



CHAPTER 3

Getting started! How to create a measurement culture in your company

Ciles Peddy



“We are getting great results, coverage has increased, more social engagement. All good!” says the manager.

“Yup, but management have pulled the budget,” is the blunt response from the director.

“I don’t understand, the results are so good?”

“They could not see a tangible business outcome from it. No awareness, advocacy, adoption or demand metrics to show what we actually had achieved.”

This conversation happens all too often, and why great measurement really matters. Unless you can show real, tangible business outcomes, linked to clear objectives, the results lack meaning or value. Whether agency or in-house, being unable to demonstrate the impact always puts the budget in jeopardy.

Changing landscape

When I started my career, it was all about press clippings and Advertising Equivalent (AVE) was a staple of client reports and metrics. Ensuring there was a thud factor from the clippings book landing on the coffee table was the cornerstone of the account executives job.

The rise of social media, mobile, new technology and changing social dynamics has seen the measures of success change. This is probably highlighted by the fact I don’t see as many press clipping books on reception coffee tables as I used too. I see more show reels on reception TVs, and mini iPads with dashboards showing visually appealing media coverage, social content, video and gamification tools.





THE PR PROFESSIONAL'S Definitive Guide to Measurement

There is no doubt that to justify marketing and comms budgets, being 'data smart' is now an imperative. This means 'breaking bad measurement' practices, including no longer accepting AVEs. It means a shift in approach, mindset and culture.

The four forces driving the measurement agenda

To drive a measurement culture, we must recognize the four forces at play.

Myth busting. Ask your team if they think measurement is boring and the majority will say yes. Ask them whether through their work increasing sales demand, share of voice, brand advocacy, or reputation is boring, and they will say no. We must end the idea that measurement is boring. It's the opposite. It's why we do what we do. It's why we get out of bed. Sure, creativity is great, but as David Ogilvy said, 'We sell or else'.

Integrated marketing but... The second change is that while everyone is talking about integrated marketing, illustrated by the PESO model, it lacks a fundamental core, and that is measurement. Surely if we are delivering integrated work it's for a measurable objective. So why don't these models include it?

Evaluation is not measurement. Most comms professionals use a traditional approach of strategy, creative, tactics, report and evaluate. In doing so they conflate evaluation with measurement. However, measurement is about what you want to achieve, and what your business and communication objectives are. Evaluation should be the analysis of whether you achieved these objectives. It's important to recognize the difference and put measurement front and center. Doing so reframes the strategy and solution being presented to the client. It changes how you plan a campaign, as well as improve the way you manage it. This is why the AMEC Integrated Evaluation Framework (IEF) is so good – it enables you to better plan, manage and measure.

Top table. If comms wants to sit at the top table it must be focused on measuring business outcomes. If it's still showing vanity metrics such as AVE then it does not deserve a seat. If it's demonstrating reputational change, policy influence, shifts in brand awareness and demand generation, then the conversations are strategic and merit a place in the boardroom.

The art of storytelling for measurement

Journalists around the world will know 'Six Honest Serving Men' by Rudyard Kipling. It is a poem about the art of storytelling. Indeed, the first paragraph is 'I had six honest serving men. They taught me all I knew. Their names were: where, what when, why, how and who.'

If we think about it then 'Six Honest Serving Men' also applies to measurement. What are we trying to do and why? To whom? When? Where? And how? These are the fundamentals of measurement and when using the AMEC IEF, it becomes clear.

Embedding measurement into the culture

If we recognize its value, and understand it can underpin the way you plan and manage campaigns, then its importance is immediately elevated. But I also believe that embedding measurement into a culture starts with being able to answer a very simple question.

"What impact will the communications programme have on my organization?"



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I am asked regularly by MDs, CEOs and CMOs this very question. Ultimately if I cannot show value and tangible impact, our work lacks meaning, and the conversation I started this chapter with becomes a reality.

To embed measurement fully, it must sit at the heart of what you do. It needs supporting through training, evangelists and a measurement mindset. It needs a clear framework to anchor it such as the AMEC IEF. And it will need either access or investment in tools from social intelligence and web analytics, to CRM and media monitoring.

Measurement is fun, insightful and incredibly valuable. It is not reporting vanity metrics. It's strategic. It sets the agenda, and guides you to success.

Make the change now in your approach and appreciation of measurement, it will be worth it.

Giles' Top 3 Measurement Tips

1. **Measurement is not Evaluation** – put measurement at the start of your thinking to drive the plan strategy and tactics, then evaluate your success
2. **Mindset shift** – recognise that measuring business impact is what CEOs, CMOs want to know. Not how big is the clippings book.
3. **Data smart** – for true measurement, you must embrace a data smart approach.



Giles Peddy

President, ICCO. APR, Fellow PRSA. CEO, Mitchell. CEO, Dentsu Aegis Public Relations Network.