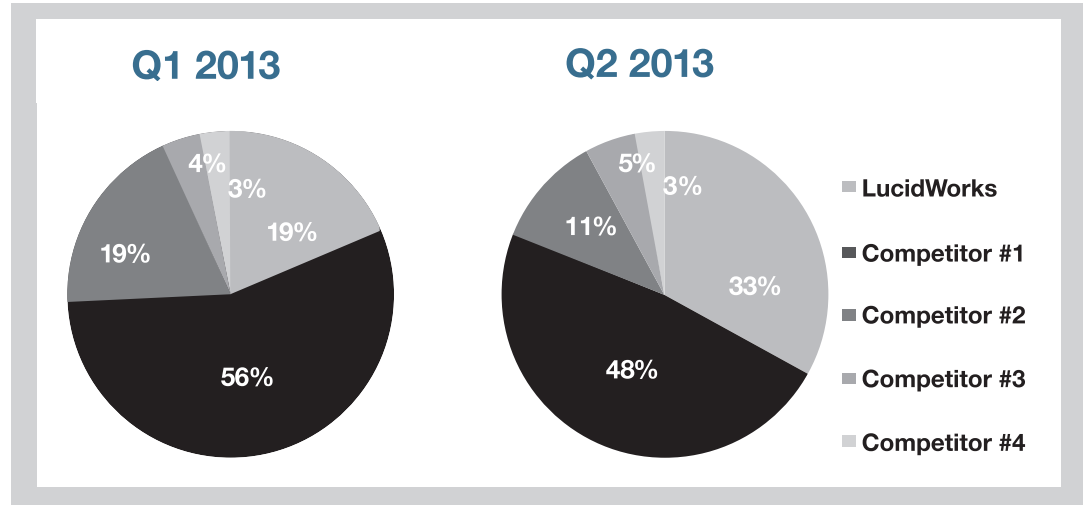
As expected, securing customers who could go on record with press was a challenge. The team put customers in touch with analysts under a non-disclosure agreement; in turn, the analysts became strong third-party resources.

The team also put a spotlight on the brand-name companies who spoke at a major industry conference hosted by LucidWorks, the largest gathering of open-source search enthusiasts in the world.

(LucidWorks' search technology is based on open source code; open source is code that is freely available for use by the general public.)

This way, reporters and industry watchers were given a glimpse into the caliber of companies working with LucidWorks and the innovative projects that LucidWorks makes possible.

The results speak for themselves: LucidWorks' visibility and preference bolstered to support 85% revenue growth.



Share of voice graphs, showing LucidWorks' growth—from 19% to 33%—in news, blogs, forums and social media throughout two quarters.

Efforts more than doubled share of voice, quadrupled **Twitter** conversations and led to more than 150 on-message articles in only nine months.

A SHIFT IN PERCEPTION

The shift in perception is evident in company descriptors. The year prior, LucidWorks' product portfolio was often described by industry watchers as a toolset applicable to very specific open source search projects; topics that were only understood by a select group of trained individuals.



For instance, the company was described in FierceContentManagement as: "...the company that put the weight of a commercial organization behind the open source search tools Apache and Lucene."

After the repositioning effort, the company was aligned with issues broadly concerned with data-driven applications and business value, which were understood by a larger group of executives.

For example, SiliconANGLE ran the headline "LucidWorks Changes Name, But Remains Focused on Data-Centric Applications." *Forbes* wrote, "LucidWorks may represent a new wave of change, using search—the first 'killer app' of the Web—to unlock the value of enterprises' much expanded big data stores and overflowing organizational memories."

And ITBusinessEdge wrote that LucidWorks "breathes programmable life into Big Data."

The changes drove visibility for the company's Big Data product beta launch, attracting sign-ups and increasing new customer wins, which in turn activated the sales pipeline and won several new clients for the new Big Data product.

After extensive interviews with press and other third parties, LucidWorks' CEO told an influential industry analyst that LucidWorks' communications success may have helped raise visibility for the entire search sector. **PRN**

(This article, an excerpt from PR News Top Case Studies in PR, Vol. 6, was written by Sarah Voros, a senior associate at Eastwick. For a copy of the guidebook, please go to www.prnewsonline.com/pr-press/.)

“There was a need to shift perceptions of LucidWorks’ value from that of a niche, tools provider to one that solves business problems and enables competitive advantage.”

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Barcelona Principles

► Page 1

The coalition's participating organizations are a veritable alphabet soup of PR: the Public Relations Society of America (PRSA), the International Association for the Measurement and Evaluation of Communication (AMEC), the Institute for Public Relations (IPR), the Global Alliance for Public Relations and Communication Management, the Council of Public Relations Firms and The Conclave, a groups of social media specialists.

The first set of adopted standards covers traditional media measurement, digital and social media measurement, communications lifecycle (awareness, knowledge, intent, preference, and advocacy) and return on investment. (For details on the standards, go to www.instituteforpr.org.)

For the last several months, the "core four" brands have been working with their in-house measurement executives and vendors on how to put the initial standards to use.

"We're applying the interim standards and trying them on for size," Rutherford said. "It'll be a game changer if we're all speaking the same language, showing how we define success and how we measure it."

SPREAD THE MESSAGE

But there's a growing sentiment that the PR practice needs to do a much better job of educating communicators (of all stripes) about the Barcelona Principles as well as the initial set of standards.

A recent survey by PR News found that 66% of PR professionals are not familiar with the Barcelona Principles (see story on page 1). The survey drew 145 responses.

"We need improvement on the awareness of the standards," said Frank Ovaitt, president-CEO of the IPR. "We need to get out there and promote more standards in PR measurement, which is not an easy story to tell. We're winning the war even if some battles will require more firepower."

Giselle Bodie, CEO of the measurement company **Salience Insight**, added: "We have clear evidence that PR measurement is growing and in good health. However while it is pleasing for the industry that, slowly but surely, it is establishing a foothold in the wider PR and marketing consciousness, we are still a 'work in progress.'"

One test will be later this year, when the coalition is hoping to achieve widespread adoption of the initial measurement standards.

Rutherford stressed that it will be a challenge to get measurement vendors on board, many of which have a vested interest in maintaining their own measurement tools.

"We need to foster competition on the [communications] insights, not on the black boxes," she said. "The pressure needs to come from the client."

PR Measurement standards will evolve, of course, to conform to macro changes

in the marketplace. However, regardless of the nuts-and-bolts, communicators need to put the concept of measurement at the forefront of all their activities, said Molly McKenna Jandrain, director of PR at **McDonald's** (USA).

"The big difference is we used to measure the results in terms of outputs," she said. "Now, we're using measurement to inform strategy and allow us to measure outputs as they relate to business outcomes."

Asked about the low visibility of the Barcelona Principles, McKenna Jandrain said: "It shows we have more work to do. If we want to elevate the PR profession, we have to take the standards seriously." **PRN**

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Barcelona Principles Facing Growing Pains

The president of a mid-sized PR agency once confessed to me: "I'd rather forego being a proven success in exchange for never being a proven failure." This attitude undermines public relations' aspiration for professional status and misses two of the greatest benefits of research: to provide the feedback required to make better decisions in the future; and to provide validated "proof of performance." In 2010, the Barcelona Principles established straightforward guidelines for proving and improving PR performance. But after four years, public relations practitioners have not widely adopted the principles, leading PR research advocates to consider what must be done to take the profession forward on this important matter. Here are a few my observations and suggestions on why the Barcelona Principles have not achieved broad acceptance and what can be done now to improve adoption.

- **Observation:** Like it or not, public relations is not acculturated to measurement.

- **Suggestion:** The "measurati" must continue to reinforce the importance of measurement as a long-term goal rather than seeking instant results. Last year, GM, GE, MacDonald's and Southwest Airlines publicly endorsed the standards. Now, measurement advocates, as well as the four companies themselves, must reinforce the wisdom of their decision and enlist many more organizations to follow suit (though wide acceptance won't happen overnight).
- **Observation:** The principles reject AVEs (Ad Value Equivalents) yet most PR pros cling to them as a simple inexpensive representation of PR success.
- **Suggestion:** The profession must propagate simple inexpensive media measurement alternatives including, for example, cost-per-positive mention (out-of-pocket cost divided by the number of positive mentions); key message delivery; and target media penetration. The easiest mea-

sure recommended in the principles is to set and then beat management-authorized measurable objectives (whatever they are as long as they are meaningful, reasonable and measurable).

- **Observation:** Outcome measurement requires significant resources to determine business effects. As such, practitioners choose to avoid them.
- **Suggestion:** PR research experts must advocate accessible measures to connect PR results to outcomes and business results. Free tools for surveys and social media analytics offer attainable, if simpler, approaches to assess outcomes.

This article was written by Mark Weiner, president of PRIME Research, Americas. He can be reached at weiner@prime-research.com.



Mark Weiner

PR News Survey: The State of PR Measurement

<p>1. Are you currently measuring your PR efforts, including social media?</p> <p>a. Yes 95%</p> <p>b. No 4%</p> <p>c. No response 1%</p>	<p>4. Does the C-suite see/ask for traditional PR and social media measurement reports?</p> <p>a. Yes 52%</p> <p>b. No 46%</p> <p>c. No response 2%</p>	<p>6. Do you feel that your social media measurement accurately illustrates the value of your work?</p> <p>a. Yes 11%</p> <p>b. No 30%</p> <p>c. Somewhat 48%</p> <p>d. Not sure 10%</p> <p>e. No response 2%</p>
<p>2. If you are measuring your social media efforts, what are you measuring? (Check all that apply)</p> <p>a. Activity (i.e. # of tweets, # of posts) 69%</p> <p>b. Engagement (i.e. # of retweets, # of likes, # of follows) 76%</p> <p>c. Share of voice 19%</p> <p>d. Sentiment 23%</p> <p>e. Marketing metrics (i.e. # of leads, # downloads, traffic to website, etc.) 53%</p> <p>f. Business outcomes (i.e. new customers, revenue generation) 26%</p> <p>g. All of the above 12%</p> <p>h. No response 6%</p>		<p>7. Do you know what the Barcelona Principles are?</p> <p>a. Yes 32%</p> <p>b. No 66%</p> <p>c. No response 2%</p>
<p>3. Do you have set goals and objectives for social media?</p> <p>a. Yes 57%</p> <p>b. No 40%</p> <p>c. No response 3%</p>	<p>5. How is your social media budget determined?</p> <p>a. There is no budget 30%</p> <p>b. Arbitrary allocation 30%</p> <p>c. Percentage of overall PR/marketing 30%</p> <p>d. Based on performance 9%</p> <p>e. No response 1%</p>	
<p>8. If you answered yes to question 7, do you apply the Barcelona Principles to your PR measurement strategies?</p> <p>a. Yes 18%</p> <p>b. No 29%</p> <p>c. No response 53%</p>		

Source: PR News

talking about the importance of “engagement.” But engagement is a fallacy when it comes to PR metrics. While 76% of the respondents said they are measuring things like the number of retweets or the number of followers for their **Facebook** or **Twitter** accounts, just 26% of respondents said they are measuring “business outcomes,” including new customers and revenue generation.

“Activity doesn’t mean anything,” Fathi said. “There’s isn’t any value in activity if it doesn’t drive business outcomes.”

Rather than preoccupy themselves with how many retweets their brands are generating, PR pros have to learn how to track a retweet or a

follower to a legitimate conclusion. Most PR pros “haven’t yet made the connection between the tweet and how to turn the person who made the tweet into a customer,” Fathi said, adding that PR pros have to immerse themselves in their organization’s sales funnel.

Communicators “need to understand how to follow the bread crumbs,” Fathi said. “How do you get a tweet from someone who then might go to your website or an event, who then becomes a customer and makes a purchase? All too often PR pros stop at, ‘Hey, they retweeted us.’”

Mark Stouse, VP of Global Connect at **BMC Software**, amplified that notion. “Our professional metrics are tac-

tical measurements that have no relevance to a corporate income statement,” he said. “We must start with metrics and logic paths that the business already uses and respects, and then work back to connect those with the functional metrics. CXOs do not take communications and many marketing metrics seriously because they are not connected, correlated or seen as causal to business outcomes.”

The closer PR pros are able to get to the end of the sales funnel, the more value they will demonstrate and, subsequently, the more dollars they will land when budget season arrives.

The survey also found that a majority of PR pros have

not heard of The Barcelona Principles, a guide for measurement and evaluation of PR. This suggests there needs to be a lot more education about the principles (see story on page 1).

Another challenge for PR pros is how to bring sophistication to their social platforms.

The survey found that 60% of respondents either had no budget for social media efforts or that the allocation of budget for those efforts was essentially arbitrary. **PRN**

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Best (and Worst) Advice for Senior PR Managers

How to figure out if a prospect is the right fit

As we mature in our careers we gather advice we've received throughout the years. While much of it is forgotten with time, some of the most notable advice, both good and bad, is imprinted on our psyche—most likely because we followed it to either triumphant or disastrous ends. Of course, like anyone reading this column, I have been the benefactor and victim of both.

Below is some of the best and worst business advice I ever got:

Best: During my career I've interviewed and hired hundreds of employees.

Early on I received some tongue-in-cheek advice concerning the process that actually makes a great deal of sense. "Don't fall in love," a longtime mentor advised me.

He was talking about that feeling of finding what you initially believe is the perfect employee for a job.

Today's job market is saturated with applicants whose qualifications, at first glance, are exemplary. While there are many qualified candidates looking for jobs, not all are a good fit for your company.

Through due diligence, you'll learn much about your potential staff member's relevant experience, capabilities and competencies. It's almost assured that you'll quickly discover candidates who "look good on paper."

Add a winning smile and firm handshake and an employer can quickly become infatuated. Slow down. If all you look for are skills, abilities and experience to match a specific job description, you may be sorry down the road.

The costs associated with locating (and sometimes relocating), interviewing and training new employees is high, both financially and in terms of time. Employees are an investment. In fact they are our product.

The best hires will result in positive returns for your company. Just as you research an expensive appliance before purchasing it, take the time to explore some of the more intangible aspects of a potential employee.

Does the candidate exhibit passion for your business or industry? This is a plus of course, but fervor displayed for any interest is a positive sign.

Is collegiality important to the candidate? Will this person get along well with colleagues and clients? Can they take direction and constructive criticism?

Finally, does this candidate have values that align with yours? Do they present as honest and above reproach?

Worst: As business professionals, we strive mightily to attract customers. Often we find ourselves taking on a client whose particular needs are not necessarily a good fit and it's a simple thing to rationalize our decision by renaming complex problems "challenges."

This is seldom a good idea and leads me to share one of the worst pieces of advice I've ever received: "Grab the money."

As strange as it may sound, the same care and consideration must go into selecting clients as employees.

You choose the client just as surely as the client chooses you. Many will seem attractive at first but may end up causing far more problems than their business is worth. As blunt as this might sound, it is nevertheless true.

Once a company that seemed to be a perfect fit approached us. During the first face-to-face meeting with the prospect, it became clear that the company wasn't truly committed to the public relations value proposition as a way to achieve their objectives, didn't understand that a strong reputation/brand is mission critical and couldn't

identify clear internal decision making paths—three of the things we look for in a successful client relationship.

But, they had money and were willing to spend it. We were strongly tempted despite our well-honed tenets.

After taking a step back, regaining our objectivity and allowing facts to drive our decision, we did the "revenue-benefit" analysis and determined that this client wouldn't be a good fit. In retrospect, it was the right choice.

Of course, there will always be gray areas and no client is perfect. Perhaps there is some sort of combination of client needs and assets that make a tenuous relationship more palatable. Clearly defining your target clients and your position in your chosen industry will help you avoid attracting the wrong customers.

Identifying the types of clients with whom you work best, their attributes and what they can offer your business can produce more desirable results for both parties. **PRN**

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