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SILO BUSTERS

How to Make Marriage of PR & Marketing Work? Clear KPIs and Meetings, Meetings, Meetings

It seems nearly everyone admits that it is less than ideal when PR and marketing work in silos. Fortunately, we hear more and more examples of silos being a thing of the past. As one PR leader says, when silos exist “companies are unable to deliver the best results to shareholders and can’t possibly deliver the best experience to the consumer.” The question is how do you move from an environment where silos divide an organization into departments, each jealous-

ly guarding its own budget, to one where units, namely PR and marketing, are collaborating? The answers we received from the PR, communications and marketing professionals we asked ranged widely, from forced changes in corporate culture and conscientious hiring to arrangements that are less formal.

Inclusive Meetings: For **KIND Snacks’** senior director, brand marketing & digital/social/content Josh Nafman, avoid-

Continued on page 7

MEASUREMENT

BY DR. IWAN JENKINS, PRESIDENT, RIOT POINT RESEARCH CORPORATION

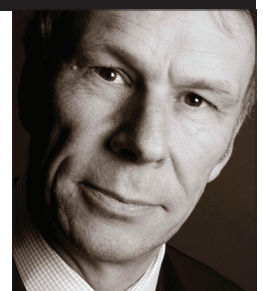
Why Your Team Surveys Fail—and How to Make Them Valuable Data Sources

In their more candid moments, executives doubt the value of the employee-engagement survey. They find it time-consuming and stressful and most have given up on calculating its ROI.

Participation rates and responses in engagement surveys suggest employees share executives’ dismay. Typically just one in three employees completes a survey, a response rate only moderately higher than in most customer surveys. In addition, actions taken as a result of such surveys are feeble. Given that organizations are poor at getting employees to complete surveys and even poorer at acting on their feedback, why do executives still bother? The answer lies in why

we create organizations. Humans form teams and groups to attack problems they can’t solve as individuals. Businesses form problem-solving groups for profit. Not-for-profits develop to solve problems for the greater good.

Employee engagement surveys were introduced to answer one critical question: Is our way of working, our culture, our mode of collaboration, helping or hindering us from achieving our strategy? Unfortunately, data indicate that employee surveys are very poor at answering that question. Executives seek output that can lead to immediate business improve-



Continued on page 8



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UPCOMING EVENTS AND WEBINARS

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 2-3 PM ET
#PRMEASURE

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VISUAL STORYTELLING WORKSHOP
OCTOBER 6, 2015
 NEW YORK

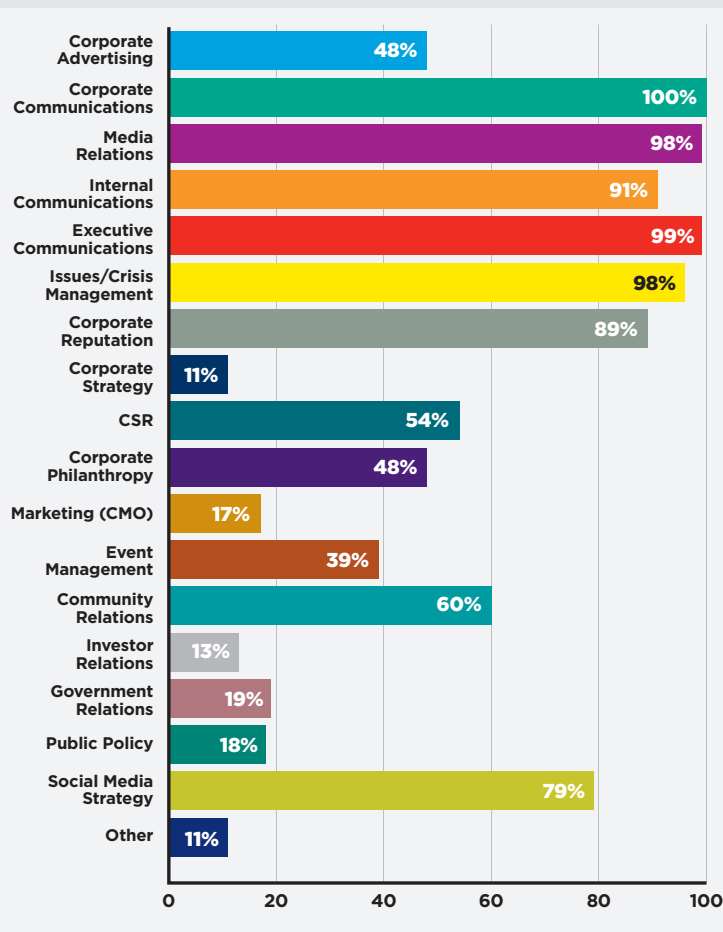
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Chief Communications Officer's Role Expands as Social Media Threat Grows

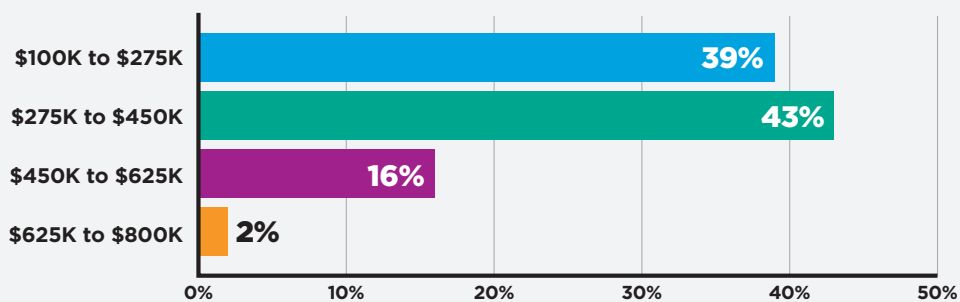
It's a great time to be a chief communications officer (CCO), says Richard Marshall, **Korn Ferry** global managing director, corporate affairs and a co-author of its survey of Fortune 500 CCOs. "The position's responsibilities are broadening [see chart]...CEOs increasingly recognize the CCO's importance and compensation is growing accordingly [chart below]." CCOs earn their money, however, as "expectations placed on CCOs are broadening, too," he says.

A brand's reputation can be dented faster than at any time in history, in large part due to social media. That's why the 75 Fortune 500 CCOs who responded to the study said their top priorities included protecting the brand against fallout from social media attacks, knocks from activist shareholders and issues arising from defective products. With branded content and social media rising in importance, hiring staff with skills in digital PR, storytelling and writing is a top priority, the CCOs said. A subset of CCOs is moving beyond communications to corporate leadership, strategy and problem solving. As one respondent described the CCO's larger role: "Anticipate risks and opportunities and get ahead of them. Build key relationships before those relationships are critically necessary. Deliver excellent communications that actually serve the needs of the business." ■

Which functions or responsibilities report to you?



What was your base salary for 2014?



Source: Korn Ferry 2014-15 CCO Survey

2015 Platinum PR Award Finalists Announced

In an annual tradition, PR News has announced the finalists in its 2015 Platinum PR Awards program. The awards celebrate the best PR creativity, technological savvy, storytelling expertise and business acumen found in communications campaigns from brands, nonprofit organizations and agencies. Each year PR News' Platinum PR Award winners and honorable mentions set the standard for PR and marketing professionals.

All the finalists will be celebrated—and the winners will be announced—at the Platinum PR Awards luncheon on Oct. 26, 2015, at the Marriott Marquis in New York City. The luncheon is considered one of PR's must-attend annual events. We recommend early registration to guarantee your seat.

PR News also will celebrate four inductees into its Platinum Hall of Fame. For the Hall of Fame, PR News selects communications initiatives that were launched at least three years ago and that we think will be referred to in years to come as having been original and having had a larger impact than even its creators might have imagined. In addition, PR News will announce winners of its 2015 PR Agency Elite Awards at the October 26 luncheon. The PR Agency Elite Awards recognize leading PR agencies of the past year by practice area. To register for the luncheon, please visit prnewsonline.com. ■

Platinum Hall of Fame Inductees

- MilkPEP – Got Milk?
- Prudential Financial – Prudential Newsroom
- Truth Initiative – truth®
- USA Network – Characters Unite

Anniversary Campaign

- CLS Strategies
- The Conroy Martinez Group
- Coyne Public Relations • Dell & PPR Worldwide
- Edelman • Honeywell Aerospace
- Institute of Food Technologists
- Iz Iletisim • Lockheed Martin
- Makovsky & Company Inc.
- Sabanci Foundation

Annual Report

- Digital Kitchen • Discovery Communications
- Hawaii Community Foundation
- Office Depot Foundation • Wilks Communications
- Yellowstone Park Foundation

Blog

- Golin on behalf of NRG Energy • Gregory FCA
- The Hoffman Agency • IW Group
- MasterCard Technologies • Transamerica
- Voce Communications

Branding

- Accenture Strategy and Accenture Digital Launch
- Burson-Marsteller • Financial Times
- Gatlinburg Convention and Visitors Bureau
- Henson Consulting

- Hooper Consulting International
- Johnson & Johnson • KPMG LLP
- PMK*BNC and Step 3
- U.S. Green Building Council

Cause-Related Marketing

- Aspen Dental Management Inc.
- Current Marketing • Edelman • Finn Partners
- Flowers Communications Group
- Intel Security and Discovery Education
- MD Anderson Cancer Center
- Mfa Marketing & PR / MFAction
- MSLGROUP • Nebo Agency
- PEDIGREE Brand + Weber Shandwick
- Raytheon Company • Snap-on
- Weber Shandwick

Community Relations

- Belmont Partners • Burson-Marsteller
- Canadian Tire Corporation/North Strategic
- CareFirst BlueCross BlueShield • Food Lion
- GE Lighting • Goodwill Industries International
- Inspira Marketing Group • Lockheed Martin
- Molina Healthcare
- Porter Novelli on behalf of Bayer CropScience
- Raytheon Company • Sharp Communications
- SWAY PR/CommongroundMGS
- Toyota with Allison+Partners • UDOT SNAP

Crisis Management

- Edelman • Edelman and the Atlanta Hawks
- FleishmanHillard • Georgia Power
- Havas PR • LDWWgroup
- Porter Novelli and Mastermind Marketing

on behalf of Bayer CropScience

- Qorvis MSLGROUP
- Strategic Public Relations Group / Hung Fook Tong

Employee Relations

- Bacardi Limited • CA Technologies
- Delta Air Lines
- Ericsson • FedEx • Johnson & Johnson
- Louis Berger Employee Communications
- Navistar Inc.

Event Marketing

- ANTHEMIC Agency
- APCO Worldwide
- Coyne Public Relations
- Facebook • Finn Partners
- Gatlinburg Convention and Visitors Bureau
- Hilton Worldwide with Ketchum
- The Howard Hughes Corporation
- Logitech
- Porter Novelli • R.I.M. Porter Novelli
- U.S. Green Building Council

External Publication (print or online)

- Branson/Lakes Area Convention & Visitors Bureau
- Cherokee Nation Businesses
- The Coca-Cola Company • Georgia Power
- Homewood Suites by Hilton
- Humana & Coyne Public Relations
- Korn Ferry Briefings on Talent & Leadership
- MetLife • Mullen • The Newtons Laboratory

Continued on page 4

- Office Depot Foundation • PepsiCo

Facebook Campaign

- American Podiatric Medical Association
- Cardinal Health Empowers Nurses Through RNspire
- CareFirst BlueCross BlueShield
 - DEVENEY • Edelman
 - Hunter Public Relations
- Kanyon • PEDIGREE Brand + Weber Shandwick

Financial/Investor Relations

- LaVoieHealthScience • MerchantCantos
 - Ruder Finn and Novartis
- Strategic Public Relations Group / NIRAKU
 - Uniomedia Zrt • Workiva

Global PR Campaign

- Accenture Strategy and Accenture Digital Launch
- Amway Corporation • Bacardi Limited
- Dell & PPR Worldwide • FleishmanHillard
 - Lilly Oncology with TogoRun
- McDonald's Corporation & Ruder Finn
- Millward Brown • National Geographic Channel
 - Rotary International • Ubisoft with Creation
 - Unilever with Weber Shandwick
- Waggener Edstrom Communications

Green PR

- Bacardi Limited
- Golin on behalf of NRG Energy & David Crane
 - Honeywell Hometown Solutions
- Solar Energy Industries Association
 - VKLarsonCommunication

Influencer Communications

- Cohn & Wolfe (three nominations)
 - Com.motion Inc.
 - Coyne Public Relations
 - Daybreak Games
 - Fish Consulting
- Marina Maher Communications and CrowdTap Inc.
- Microsoft and Waggener Edstrom Communications
- Porter Novelli and HP • TogoRun
- Twentieth Century Fox Home Entertainment with Think Jam

Internal Publication (print or online)

- Anadolu Group
- Aspen Dental Management Inc.
- Bechtel • Cambia Health Solutions
 - Cushman & Wakefield
 - HEINEKEN International
- Missouri Department of Transportation

Marketing Communications

- Blue Chip Marketing Worldwide
 - Burson-Marsteller
- Fish Consulting • Edelman (two nominations)
 - La Crema
- Marina Maher Communications
- Tourism Australia • U.S. Highbush Blueberry Council

Media Event

- Baptist Health South Florida
- Current Lifestyle Marketing • Delphi Automotive
 - Edelman and the Atlanta Hawks
 - Food Lion Feeds Press Conference
 - Hill+Knowlton Strategies
 - JSH&A Communications
- OSK Marketing & Communications Inc.
- PMK-BNC and Step 3 for Activision Publishing Inc.
 - Reebok • WWE

Media Relations

- 5W Public Relations
- Coyne Public Relations for the Christopher & Dana Reeve Foundation
 - Edelman • Finn Partners
 - GYMR Public Relations
- Hilton Worldwide with Ketchum
- Marina Maher Communications
- NORAD/NORTHCOM and Raytheon Integrated Defense Systems
- PMK-BNC and Step 3 for Activision Publishing Inc.
- Polskin Arts & Communications Counselors
- Purple Door Communications

Multicultural Campaign

- AbbVie • Amway Corporation
 - Burrell Communications
 - The Coca-Cola Company
- Edelman • Hilton Worldwide with

Ketchum

- Marriott International • TELEMUNDO
 - Visit Philadelphia

On a Shoestring Campaign

- American Lung Association and Medtronic
 - Camino Public Relations • FedEx
 - Fineman PR • IW Group
 - Konnect Public Relations
 - Krupp Kommunikatons
- National Organization for Women, Scott Circle and William Klein & Associates
- Nebo Agency • Ogilvy Public Relations
 - Porter Novelli

Online Communications

- Accenture Strategy and Accenture Digital Launch
 - Akkök Holding • Cisco Systems
- NewYork-Presbyterian Hospital • PhRMA
- Porter Novelli and Mastermind Marketing on behalf of Bayer CropScience
 - TogoRun • W2O Group

Online Press Room/Media Center

- Cherokee Nation Businesses • Cisco Systems
- Edelman • Golin on behalf of NRG Energy
- The MasterCard Engagement Bureau • RE/MAX
- VHA Office of Strategic Integration/Booz Allen Hamilton

Podcast and/or Videocast

- Edelman • Transamerica - ClearPath
 - Vanda Pharmaceuticals Inc.

Press Release

- Marina Maher Communications
 - GROHE Turkey
 - Southwest Airlines

Pro Bono Campaign

- ASU Cronkite PR Lab • Nebo Agency
 - North of Nine Communications
 - Winger Marketing

Product Launch

- Abbott
- Accenture Strategy and Accenture Digital Launch
- Cone Communications • Coyne Public Relations
 - Cutline Communications
 - DBC PR + Social Media
- Discovery Education • Highwire PR

- Krupp Communications • MSLGROUP
- Murphy O'Brien Public Relations
- RF Binder • SanDisk & Voce Communications

PSA

- Coyne PR • The Doctors
- Nat Geo WILD
- National Geographic Channel
- Toyota Motor North America • W20 Group

Public Affairs

- APCO Worldwide
- Birmingham City Council
- CASE Construction Equipment
- CLS Strategies
- Cone Communications
- Davies Public Affairs
- ExxonMobil • Finn Partners
- Gap Inc./Edelman
- Havas PR
- Hill+Knowlton Strategies/Virgin America
- Singer Associates Inc.

Re-Branding/Re-positioning

- Allidura Consumer on behalf of JOHNSON'S
- ArcBest • Edelman
- Experian North America
- The Howard Hughes Corporation
- Kool Smiles & Schmidt Public Affairs
- Lippe Taylor on behalf of CynoSure
- Porter Novelli

Research & Measurement

- Better Homes and Gardens Real Estate
- FleishmanHillard
- MasterCard and PRIME Research
- Merritt Group Inc. • MSLGROUP
- NSBC & Paul Werth Associates
- Stein IAS for Trelleborg Marine Systems

Satellite Media Tours

- AbbVie
- American Academy of Periodontology
- Burson-Marsteller
- Johnson & Johnson with Edelman
- Strauss Media Strategies

SEM/ SEO Initiatives or Campaign

- 70kft • AstraZeneca • C-4 Analytics

- The Hoffman Agency • Molina Healthcare
- Transamerica

Social Media Campaign

- 92nd Street Y, United Nations Foundation, Coyne PR, Edelman, Fenton, FleishmanHillard, Havas PR North America, Sunshine Sachs, Turner 4d, Weber Shandwick
- Baptist Health South Florida
- Coyne Public Relations
- Dancing Deer Baking Company
- Dice • eBay • Finn Partners for IEEE
- LDWWgroup
- Marina Maher Communications and CrowdTap Inc.
- National Pork Board • PepsiCo • PhRMA
- rbb Public Relations
- Unilever with Weber Shandwick

Speeches

- Ed Markey • Greeley and Hansen

Trade Show/Event PR

- Havas PR North America • Hill+Knowlton Strategies
- MasterCard Technologies • Oxygen Media
- PadillaCRT and Rockwell Automation • Porter Novelli

Twitter Campaign

- Edelman (two nominations)
- Eric Mower + Associates • FedEx
- The Goodyear Tire & Rubber Company & Coyne Public Relations
- PEDIGREE Brand + Weber Shandwick
- TogoRun
- Weber Shandwick and Suave Professionals
- The Walt Disney Company

Video Program

- Entergy
- Fisher Price with Weber Shandwick
- Honeywell Aerospace
- Molina Healthcare Inc.
- NewYork Presbyterian Hospital • PhRMA
- Transamerica
- Weber Shandwick for Go RVing Canada
- Wray Ward

Web Site Marketing

- 70kft Website

- Coyne Public Relations for the Christopher & Dana Reeve Foundation
- Lippe Taylor on behalf of Shionogi
- Pfizer • PhRMA
- RFI Studios
- U.S. Highbush Blueberry Council
- Weber Shandwick and Novartis Pharmaceuticals AG

Word of Mouth/Viral Campaign

- Blonde 2.0 • Edelman • FedEx
- Fisher Price with Weber Shandwick
- Marina Maher Communications
- PadillaCRT
- RF Binder • Tourism Authority of Thailand

WOW! Award

- Cohn & Wolfe • Edelman (two nominations) • Finn Partners
- Hill+Knowlton Strategies
- IW Group
- Marina Maher Communications and CrowdTap Inc.
- MSLGROUP
- Southwest Airlines

Large PR Firm of the Year

- Cohn & Wolfe • Ruder Finn
- Weber Shandwick

Midsize PR Firm of the Year

- Eastwick • Finn Partners
- ICR Inc.
- Makovsky & Company Inc.
- Peppercomm
- PMK•BNC • Racepoint Global
- TogoRun

Small PR Firm of the Year

- Alpaytac
- DEVENY
- GroundFloor Media
- HCK2 Partners • Highwire PR
- The Hoffman Agency
- J Public Relations Inc.
- JPA Health Communications
- LDWWgroup
- Murphy O'Brien Public Relations
- RockOrange
- Solomon McCown & Company
- Walker Sands Communications

Continued on page 6

2015 PR Agency Elite Award Finalists

Advocacy

- Nebo
- TogoRun

Agency Awe Professional

- Kerri Allen, Cohn & Wolfe
- John Davies, Davies Public Affairs
- Carrie DeVries, DEVENEY
- Huma Gruaz, Alpaytac
- Samantha Jacobs, Hemsworth Communications
- Glo Janata, TogoRun
- Michael Kempner, MWWPR
- Ravi Sunnak, Havas PR North America
- Jenns Thomas, Nebo

Best Training/Education Program

- Cognito
- MWWPR's Matter More Training Sessions
- Waggener Edstrom Communications

Branding

- The Conroy Martinez Group
- Kaplow Drives Brand Love & Laughter for Warner's Bra with "Sleevage" Campaign
- NJI Media
- Pac/West

Business to Business

- Bhava Communications
- Diffusion • Peppercomm
- Stein IAS for Trelleborg Marine Systems
- Uproar PR

Cause/CSR

- Cone Communications
- The Conroy Martinez Group
- Everywhere Agency • ScoutComms Inc.

Community Relations

- 135th Street Agency
- All Points Public Relations
- Nebo
- Text100
- Waggener Edstrom Communications

Consumer Marketing

- Klick Communications
- MWWPR

- Purple Door Communications

Content Marketing

- Amendola Communications
- CafePress
- Goldstein Group Communications, Inc
- Klick Communications
- Stein IAS for Trelleborg Marine Systems

Digital / Social Media

- APCO Worldwide
- Blonde 2.0
- Cardinal Web Solutions
- Coburn Communication
- Kaplow Introduces Millennial Women to the World of St. Ives
- Klick Communications
- MWWPR • NJI Media • Pac/West
- Rainier Communications
- rbb Public Relations

Financial Communications

- ICR Inc. • JCPR Inc.

Integrated Communications

- 5W PR • Cohn & Wolfe
- Lippe Taylor on behalf of Shionogi
- Iotus823 & Peerless-AV
- Stein IAS for Trelleborg Marine Systems
- Tanis Communications
- TogoRun

Marketing Communications

- 5W PR
- iMiller Public Relations
- Weber Shandwick & Ricoh Americas Corporation

Marketing to Women

- Lippe Taylor on behalf of Shionogi
- Marina Maher Communications
- rbb Public Relations
- Sway Group

Media Relations

- Brownstein Group
- Cohn & Wolfe
- Henson Consulting Inc.
- Lippe Taylor on behalf of

- Murphy O'Brien Public Relations
- Teva Respiratory and Tonic
- Weber Shandwick on behalf of Gogoro

Nonprofit/Association

- Burson-Marsteller and GPY&R
- Coburn Communication
- DStreet
- Nebo
- PRR Inc.
- Volume Public Relations

Product Launch

- archer>malmo Public Relations
- Blonde 2.0
- Black Box Wines / Constellation Brands, Inc.
- Cohn & Wolfe
- Hawkins International Public Relations
- Kaplow Drives Conair's Most Successful Product Launch of all Time
- Weber Shandwick

Promotion of Firm (Marketing, Advertising, PR)

- Current • Eastwick
- Makovsky & Company Inc.
- MWWPR • Peppercomm
- Racepoint Global

Public Affairs

- Davies Public Affairs • Kreps DeMaria
- Purple Strategies • TogoRun

Publicity

- Hawkins International Public Relations (two nominations)
- Rock Orange

Reputation Management

- DStreet • MWWPR
- Rasky Baerlein Strategic Communications
- Rinck Advertising

Web Site

- 70kft
- All Points Public Relations
- APCO Worldwide

Leadership Key to PR-Marketing Collaboration

ing silos between marketing and PR has become a non-issue. “We’re a relatively young and still small, although growing, company and not bogged down by bureaucracy yet,” he says. “Our communications, e-commerce, brand/field marketing and digital team all fall under the marketing department.” Each week “all representatives of all those teams” assemble to assess the previous week’s work. “No campaign is just a communications campaign or a marketing campaign or a brand campaign or a digital campaign. They’re always an integrated campaign.”

Everybody’s an Owner: Another tip is to have a culture where every employee feels he/she is an owner. At KIND, there’s also a culture of personal transparency, which lets people “chime in across departments.” Indeed, each month communications sends an email to “the entire company” relating “how we did and what we’ve learned.” This also prompts employees to comment. OK, but how does KIND create and maintain this culture? “I credit HR and the hiring managers.”

Courage and Vision From Leadership: Keds’ new CMO Emily Culp embodies the blurring of marketing and PR. A brand specialist, Culp oversees corporate and consumer communications, giving her an “omni-channel role.” When silos between marketing and PR are destroyed, consumers can have “a multi-sensory experience” with a brand. She points to “a pop-up brand experience” Keds staged last month in Washington Square in NYC to celebrate Women’s Equality Day. The collaboration between PR and marketing handed 1,916 complimentary pairs of Keds to women; Keds was founded in 1916 (see photo). Accordingly, for Culp, the first step to breaking down silos is having courageous leadership with vision. “It’s much easier to stay the course than to change.” She credits Keds president Chris Lindner for making the difficult decision to combine marketing and PR.

Clear KPIs: When departments such as PR and marketing collaborate, “very clear KPIs” (key performance indicators) are critical, Culp says. “Everybody needs to be aligned around the KPIs up front, [to] understand what you’re driving toward and what success looks like at the end of an initiative, campaign or consumer engagement.”

Clarity Around Roles and Responsibilities: This is another



REALLY BIG SHOE: This Keds pop-up event for Women’s Equality Day touched consumers at all levels due to PR and marketing collaboration, says Keds CMO Emily Culp.

er must for PR-marketing collaboration and it must be made “obscenely clear.” This ties to her next point.

Over-Communicate: The mechanism of busting silos “absolutely is meetings,” she says. “I have large, joint meetings... yesterday I had 12 people in my office...from design, production, PR, ecommerce, creative services and social media.” “Even if what one group is doing doesn’t seem relevant, there are always ways where two groups can create a bigger, better, deeper consumer-engagement experience if more people are aware of it.”

Reducing Physical Barriers: For Jérôme Levadoux, SVP product management/CMO at **Recommind**, an analytics software company, breaking down barriers sometimes is best done literally. “The office environment is critical,” he says. He advocates putting departments in open physical environments so they can be near each other. “Nothing fancy here,” he says. To counter silo thinking, he brings PR and marketing teams together as often as possible. It reduces the amount of email “bouncing back and forth between the departments.” ■

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THE BOOK OF PR MEASUREMENT

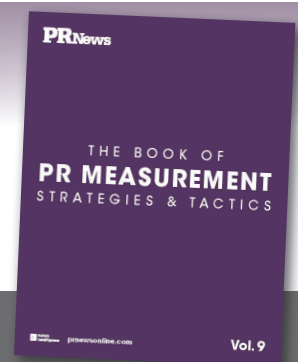
Now more than ever, the pressure is mounting to assess and quantify the returns on investments in public relations. This book provides more than 40 articles exploring PR measurement and includes contributions from authors that bring insight from their roles as agency advisors, corporate practitioners, 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

PRNews

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



Three Ways to Improve Employee Surveys

ment. Employees desire rapid data input hotly pursued by actions that improve their lives quickly with the lowest amount of stress. Historically, employee engagement surveys have been devoid of these attributes.

5 REASONS SURVEYS FAIL

1. Most companies purchase generic surveys. Customized surveys work much better.

2. The typical survey absolves employees from owning improvement. Most surveys are report cards on the personalities of management. Instead, they should be an inquiry into the internal barriers to collaboration. Standard surveys seek responses without supporting evidence.

3. Surveys take too much time to complete. With about 100 questions, this industrial level of box ticking encourages dismissive replies and reduces response rates dramatically—normal is 25 percent or fewer, but the target is 50 percent or more. The least-busy employees always are happy to participate, however.

4. On a scale of 1 to 5, how useful is this question? This most-common question format is problematic. An employee can harm or praise a manager without specifying context or giving supporting evidence. Executives tend to focus on improving their personal scores rather than increasing business-performance measures.

5. ROI is well hidden. Most surveys give employees opportunities to offer suggestions for better ways of working. So what? How does each comment tie back explicitly to business improvement? How will you know which corrective actions are having the greatest impact when you collect data annually? You can't.

A SHIFT ARRIVES

In the past five years, new survey technology has emerged that works with the grain of human nature, not against it, leading to a dramatic shift in measurement methods. These novel employee-engagement survey methods have resulted in a dramatic uptick in participation rates (greater than 50 percent).

This approach marks a shift to survey design grounded in anthropology rather than psychology. Stimulated by advances in measuring customer experience (ironically), the latest surveys tap into two deep-rooted human needs—the desire to share stories and have the group value and recognize one's problem-solving capabilities.

The narrative-based employee engagement survey asks employees to recall an experience in response to one or two prompt questions. A typical prompt question: A friend is considering joining the organization. She has invited you

to dinner to get your perspective on the company and the way it grows its business. What story, based on an actual event, would you tell her that would encourage or discourage her to apply? The resulting output is easy to interpret and avoids delegation to expensive third-party specialists. The format also provides a high-level overview as well as allowing local review. Managers can work with direct reports and to ask: How can we get more stories like this, and fewer stories like that?

BEST PRACTICES

1. Questions should explicitly link strategy and ways of working. In narrative-research methods, employees often are involved in the design of the survey. They not only draw up questions that investigate barriers to working but also ensure that the questions are linked to the strategy at hand.

2. Have employees own the solution. It's in employees' interest to sweep away rubbish that diverts attention and speed up business improvement based on their strengths and at the lowest cost and stress. Narrative-research methods overtly ask employees relevant questions, how they wish responses to be interpreted, and to collaborate on improving the culture or strategy. As a result, it's common to see participation rates double or triple.

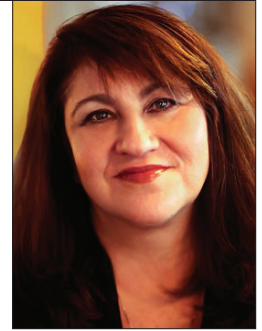
3. Make speed essential. Greater employee engagement should result in improved business performance. This, in turn, often results in organizational growth and new challenges for corporate cohesiveness. Improving ways of working is a continual process requiring regular feedback. The feedback loop has to be fast, cheap and relevant. Annual surveys are anathema to rapid feedback loops. The trend is for continuous capture of data through exploitation of website and smartphone technology. This means surveys must be completed in 20 minutes or fewer, with specialist employee surveys completed in not more than two minutes. The use of smartphone technology combined with interpretation at the point of input means results can be viewed in minutes and reports available in an hour. There's no need to wait a month for a binder of research. ■

This article was adapted from PR News' PR Measurement Guidebook. To order a copy, please visit: <http://www.prnews-online.com/pr-measurement-guidebook-vol-9/>

PR News subscribers can find additional checklists/best practices related to this article at: prnewsonline.com

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How a Global Tech Firm Used Data Analysis to Steer Future PR Spending



[Editor's Note: The **International Association for the Measurement and Evaluation of Communication** (AMEC) has designated September as Measurement Month, to celebrate best practices in PR program research, measurement and analytics worldwide. As part of this initiative, September 14-18 was chosen as Measurement Week in North America.

We asked Margot Sinclair Savell, the North America co-chair of AMEC, to present a case study showing the value of measurement in practical terms. Savell is SVP and head of global measurement in **Hill+Knowlton Strategies'** research practice, **Research+Data Insights**. She can be reached at: margot.savell@researchdatainsights.com]

Overview

A global technology company based in the U.S. used diverse methods to deliver public relations strategies and tactics in its markets around the world. In some countries, full PR teams were in place. In other regions, a small team managed PR for several countries, or contractors were used.

Members of the company's senior PR team had two major goals for the planning process for the next fiscal year:

1. Allocate their global budget more effectively across 16 markets.
2. Improve their company's strategic positioning against three competitors in key industry topics: Big Data, Data Management, Data Integration and Data Quality.

The team managers determined that using data was the best way to reach their goals and turned to us for assistance. We helped them launch a competitive analysis showing:

- ▶ The countries where their share of voice was the largest in each of the key topics; in other words, the countries where they had the biggest opportunity to "own" the conversation about each topic
- ▶ The most effective media channels to drive brand awareness in each country
- ▶ The languages that were used most frequently in each channel

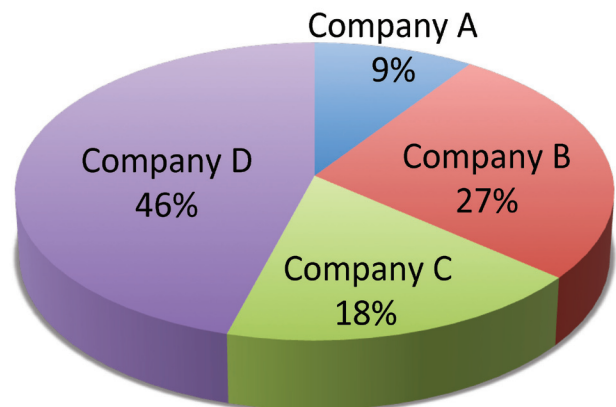
THE PROCESS

We worked with the tech company to finalize a simple list of metrics for analysis:

- ▶ Volume and Competitive Share of Voice: A count and percentage of the share of coverage about each company
- ▶ Competitive Share of Topic: A count and percentage of the share of coverage for each topic
- ▶ Language and Media Channel Breakout: The volume of coverage for each company broken out by language and media channels

Our team set up complex search strings in the company's listening tool, Radian6. The searches separated the data by company (the company and three competitors), language (English plus local languages) and media channels (online

United States Share of Voice



news sites, blogs, videos, **Twitter** and **Facebook**).

After running searches for the past quarter, we examined the initial results. Data is inherently messy, so our team spent time validating these results to eliminate unnecessary noise and make sure the data was clean and consistent.

We also visualized the data in multiple ways to gain

Continued on page 10

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Data Insight Helps Firm Strategize and Budget

unique perspectives on underlying trends and increase our understanding of the media landscape. By analyzing what happened, why it happened and why it mattered, we were able to produce insight and recommendations.

THE FINDINGS

Our focus on high-quality coverage and advanced trend analysis led us to many findings; here is a sample.

- ▶ Our tech company client had the biggest opportunity among competitors to “own” conversations about the topics of Data Integration and Data Quality. Specifically:
 - ▶ Opportunities for Data Integration in the U.S., U.K., Germany, Italy, France, the Nordics, Spain, ANZ (Australia/New Zealand), India, Russia, Korea, China.
 - ▶ Potential existed for Data Quality in the U.S., India, Spain, Italy, Russia and China.
- ▶ There also was a possibility to generate more attention than competitors about Data Management, but notably this topic failed to resonate in key markets.
- ▶ As expected, many companies were fighting to win the highest share of voice for the topic of Big Data.
 - ▶ Twitter and blogs were predominant across all international markets for the discussion about Big Data.
 - ▶ Media coverage of this topic was evenly split between English and local languages in each country.
- ▶ In the Nordics and ANZ, the **IDG News Network** dominated news reporting, but Twitter drove more volume.
- ▶ For all four topics, coverage in Germany often referenced English-language press releases and articles from the U.S., but typically included additional reporting in German.
- ▶ English was the predominant language for discussions about all four topics in India.

THE OUTCOMES

Media analysis of coverage volumes, languages and media channels identified high-impact markets across the globe. Data-driven insights helped senior managers maximize the impact of their global budget by guiding market-specific spending decisions, such as the size of their teams in each market.

In addition, insight about competitive coverage unveiled opportunities for the company to revise strategies and build brand awareness around the most important industry topics and media channels in each country.

For example, the company conducted advanced Twitter training in some markets to make sure local teams were aware of global best practices. In other countries, it developed strategies for blog content in order to increase awareness where this channel was the most important method of communication.

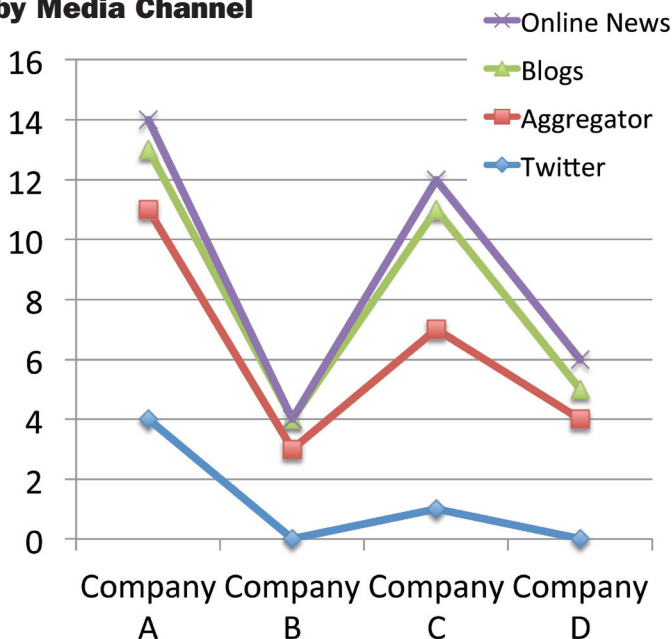
The research also informed which languages should be used in media outreach in specific markets. For example, in Germany, the senior managers decided to deliver content in English in addition to German; but in India, they reduced translation services in five languages, resulting in cost savings that wouldn't impact their content delivery.

In summary, our report provided insight and recommendations to:

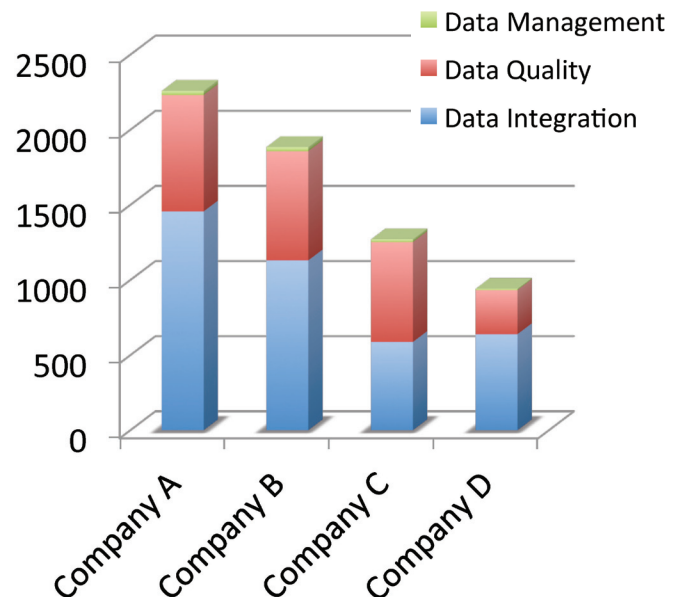
- ▶ Showcase performance success and missed opportunities
- ▶ Drive future strategy and spending
- ▶ Help increase the influence of PR efforts

These insights were so helpful the company asked us to develop an ongoing measurement program, using the initial analysis as a benchmark, with baseline findings to compare data each month. As a result, our measurement reports helped drive brand awareness on an ongoing basis. ■

Nordics: Data Integration by Media Channel

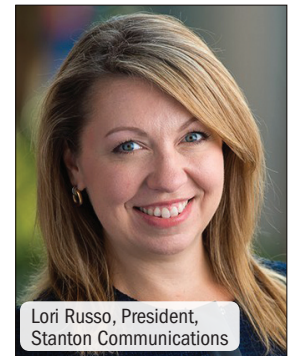


United States Share of Topic





1. Back to Barcelona: With it being Measurement Week in North America (please see page 9), it's important to note the **International Association for Measurement and Evaluation of Communication (AMEC)** launched an updated Barcelona Principles, which it's calling Barcelona Principles 2.0. Launched earlier this month, it's the first update to the Principles. The original Principles were launched in 2010 in Barcelona. Past AMEC chair and **Ketchum** partner **David Rockland** led the update. If the original principles focused more on "what not to do," the update provides more guidance on "what to do," he said. Key points of the revised principles include: widening the scope beyond PR measurement; reinforcing the importance of integrated communications and measurement of it; distinguishing between measurement and evaluation; emphasizing the importance of qualitative information in measurement and evaluation; and reminding professionals that measurement and evaluation be transparent, consistent and valid. The original partners — **ICCO, Institute for Public Relations, PRCA, PRSA** and **The Global Alliance** — joined AMEC in developing the new framework. Measurement guru and *PR News* contributor **Katie Paine** had mixed reactions to the update. "I'm a huge fan of the changes in the PR industry that the Barcelona Principles have inspired," she said. "I had high hopes that the bar might be raised [for B2], and stricter language relative to AVEs and bad measurement practices inserted. I also hoped the groups behind the rewrite might recognize the progress in getting standards in place. On those points I was disappointed."



2. News Bits: How long does a brand suffer from a scandal? And can that time period be reduced when the CEO and other senior officials, including an EVP for communications, resign, possibly to avoid prosecution? Or will a stench linger because one of the principals is closely linked to presidential hopeful Gov. **Chris Christie** (R-N.J.)? Those are some of the questions the PR community will be debating as the **United Airlines-Port Authority** situation unfolds. Last Tuesday United CEO **Jeff Smisek**, EVP for communications and government affairs **Nene Foxhall** and SVP for corporate and government affairs **Mark R. Anderson** resigned. The resignations "are in connection with the company's previously disclosed internal investigation related to the federal investigation associated with the Port Authority of NY and NJ," United said. Federal authorities are investigating whether United reinstated flights from Newark, N.J., to Columbia, S.C., near the weekend home of Port Authority chairman **David Samson**. United had been negotiating with Samson on landing rights and improvements at Newark Airport. The investigation grew out of a federal inquiry into lane closings at the George Washington Bridge that Christie officials ordered. The Port Authority runs the area's airports and bridges. A Christie confidante, Samson resigned last year after the bridge scandal was revealed. Christie appointed him in 2010. United's falling share price and poor performance had made Smisek vulnerable prior to the scandal. Yet the skies were friendly to him—his departure package is valued at nearly \$8 million. — At press time **Finn Partners** said it acquired PR agency **Horn Group Inc.**, an early adopter of digital PR. The

move expands Finn's technology practice and makes **Sabrina Horn** managing partner, U.S. technology practice leader for Finn. All Horn Group employees will be retained, Finn Partners said in a statement.

3. People Moves: **Golin** CEO **Fred Cook** was named director of USC's Annenberg's Strategic Communication and Public Relations Center. Cook is the first active CEO to head the Center. He also will teach PR at the university. — **Stanton Communications** promoted **Lori Russo** to president. Formerly managing director, Russo joined Stanton in 1999 in an entry-level position. Today, she leads the agency's Washington, D.C., and Baltimore offices. **Peter Stanton** will remain CEO of Stanton Communications. Recognized for her expertise in social media marketing, Russo has spoken at several *PR News* events. — **The Beer Institute** tapped (no pun intended) **Denise Dunckel** as VP, public affairs. Beginning work this week, she'll lead the Beer Institute's public affairs effort aimed at educating stakeholders, the media, the public and policy makers about beer's \$253 billion economic impact in the U.S., the industry's commitment to responsible behavior and the quality of its products. Previously Dunckel worked in the D.C. office of **Visa** and the White House as well as several federal agencies and presidential campaigns. — Cable network **IFC** named **Sallie Schoneboom** SVP of PR. Schoneboom joins IFC from **NBCUniversal**, where she served as SVP of communications for the **Syfy** and **Chiller** networks. Prior to that, she worked at **Disney-ABC Television Group** and **CBS**. ■



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We are celebrating women of all titles and years of experience who are having an impact on the discipline of Public Relations. Both domestic and international organizations are eligible and will be judged according to the category. Please note that the names and identities of all nominators will remain confidential, but the information provided will be used for judging purposes and for coverage in PR News Online.

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You can nominate yourself or your colleagues. Your nomination/s need to include the following:

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- Why should the nominee be included in PR News' Top Women in PR list? (100 words max)
- List three (3) communications campaigns or initiatives created or led by the nominee in the last 12 months. Include each campaign's goal, the nominee's role in the campaign and measures of success (200 words max per campaign)
- How has the nominee's influence in PR extended beyond her own organization? (100 words max)
- Three words to best describe this nominee.
- Have you worked professionally with the nominee and, if so, in what capacity? (100 words max)
- Nominee's contact information (full name, title, organization, email and phone)
- Your name and contact information so that we may follow up with questions during the judging process

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QUESTIONS?

Please contact:

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