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MEASUREMENT

Communicating PR to the C-Suite: Two Approaches With Several Common Aspects

It's a truism: The communicator's job is to communicate. Yet today's PR pro operates in multiple venues, inside and outside the enterprise. None may be more important than the work the PR pro does with the CEO and other members of the C-suite. We asked communicators for tips about the best ways to present data and other issues to the C-suite.

DETERMINE YOUR OBJECTIVES

For **Therese Van Ryne**, head of global PR and the global customer reference program at **Zebra Technologies**, a public entity that makes and sells marking, tracking and computer printing technologies, the first consideration in relaying data to the C-suite is creating a useful dashboard.

Before setting up a dashboard, though, the communicator must determine the key communications objectives. To be most effective with the C-suite, she says, it is critical to align PR objectives with the company's business goals.

For example, Zebra wants to raise awareness for its mobile computing and scanning businesses. One communications tactic it deployed is a fast-paced, 30-second video showing multiple applications of Zebra's scanning solutions, including a health worker scanning patient charts and a construction worker scanning building materials.

CHOOSE YOUR METRICS

Next, she says, you must determine what metrics you will use to show progress to the C-suite. In 2017, Van Ryne's team measured nearly one dozen metrics, including share of voice (SOV), media impressions, bylines, awards, speak-

ing opportunities and awards. These metrics were entered by hand into a manual dashboard that eventually became a **PowerPoint** presentation for the C-suite and board, she says. It showed the year's performance vs goals and how Zebra fared against the tactics that drove those metrics the previous year.

"We realized that was too many [metrics...and] some were not critical," she says. In 2018 the main metrics the team will measure are SOV, media impressions and validation of customer references, which are also on the dashboard of the company's chief marketing officer. "Measurement is a journey," she says.

GLOBAL MEASUREMENT AND EQUITY

Beyond those tips, though, she offers caveats, particularly when dealing with global measurement.

First, make sure you're measuring impressions equitably.

For example, in some Asia Pacific countries it is traditional to count unique articles equally with press release placements, where a release is copied and pasted on a media site. "It's debatable whether or not they should be counted equally with a feature article where a reporter might have taken the time to interview you," she says.

Van Ryne also notes media impressions "are not the only or even the most important metric."

For example, she points to an article in a trade magazine that scored just 50 impressions, yet "our marketers were thrilled" because the periodical's readership was composed of "excellent leads."

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UPCOMING EVENTS AND WEBINARS

SOCIAL MEDIA AWARDS LUNCHEON
MAY 23, 2018
 NEW YORK CITY

WEBINAR:
HOW TO MANAGE A CRISIS ON TWITTER
JUNE 13, 2018
 1:30-3PM ET

GOOGLE BOOT CAMP FOR COMMUNICATORS
JULY 19, 2018
 NEW YORK CITY

SOCIAL MEDIA

Consumer Engagement With TV Up 7% in Q1 '18, Video Engagement Up 27%

Compare the size of consumer engagement in last week’s data, where we examined Travel influencers, with this week’s subject, TV’s most socially engaged. The Travel bloggers tallied 25 million total consumer actions with their social posts on **Facebook, Twitter and Instagram** during Q1 2018. During the same time period the U.S. TV shows category registered consumer engagement of 1.8 billion actions, according to **Shareablee** data provided exclusively to *PR News*. You must go to U.S. B2C brands (2.1 billion) for a consumer engagement size comparison with TV (*PRN*, April 24).

The 1.8 billion consumer actions for TV represented engagement growth of 7% year over year, with content posted holding steady. Video content posted, though, rose 25% in the quarter and consumer engagement with videos rose 27%, says Shareablee’s **Ron Lee**.

In terms of platforms, Facebook, which made up some 30% of engagement, saw a 33% drop in engagement year over year, Lee says. Twitter (8% of engagement) experienced 25% growth in engagement, while Instagram dominated with 61% of engagement, up 49% year over year.

TV DIVERSITY

Interestingly the top 10 in the TV category is a vast mix of shows. From new, teen-oriented series like *Riverdale* to aged re-run series such as *Friends* to a daily morning news show such as *Fox & Friends*, all have significant social engagement.

In terms of individual shows, *Ellen* maintained

its dominance (180 million consumer actions), dwarfing even *Riverdale* at number 2 (49 million actions). *Ellen*’s engagement rose 49% year over year on an increase of content posted of 16%, according to Lee. Video content increased 143% leading to a 210% increase in consumer engagement with *Ellen*’s social video.

The Walking Dead at number 4 experienced a drop in consumer engagement of 49% on a 29% reduction in content posted, Lee says. Video content posted rose 10% resulting in a 71% increase in video views.

American Idol at number 6 is notable for the nearly 4000% increase in consumer engagement vs Q1 2017. ■

Shareablee SOCIAL SCORECARD

TOP US TV SHOWS – Q1 2018

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

Sources: [f](#) [t](#) [@](#)

Rank	Brand	Total Actions	Total Content	Actions per Content	Total Audience
1	Ellen DeGeneres	179,670,631	1,451	123,825	157,200,843
2	Riverdale	48,527,890	615	78,907	5,843,197
3	Grey's Anatomy	23,140,198	583	39,692	31,541,734
4	The Walking Dead	20,839,887	618	33,722	49,992,893
5	Shadowhunters	17,699,422	686	25,801	4,347,840
6	American Idol	16,070,640	1,130	14,222	15,249,989
7	Good Morning America	16,069,473	9,464	1,698	12,436,245
8	TMZ	15,340,708	15,742	975	14,045,992
9	FRIENDS (TV Show)	15,211,608	201	75,680	19,955,254
10	Fox & Friends	14,500,715	5,581	2,598	3,829,339

SOV: PATIENCE, TIME, TEAM WORK

A particularly difficult metric to measure is global SOV, she notes. For example, with a global entity do you measure against a plethora of competitors or just a few? Her suggestion is to “align on four competitors globally.” Again, her guidance is that less is more. Still, properly assembling your targets for global SOV will take “time, patience and team work,” she says.

Other tips: Align your global media lists to determine which publications to track; figure out which key terms to translate; and decide on which form(s) of SOV you’ll track. For example, you could track regional SOV, SOV of headlines, social SOV and SOV from controlled circulation publications.

Continued on page 4

The CEO’s Dream Metric

PR News rarely writes about dreams or fantasies when discussing PR, but once in a while it can be useful. We asked four senior communicators what they think would be the fantasy or dream metric that CEOs they’ve worked with would want to hear from PR. Below are their edited responses.



Therese Van Ryne, Head of Global Public Relations & the Global Customer Reference Program, Zebra Technologies: “I’ve worked with several companies. I’d say it would probably be a direct correlation between PR and the impact on sales and revenue. I don’t know if we’re there with any metric today, but in a dream world that would be it, I think.”

Eric Koefoot, President/CEO, PublicRelay: “[A metric that correlates PR and] sales is certainly aspirational...that’s certainly out there...there are some companies [that claim to be able to directly correlate PR and sales, but] there are a number of holes in their methodology...nobody is there yet...but I agree [with Therese], it’s a great goal. Putting that aside, the closest things to measure are what affect the success of sales: brand positioning, brand reputation [and] perception. In the case of a financial services company [I’ve worked with], their surveys show success of sales is directly correlated with perception of financial trustworthiness, innovation, thought leadership and social responsibility...If a CEO sees the connection [to factors that influence the success



of sales], and most do, that’s probably the dream metric in the real world we’re seeing today.”



Nisha Morris, Executive Director, Communication, Providence St. Joseph Health: I completely agree with Eric. When we can tie our reputation and branding efforts to more consumers utilizing our services and programs, that to our C-suite is pure success. And Eric’s right, we’re not there yet. We’re able to measure some of that. Is it consistent? Not really. So, outside of that, the one thing that our C-suite really looks for is not the quantity of articles [that mention us], but truly the quality of articles in well-known, influential publications with a large readership...who influence or change laws. So, *Politico*, the *Washington Post*, those are target publications...we know our partners and policymakers are reading and so we want to be featured with our own view and opinion.

Ron O’Brien, Senior Director, PR, Thermo Fisher Scientific: The leaders [at Thermo Fisher Scientific] have expressed to me [what their dream metric is] and it ties directly to specific publications, so a cover story in the *NY Times*, an article in the *Wall St Journal*, the *Washington Post*. Globally we have tier-one publications in Europe and Asia that we track. What I have done recently is gotten them to focus on responsible investing. So we look at ESG (Environmental, Social and Governance) as more of longer range indicator of the effect of our effort at creating awareness. ■

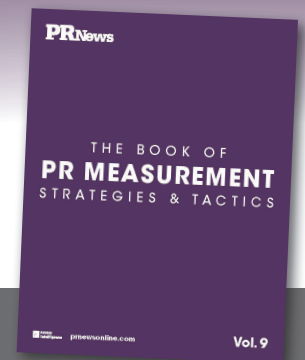


THE BOOK OF PR MEASUREMENT

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

Chapters include:

- The State of PR Measurement
- How to Measure Social Media ROI
- Data, Dashboards and Tools
- Presenting Measurement to Senior Leaders



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

Media Impressions Vary Based on Platform

Publication	TrendKite	Compete	Cision
Barron's	510,319	1,608,509	3,162,933
Chicago Tribune	9,007,275	9,735,933	23,926,081
Crain's Chicago Business	403,686	486,045	1,521,213
Daily Herald	460,310	657,759	1,542,833
DC Velocity	25,387	11,402	35,560
eWEEK	286,308	251,318	1,547,590
Sports Illustrated	4,794,101	6,481,686	16,247,379
USA Today	35,728,246	39,275,000	36,682,913
Wall Street Journal	19,618,864	21,240,331	43,471,073

Source: Theresa Van Ryne, Zebra Technologies, March 2018

Numbers Game: Therese Van Ryne, head of global technologies and the global customer reference program at Zebra Technologies, provided this chart for PR News to illustrate how tools vary their counting of daily readership. As you can see from the first line for Barron's, Compete's figure for eyeballs is more than twice the TrendKite estimate, while Cision's is nearly twice the Compete figure. It's critical to explore these differences before settling on a tool, she says.

Dashboard Decision: Avoid picking a dashboard too quickly, she says. The key is to find one "that will ease your measurement" tasks. "Do your work on [pros and cons of] the tool before you commit to buying it." Ask the tool's maker for references, ask colleagues from other companies about their experiences with it, she says.

Another tip: part of your research about tools, she says, is to understand how their measurements might vary. She points to the chart shown here to demonstrate how the figures you report to the C-suite could be wildly different depending on the platform you're using to measure media impressions [see chart].

SPEAKING TO THE C-SUITE: A MULTI-STEP PLAN

Several years ago **Nisha Morris**, executive director, communication, **Providence St. Joseph Health**, a multi-state, nonprofit hospital system, believed her employer had a communications issue. Its various hospitals in five states had strong local presences and communications programs, but the brand as a whole lacked a national footprint that was able to convey the company's story on a larger level. Nationally "we did crisis only and reactive PR," she says.

The solution, her team felt, was creating a plan to relate the company's narrative in a unique way that resonated with audiences internally and externally. Before the team presented this solution to the CEO, however, Morris and her communications colleagues followed a multi-step process.

1. Clearly Define the Problem: In addition to laying out the issue, this step also involved discussing the subject informally "in the hallways...[and] at lunch," and soliciting feed-

back from various parts of the company. "You never know where you can get an interesting idea," she says.

2. Socialize Your Idea: The concept was discussed with members of the C-suite. It was at this point that the team looked for supporters. Those who bought into the solution could be tapped later as advocates.

3. Why It Matters: Here's where the team began talking formally about the bottom-line potential of its plan.

"You tell [the CEO and C-suite] what the problem is; present your solution; how you'll measure it; present a call to action (CTA); and tell the C-suite what you need from it to

make the solution a reality."

A tip: It's critical, she says, to present an issue and solution with a "less is more" approach. "The [C-suite] doesn't need to know every little detail...be concise."

Another tip: when having difficult conversations with senior leaders, she recommends "being factual, concise and authentic...and then offer your solution." It's critical, she says, "to take the emotion out of a difficult situation...[usually] the C-suite doesn't care about [the particulars] of a bad problem, they just want it to go away."

In sum, Morris says not to be afraid to have difficult conversations with the C-suite. Before you enter into a dialogue, though, "know your facts...[and realize the C-suite] is looking to you for strategic input." ■

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TAKEAWAYS

- ▶ 1. Know that PR measurement is a journey.
- ▶ 2. Gain alignment on key objectives throughout your company and in the C-suite *before* you begin a communications effort.
- ▶ 3. Apply less is more when measuring. Track the most important publications and audiences, she says.
- ▶ 4. Allow time for preparation and change.

How Unflattering: Facebook Stories Gaining on Snapchat Stories, Could Soon Pass It

Imitation might be the sincerest form of flattery, but when it results in the flatterer eating your lunch much of the enjoyment associated with flattery evaporates quickly.

Consider Snapchat, which went public little more than one year ago, in March 2017. It seems every time Snapchat develops

a feature for its platform the dominant player in social, **Facebook** (2.2 billion active daily users worldwide), 'flatters' its much younger rival by grabbing the new widget and making it its own on various platforms. For example, first there was Snapchat Stories, which begat Instagram Stories.

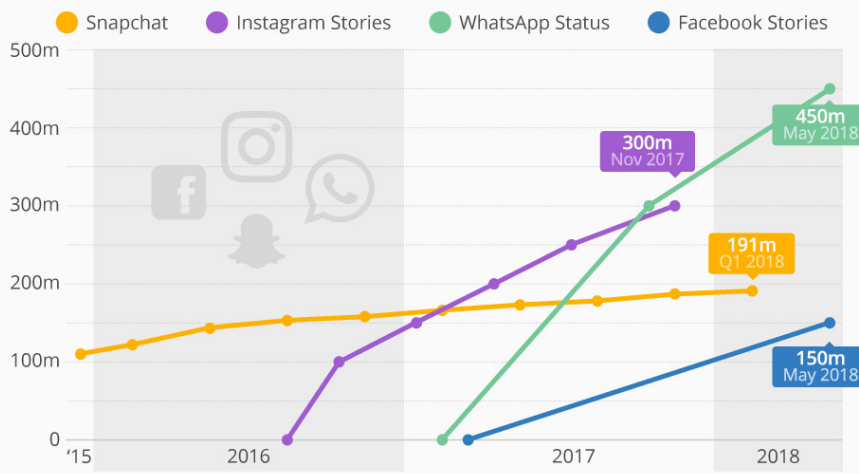
While Snapchat technically could bring suit against Facebook, it's difficult to win this type of case in court, never mind that Facebook has the resources to assemble a legal team larger than several Third World nations.

On May 16 shares of Snapchat parent **Snap** closed at \$10.57, a record low. Coincidence or not that very day Facebook announced Facebook Stories, another feature it flattered, er copied, from Snapchat had 150 million daily active users, prompting **Statista's** chart. As you can see, Facebook Stories has grown tremendously and is in line to surpass Snapchat, as both Facebook's Instagram Stories and WhatsApp Status have previously. Facebook acquired mobile-messaging app **WhatsApp** in 2014 for \$19 billion.

It's understandable if Snapchat developers have lost interest in flattery. ■

Facebook's Snapchat Clones Are Beating the Original

Worldwide DAUs of Instagram Stories, WhatsApp Status, Facebook Stories and Snapchat*



Source: Statista

REGULATION

GDPR Can Boost Brand Reputation and Employee Advocacy, but Strong Communication Is a Must

When life gives you lemons, you can cry or make lemonade. It might be the same with the General Data Protection Regulation (GDPR), the **European Union** data-use regime that applies to companies doing business in the EU; it comes into force Friday.

In a previous edition, we discussed how U.S. regulators were examining a GDPR-like structure to regulate data-gorging brands such as **Facebook**, **Google** and **Amazon** (PRN, April 24) in the wake of **Cambridge Analytica**.

Continued on page 6

PRNews
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Develop a robust crisis plan and put together an agile team that can respond to any eventuality with the 9th edition of *Crisis Management Strategies and Tactics*. The book includes case studies and contributions from Wells Fargo, Chipotle, United, Uber, United States Marine Corps and The Late Show with Stephen Colbert.

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You might recall one of the studies we quoted in that edition found most companies were taking a lax approach to GDPR. A new study says the same thing (see charts A, B and D), but there's an important kicker.

While GDPR is a necessary regulatory step for brands in the EU and something PR pros need to at least be cognizant of, it could also be a benefit for brands. The report, from French-based consultants **Capgemini**, emphasizes companies actually will be missing important opportunities by failing to see GDPR as little more than a regulation.

In short, GDPR is an exercise in increasing trust between brands and consumers, the report argues. Brands that comply with GDPR *and* do a good job of communicating it externally and internally will reap benefits such as enhanced

reputation. Equally important, consumers likely will be more willing to spend additional sums with such companies, the study argues. In addition, employees at these companies are likely to be more enthusiastic brand advocates, with the attendant benefits to recruiting (see charts C and E).

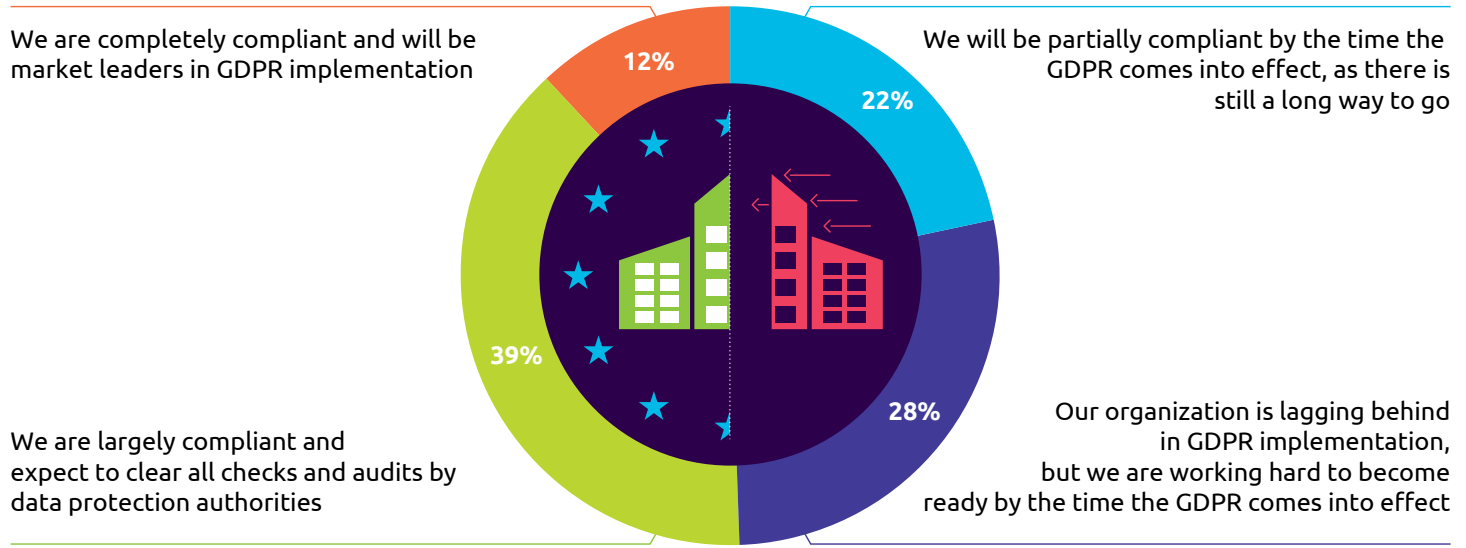
Firms in compliance, it says, already are seeing benefits: 39% of consumers have purchased more products and spent more with these firms. Those who've increased spending have spent as much as 24% more.

Unfortunately, just 28% of firms surveyed consider GDPR an opportunity as opposed to a compliance mandate only.

Capgemini surveyed 6,000 adult consumers in seven countries and 1,000 executives in eight countries between March and April. ■

A

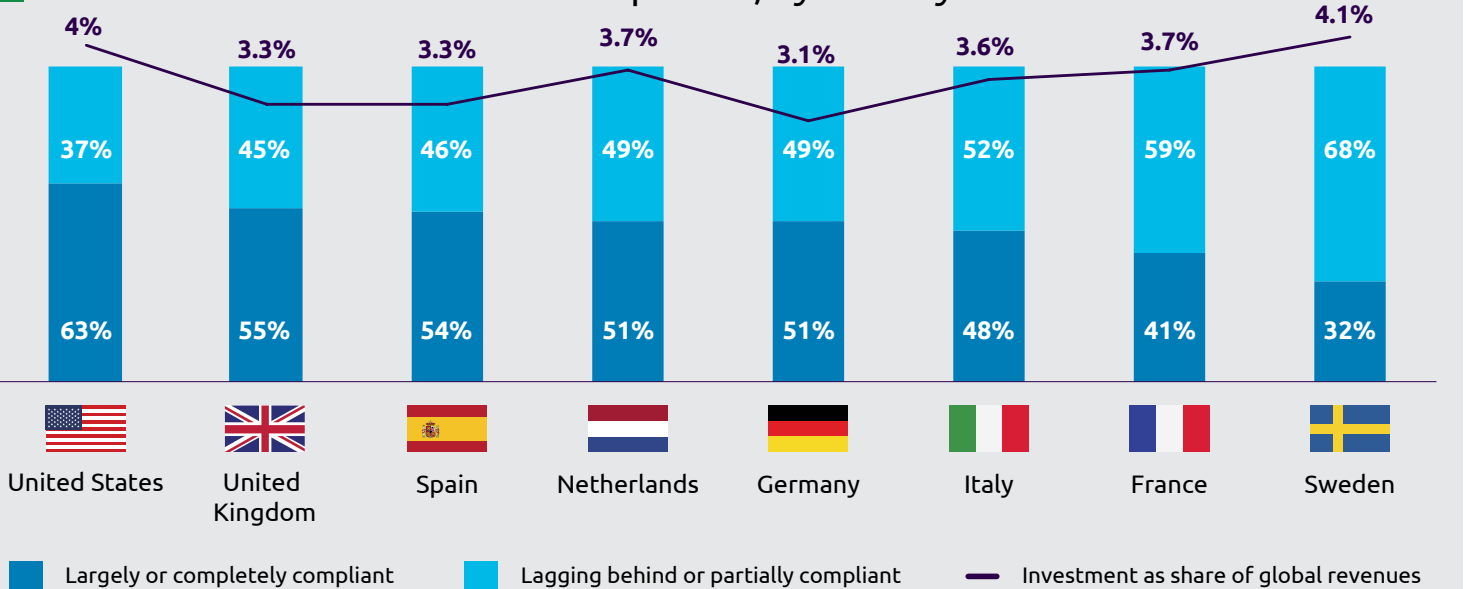
How ready is your organization for the GDPR?



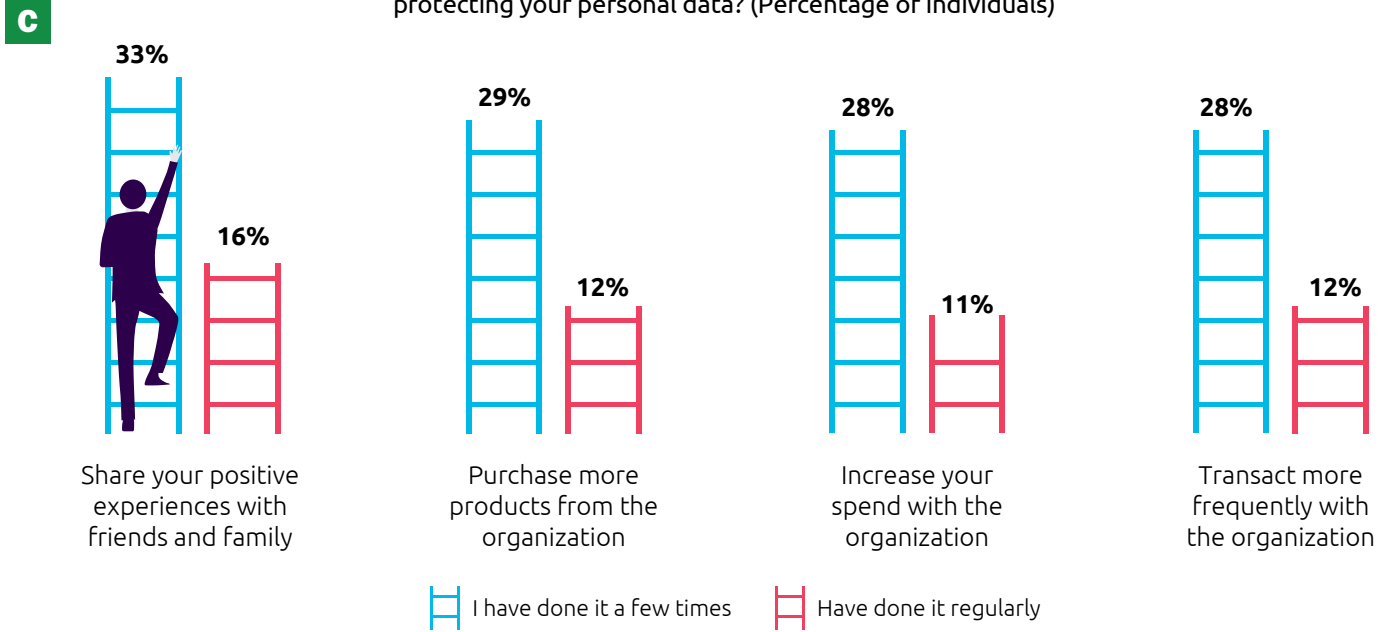
Source: Capgemini DTI, GDPR Survey (6,000 global consumers, 1,000 global executives, March-April 2018) May 2018

B

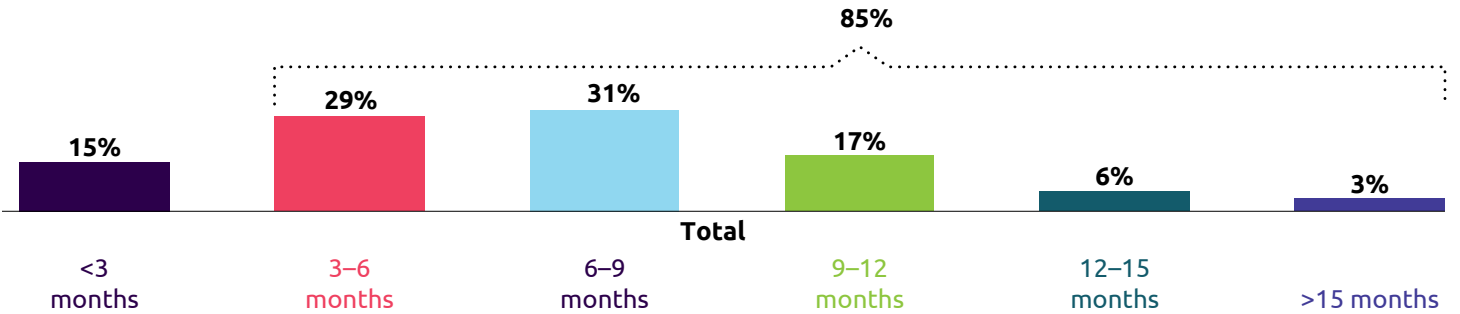
GDPR compliance, by country



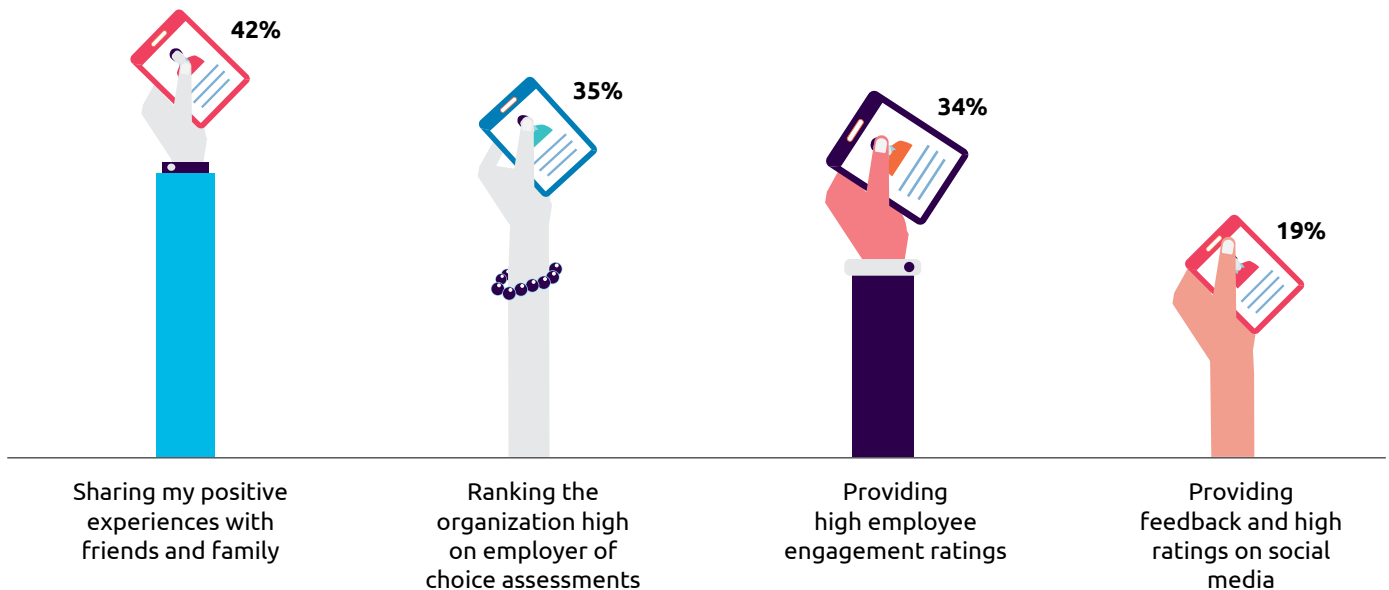
As a consumer, which of the following have you done when you are convinced that the organization you are interacting with is protecting your personal data? (Percentage of individuals)



D Starting now (March-April 2018), how much longer will your organization take to be completely ready for the GDPR?



E As an employee, what have you done when you are convinced that the organization you are employed with is protecting your personal data? (Percentage of employees who are likely to take these actions based on their past behavior)





The Duke and Duchess of Suffolk

1. The Royal Brand: Wherever you were in the world Saturday, May 19, if you were near a television or social media it was difficult to escape the wedding of **Meghan Markle** and **Prince Harry**. Pardon us for reducing the royal wedding to a mini PR case study, but if the couple can be perceived as a brand of the British monarchy, the messaging transmitted before, during and after the ceremony was plentiful and pointed. There were multiple lessons for communicators. Much of the planet observed numerous breaks with the past during the ceremony—the gospel choir singing *Stand By Me*, the American Episcopal bishop's participation in the service, the bride walking solo halfway down the aisle, to name just a few. The messages were obvious: Britain, like the newlyweds, is multicultural and progressive on women's issues. While the monarchy may move slowly, at least this brand in the monarchic stable wants to be with the times. Prior to the wedding, the couple was sending similar messages of diversity as well as inclusion. In a terrific bit of coordinated PR, **Kensington Palace** provided explanations on social and traditional channels for nearly every move, assuring the messages behind the couple's choices were available to media and the public. Another smart move: Most details were announced March 31, roughly six weeks ago, not too early or late.

2. ...A Public Event: An example of pre-ceremony messages, the couple decided to marry on a weekend as opposed to a weekday, as **Queen Elizabeth** prefers, allowing it to be more of a public event. The couple, a Palace statement said, “would like their wedding day to be shaped to allow mem-

bers of the public to share in the joy and fun.” That was one inclusivity message. (You could argue, of course, Harry's choice of a divorced, biracial, American commoner was another tip of the cap to inclusion.) Here's more inclusivity: The newlyweds in March decided some 2,600 members of the public would be present to witness portions of the event, allowing them on the grounds of Windsor Castle, the wedding venue. They were to include “1,200 people, from all corners of the UK...and include young people who have shown strong leadership and those who have served their communities...also invited into the castle grounds are 200 people from charities and organizations close to Prince Harry and Ms. Markle,” a Kensington Palace statement said.

3. ...Charity and Flowers: More about charity: the flowers adorning St. George's Chapel were sent to at least one London hospice after the ceremony, although messaging around this was intentionally vague to make the floral deliveries a surprise. Tweets from **St. Joseph's Hospice** showing an elderly patient smiling with the flowers went a long way toward enhancing the couple's reputation for caring. On a floral note, you have to like the Palace including a detail like this in a statement. Harry, a statement read, picked Forget-Me-Nots from his garden to include in his wife's bouquet. The spring blooms were his late mother's favorites.



Michael Cohen, presidential lawyer

4. News Bits: Another example of accountability over the **Michael Cohen-Novartis-AT&T** mess. Novartis group general counsel **Felix Ehrat**, who signed a \$1.2 million consulting contract with **President Trump's** lawyer along with

now-former CEO **Joe Jimenez**, will retire June 1. “As a co-signatory...I take personal responsibility to bring the public debate on this matter to an end,” he wrote May 16. Days earlier AT&T chief lobbyist **Bob Quinn** also “retired” abruptly. The debate might not be over, though, as U.S. and Swiss lawmakers have hinted at investigations. – **Michigan State University** (MSU) reached a \$500 million settlement May 16 with more than 300 gymnasts who survived the sexual abuse of **Dr. Larry Nassar**. The PR and other issues for MSU seem far from over. For example, how will MSU pay for the settlement? Imagine how proposals to raise tuition or get more money from the state are being received. Rating agency **Standard & Poor's** May 18 put MSU on “creditwatch with negative implications.” – More bad news for **Wells Fargo**. A *Wall St Journal* report says in 2017 and this year employees in the business-banking unit changed data on documents related to corporate customers without their knowledge. The data included social security numbers, addresses and dates of birth. The bank didn't comment.

5. Growth: D.C.-based **kglobal** debuted a Seattle office, joining its San Diego operations. – **Weber Shandwick**, acquired **Cappuccino**, a Brazilian digital marketing agency. – Congrats to **Eric Mower & Associates** on 50 years in business. It's rebranded to **Mower**.

6. People: Bravo to *PR News* PR Leader of the Year (2017) **Jodi Brooks** on joining **Finn Partners** as head of its tech practice. She joins from **Burson-Marsteller**. – **SourceCode Communications** named **Sara Ajemian** to lead its ad and martech practice. ■



Jodi Brooks, managing partner/head, technology practice, Finn Partners