

## Chapter 9

The client view of what measurement looks like.

**Elayne Phillips**



When I think back, to not more than five years ago, the norm in press offices across the country involved staff busily issuing statements, circulating press releases and basically ‘sending out stuff’. These outputs were easily measured, and the larger the numbers were, the better. The problem of course was that these results did not account for sentiment, whether the readership was the target audience or what difference the coverage made to profits, sales, behaviour or other organisational objectives.

I’m not saying these outputs shouldn’t be recorded – knock yourself out - but alongside evaluation of whether communications achieve (or contribute to) business outcomes. Having worked in this field for a few years now, I recognise that outcomes are typically more difficult to measure than outputs. But gone are the days where a supplier can provide metrics, a tool or pretty dashboards with no understanding of whether these are useful to inform what we do next. Now the most successful evaluation businesses are collaborating with their clients, really listening and asking the right questions. Measurement to me looks at the big picture – the objectives, the performance of our channels, the outcomes achieved and what we’ve learned from successes and failures along the way.

‘Actionable insights’ is a term I say a lot – it’s probably rather annoying - but honestly it’s the bottom line. We must be able to demonstrate our value, show how communications contribute towards business goals and quickly respond to what works or doesn’t so we can focus efforts on activities that are successful. And we need our partners working with us to do the same.

#ChipMyDog The introduction of the Social Media Measurement Framework by AMEC at its fifth annual summit in Amsterdam was much welcomed and was supported by the UK Government, PRCA, ICCO and CIPR. This updated framework is easy to use, downloadable and came with a helpful list of recommended metrics to consider.

I'm a great lover of frameworks and process – but like any

tools, they need to be used in a way that's appropriate for the campaign. The best measurement I've seen in Government has been where the individual evaluating the communications really gets it, recognises where success is evident against objectives and uses metrics in a way that informs future campaigns.

**#ChipMyDog**

**RESULT**

- 130,000 dogs were microchipped in 2013/14 compared with just 25,000 in 2012/13, an increase of over 500%
- The campaign has provided benchmark metrics for the next phase of the campaign around compulsory micro-chipping of dogs in April 2016
- Defra and its partners are influencers in this topic and credible voices in the conversations about dog chipping
- The advocacy level is high which is also helpful for the next phase of activity

Social Media Measurement Framework					
MENU	EXPOSURE	ENGAGEMENT	PREFERENCE	IMPACT	ADVOCACY
<b>PROGRAMME METRICS</b>	<ul style="list-style-type: none"> <li>Opportunities to see from both Defra and dedicated ChipMyDog accounts</li> <li>% increase in campaign-related mentions</li> </ul>	<ul style="list-style-type: none"> <li>Interaction rate on dedicated FB page and google map</li> <li>% comment or shares inc. questions at live Twitter Q&amp;A</li> <li>#ChipMyDog usage</li> </ul>	<ul style="list-style-type: none"> <li>Increase in recognition of compulsory micro-chipping legal requirement</li> </ul>	<ul style="list-style-type: none"> <li>New influencers</li> <li>Key message penetration rates</li> <li>New enquiries received</li> </ul>	<ul style="list-style-type: none"> <li>Public case studies having good micro-chipping experiences</li> <li>Total Mentions % increase</li> </ul>
<b>BUSINESS METRICS</b>	<ul style="list-style-type: none"> <li>Awareness level measure</li> <li>Cost per additional dog chipped</li> </ul>	<ul style="list-style-type: none"> <li>Campaign mentions</li> <li>Share of voice of partner and Defra</li> <li>% increase in click through to the 'how to' pages</li> </ul>	<ul style="list-style-type: none"> <li>% increase in map searches</li> <li>% increase in commentary relating to intention to chip their dog</li> </ul>	<ul style="list-style-type: none"> <li>Actual increase in volume of dogs chipped compared with the previous year</li> <li>% increase in inbound requests for information</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations via YouTube and FB shares %</li> <li>% increase in number of likes of FB page</li> </ul>
<b>CHANNEL METRICS</b>	<ul style="list-style-type: none"> <li>Number of items (tweets, posts)</li> <li>Mentions</li> <li>Opportunities to see</li> <li>Media tweets</li> </ul>	<ul style="list-style-type: none"> <li>Post likes</li> <li>Comments</li> <li>Shares</li> <li>Views</li> <li>RTs/1000</li> <li>Followers % increase</li> </ul>	<ul style="list-style-type: none"> <li>Time and sentiment of user generated content</li> <li>Favourable questions asked via Twitter Q&amp;A</li> <li>Stakeholder supporting comments/sign posts</li> </ul>	<ul style="list-style-type: none"> <li>Unique visitors to website referred from each channel</li> </ul>	<ul style="list-style-type: none"> <li>Organic posts by advocates</li> <li>Comments supporting links to YouTube / ChipMyDog pages</li> </ul>

### Why is it important?

Finding gems of insight that change what we do next eliminates waste, helps us to better understand our audiences, anticipate their interests and meet their needs while achieving our goals.

Measurement has an important part to play before, during and after campaigns and also during times of crisis. So I assess measurement and evaluation by asking a number of questions – What is the business and communication objective? What impact did press releases or social media posts have? Did they drive people to take up a Government scheme? Did the target audience change their behaviour? Did our partners, influencers or stakeholders contribute in a positive way? What is the sentiment within the target audience? Is there a mix of qualitative and quantitative metrics so we can identify why the change occurred? If there are no direct measures, are there indicators or proxies we can use to assess success?

### So what do we need?

This is chapter 9 of this PR Measurement Guide so this is not the first time SMART objectives have come up. But I have to reiterate how important they are. SMART objectives make measurement and evaluation effective, and having them nailed from the start means investment in communications can be demonstrably well spent – this is particularly important for Government spending tax payers' money.

Modern measurement always involves social media – it has a key part to play in evaluation and its fast paced nature provides real-time tracking and can even be used as an early warning system. It is however one piece of a bigger jigsaw and the industry is moving towards a more integrated approach to telling the full story. There is a wealth of data out there so choosing the metrics that matter is important. For a typical government campaign,

that can be anything from social analytics to call centre volumes/correspondence, to export rates, take up of apprenticeships or affordable homes.

With all this data, it means that the typical communicator needs good agencies and suppliers that really listen, that collaborate and get underneath what the organisation is seeking to achieve. Modern communicators now need to be multi-skilled in communications and measurement.

### **Elaynes' Top 3 Measurement Tips**

- ✓ Don't measure for vanity. Measure what matters against your objectives and demonstrate successes; but equally use measurement to identify what didn't work and take action as a result.
- ✓ Fully understand the problem and objectives before you plan. At this planning stage set out the key metrics you will track including outputs, outtakes and outcomes.
- ✓ Don't overcomplicate the reports. Communicate the findings with context so they make sense to those who are not expert in the field and tell the story of what it means for the organisation.



### **Elayne Phillips**

Head of Profession, Communication Insight and Evaluation, Prime Minister's Office and Cabinet Office Communications. UK Government