



**Demystifying KPIs
and Measurement
for PR & Comms**

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Introduction

The role of the ISBA Consultancy & Best Practice team is to provide practical advice and consultancy to ISBA members on all aspects of agency management, across all disciplines. We provide pitch consultancy and ongoing advice with regards to agency relationship management to both marketing and marketing procurement professionals. PR has been an area of growth since it was added to our list of specialisms a decade ago. During those 10 years, almost constantly part of that dialogue has been the challenges clients face measuring effectiveness, demonstrating ROI and setting appropriate KPIs for PR.

To provide best practice advice, the first guidance we published five years ago was a guide to [Understanding, Managing and Sourcing PR Agencies](#). The next step was always going to be to tackle measurement, but for many years, there really wasn't a huge amount of movement to report.

The great news for PR professionals, agencies and clients is that there is now finally, thanks to the likes of AMEC (Association for the Measurement and Evaluation of Communications) and the PRCA (Public Relations and Communications Association), a huge amount of industry best practice to draw from. The purpose of this guide – written in association with AMEC, Engine, PRCA and PRWeek – is to pull all of that fantastic collateral together in one place for ISBA members to access and learn from.

Background

We have seen PR evolve rapidly over the last 10 years, in scope and effectiveness and the level of influence increase, especially now with the explosion of influencers themselves.

Once a discipline with limited ability to measure effectiveness beyond column inches, the industry has moved on from only measuring coverage outputs and the best practitioners now focus on the impact their work will deliver to the organisation. With the rapidly changing shape of the comms ecosystem – and nowadays with integrated comms, it's even more important to provide the right objectives and KPIs for each channel, being clear on the role of everyone involved.

Measurement and evaluation is important to ensure you can demonstrate that your activity is effective but also to optimise future planning based on previous activity. As Alex Aiken of the Government Communication Service said at the recent AMEC Global Summit, it's the difference between proper planning and review of activity or 'just sending out stuff' [and hoping for the best].

Members are of course free to decide how they brief and execute their PR activity and this guide is designed to be just that – a guide. It should however, bring you up to date with current industry best practice regarding measurement; help you set briefs and KPIs; and ultimately provide you with a framework to appropriately assess how effectively your agency/campaign has been. It will also point you in the right direction for a wealth of information, resources and advice already available from organisations like AMEC and the PRCA.

Contributors

ISBA thanks the contributors to this guide, particularly Engine, for their hard work co-authoring the guide and for sharing their industry experience and approach to best practice. ISBA also recognises the extensive contribution of AMEC and the work it has done to lead evaluation best practice, developing a new global standard of measurement for communications and to make a variety of tools freely available to the industry. ISBA is delighted to receive endorsement for this guide from contributors and industry bodies alike.



ISBA represents the leading UK advertisers. We champion the needs of marketers through advocacy and offer our members thought leadership, consultancy, and a programme of capability building and networking. Our members represent over 3,000 brands across a range of sectors.

We influence necessary change, speaking with one voice to all stakeholders, including agencies, regulators, platform owners and government. Through our manifesto we commit to:

- Champion improved standards in digital media to create a transparent, responsible and accountable market which serves the needs of advertisers.
- Promote innovation in media and marketing, together with new ways of working, to improve effectiveness and ROI for advertisers.
- Seek a diverse, high quality media environment, offering choice for advertisers.
- Champion the freedom to advertise responsibly and effective industry self-regulation.

Richard Bagnall, Chairman
Barry Leggetter, CEO (2007-2018)
Johna Burke, Global MD

amec is the International Association for Measurement and Evaluation of Communication. It is the world's largest media intelligence and insights professional organisation, representing organisations and practitioners who provide media evaluation and communication research. AMEC currently has more than 160 members in 86 countries worldwide. AMEC's pioneering work in the field has included the development of [the original Barcelona Principles](#), [Barcelona Principles 2.0](#), [the AMEC Integrated Evaluation Framework](#) and most recently, [the M3 Mapper tool](#).

ENGINE

Gemma Moroney, Partner, Engine

Engine exists to future-proof organisations. Driven by ideas. Fueled by data. Powered by technology. Engine helps clients outperform in the present, and win in the future. With skill sets ranging from PR to creative communications, performance marketing to reputation management, business transformation to experience design, no other company is better placed to help businesses compete today and thrive tomorrow. Engine works with some of the most influential brands in the world and in the last three years has won five AMEC awards, for three different communications campaigns, for globally leading PR measurement.



Francis Ingham MPRCA,
Director General, PRCA

The **PRCA** promotes all aspects of public relations and communications work, helping teams and individuals maximise the value they deliver to clients and organisations. The Association exists to raise standards in PR and communications, providing members with industry data, facilitating the sharing of communications best practice and creating networking opportunities. One of these initiatives to raise standards is PRCA Measurement Champions, a kitemark aimed at recognising excellence in PR and communication evaluation methods.



Danny Rogers, Editor in Chief, PRWeek

PRWeek is the world's leading PR and comms publication, providing news, insight and opinion on the latest, most critical issues and the very best in global news, opinion and knowledge. PRWeek has been instrumental in the drive for better measurement and evaluation within the industry using its annual PRWeek Awards to encourage and uphold the most effective work in the industry. Danny Rogers has also authored "Campaigns that shook the world: an evolution of public relations", showcasing the impact of PR excellence and its development as a profession.

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Chapter 1:

WHAT CAN PR DO?

What is PR?

PR is of course an acronym for Public Relations, and although it has evolved its role over the years, its core function remains the same: influencing, shaping and sharing your story to impact what other people say about you. It aims to change perception of your organisation / brand, promote it or protect its reputation. 'Key' in this phrase is 'other people' – in the main, PR falls within 'earned' media because in the first instance it is about earning (not paying for) media space, recommendation or opinion change. Where advertising is excellent at creating a succinct message that fits into a print ad, billboard or, nowadays, a 15 sec ad, PR can often offer greater depth of storytelling, providing the 'why' behind the 'what' – an important skill for organisations who need to change perception, explain, convince or create advocacy.

The PRCA's definition of public relations is:

"PR is all about the way organisations communicate with the public, promote themselves, and build a positive reputation and public image. PR professionals try to influence the media to represent their organisation positively and communicate key messages."

Whether creating buzz to launch a new product, defending a reputation or changing opinions, PR is more than just media relations and press cuttings. PR covers a broad range of tactics and disciplines, you will see these words used throughout this guide, **examples** for each below:

Tactics:

- Brand partnerships
- Campaigning / lobbying
- Content creation / content marketing
- Event / experiential
- Influencer relations
- Media relations / press office
- Media / Stakeholder / Influencer briefings
- Press conference
- Press trip
- Publicity stunt
- Reports / research

Note: Many PR agencies also handle social media / community management and PR-SEO.

Disciplines:

- Capital Markets / Financial PR
- Consumer PR / Brand PR
- Corporate PR / Business to business PR (B2B)
- Internal communications / Employee engagement
- Issues & crisis management / Risk
- OTC / Ethical healthcare
- Public Affairs / Lobbying
- Strategic comms planning
- Trade PR

★TOP TIP

For more detail on PR and different types of PR discipline, see [ISBA's guide to PR](#) (NB: this is an ISBA member-only guide)

Nowadays, PR is also often tasked with overseeing influencer marketing / influencer relations, content marketing, experiential activity and brand partnerships. P&G's Marc Pritchard – arguably one of the world's biggest marketing spenders – recently said: "I think the PR industry has absolutely been stepping up to reinvent brand communications. We're reinventing brand-building to move to more one-to-one marketing and a lot of that is being driven by the expertise and skills and competences from the world of PR... stories and content... fuelled by influencers who do content creation and advertising for the brand, and that's a PR skill."

The breadth of what PR can offer for your organisation makes it ever more important to get your KPIs and measurement right. Then, it's clear what is being asked of your PR activity, what role it is playing in your wider marketing mix; how you will know if it's successful; and ultimately be able to demonstrate ROI.

What should I expect PR to do?

The desired outcome of a PR campaign will differ each time, depending on your business and communications objectives and inevitably therefore so will the measurement and evaluation of your PR. (more in Chapter 2).

Fundamentally, it's about influencing what other people say about you (vs what you pay to broadcast about yourself).

Why PR is 'worth it'

A variety of studies have proven PR is 'worth it' – from market mix modelling showing PR's impact on sales to the [IPAs paper on marketing effectiveness in the digital age](#). PR has also been identified as contributing towards a business or organisation's intangible assets (reputation, goodwill).

To follow are some examples of effectiveness vs desired impact across organisations with different aims, different types of PR discipline and tactics used:

★TOP TIP

If you're unsure as to what role PR should play for you, talk to specialists such as your in-house PR team, your marketing colleagues or your procurement department. And don't forget your agency's!

Case Studies

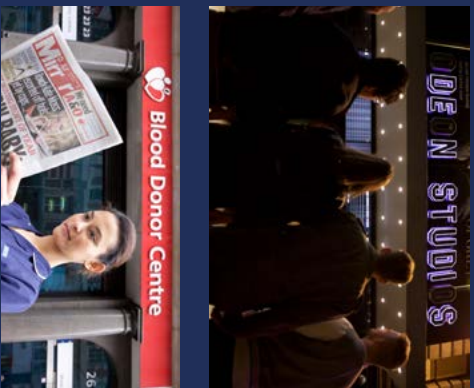
Consumer PR / Integrated Communications “Missing Type” for NHS Blood & Transplant (Engine)

A PR campaign using earned, shared and owned media to encourage people to give blood persuaded 30,000 people to register as donors in one week by making low blood stocks a national talking point amongst media, influencers and brands. The campaign saw over 1,000 big brands, media and influencers lose the A, B or O from their logos, signs or social media handles to highlight that NHS Blood and Transplant was running low on blood stocks.

The public caught wind and joined in, too. It became an unmissable news story, reaching over 2bn people. This drove a 200% increase in new donors, meaning over 100,000 lives were saved or improved.

See more [here](#)

TACTICS:
Brand partnerships, Campaigning, Content creation / content marketing, Influencer relations, Media relations, Publicity stunts.



Consumer PR / Internal Communications ‘Braggage Rights’ for First Choice (TUJ)

To sustain momentum following a new advertising campaign (slogan: Go Mahoosive with All Inclusive), a PR campaign was developed with the aim of helping improve brand consideration. It saw First Choice positioned as the all-inclusive holiday that gives you free ‘braggage allowance’ thanks to its fantastic hotels, facilities and food and beverage offer. Celebrity duo Chris and Kern helped bring the idea to life by teaching the nation how to get ‘Braggage Rights’. Editorial coverage followed across 69 titles, with 64% linking to the First Choice website. Brand consideration rose 82% (source YouGov) and 48% of the target audience said they were likely to book their next all-inclusive holiday with First Choice. This campaign was also translated for internal audiences, with a special guest appearance by Chris and Kern at a company ‘town hall’ introducing the concept of ‘Braggage Rights’ followed by a meet and greet with hundreds of staff resulting in mass social media knock on.

In addition, high performing internal comms kept employees engaged with the campaign as it evolved. This increased team pride at working for First Choice, with 82% of staff saying the takeover made them feel a sense of pride to work for TUJ / First Choice. 74% said they then talked about First Choice with people outside of work and on social media.

TACTICS:
Content creation / content marketing, Event, Influencer relations, Internal communications, Media relations (PR content was also used across owned and shared channels).



“PR is a crucial tool for promoting and protecting our brands, as well as predicting how the organisation needs to behave in order to continue to ensure positive endorsement and reputation from its consumer, corporate, internal and stakeholder audiences.”

Liz Edwards, Head of PR, TUJ

Healthcare / Public Affairs “Gender equality in HPV vaccination” (for a leading Pharmaceutical company)

Human Papillomavirus (HPV) infection is believed to cause 5% of all cancers worldwide, amongst all genders, but the most dangerous types of HPV infection can be prevented by vaccination. A public affairs campaign targeting policymakers and media influencers persuaded The Department of Health and Social Care to include boys in the National Immunisation Programme (NIP) for HPV, which previously only protected girls.

The campaign worked to contest this inequality and make the case for the programme to include boys. The campaign sought to unite the wide range of stakeholders and expert opinion to reignite the call for change by:

- Showcasing the scientific evidence and success of the HPV programme to date for a lay audience.
- Reflecting the breadth of supporting expert opinion.
- Using the 10-year anniversary of the NIP as a catalyst for change.

A ‘state of the nation’ publication was developed as a communications platform. The report celebrated the many public health achievements of the cervical screening and HPV immunisation programme, but also explored its future potential. It was used to encourage Parliamentarians to campaign for change, and was shared in Parliament by the Life Sciences Minister.



In 2017, the Joint Committee on Vaccination and Immunisation said an extension to boys would not be cost-effective, but in a significant U-turn it changed its advice in July 2018. Resolutely governments in England, Scotland and Wales announced the extension of the HPV national immunisation programme (NIP) to boys. This disciplined and collaborative campaign approach disentangled the issues and clarified the compelling evidence for a change in national policy to secure gender equality in HPV disease prevention.

TACTICS:
Content creation, Research, Stakeholder briefings, Influencer relations, Lobbying / public affairs, Media relations.

Corporate PR Promoting positive self-image initiative for L’Oreal (Engline)

L’Oreal needed a campaign to celebrate its role in helping young people to lead confident and balanced lives. The PR campaign to achieve this majored on two key initiatives (a partnership with the Prince’s Trust and its Women in Science initiative) creating multi-channel programmes and working closely with social influencers to amplify each. To drive audiences to the L’Oreal website, agenda-setting research was commissioned about girls’ attitudes to STEM education and created a live debate around the results.



The story scored successive front-page stories and landed major features on BBC News, all of which prominently mentioned L’Oreal’s commitment to promote healthier self-image among young people. The campaign increased L’Oreal’s RepTrak impact score (which measures companies’ corporate reputation) by 10% to 75, significantly outperforming targets.

TACTICS:
Brand partnerships, Influencer marketing, Content creation, Event, Media relations.



Recap of guidance in Chapter 1

- Publicity is part of PR but not the only way to use it.
- You can think of PR as a method to shape what other people say (about your organisation, category or the subject that is important to you) and consider how you can use it as part of your marketing strategy to deliver organisational objectives.
- For example, PR targeting a consumer audience can help to drive ‘social currency’ that creates conversations between people and reinforces ‘social norms’, to drive behaviour change.
- PR targeting an opinion forming audience can shape their reception to a new product launch. PR (public affairs lobbying) targeting policymakers can change how they legislate or prioritise budget and so on...
- The type of PR you require will depend on the type of organisation you are (e.g. Are you a business that only sells to other businesses? Or a campaigning organisation trying to change the mind of government?) and therefore so will your PR tactics and how you measure their impact.
- What you need from PR will also vary depending on the challenges and opportunities facing your organisation.
- If you’re not sure, ask specialists in your organisation or speak to your existing agency or ISBA for advice.

Chapter 2:

ADVICE ON PR MEASUREMENT & EVALUATION BEST PRACTICE

A brief history of PR measurement

Why Advertising Value Equivalents are no longer encouraged

Until about 2010, the PR industry tended to rely on a variety of basic output metrics including using Advertising Value Equivalents (or AVEs) as a default metric. AVEs gave a monetary value to press coverage by calculating what the editorial coverage column inches (or broadcast space) generated by PR activity would have cost if it had been bought as media space / advertising. This AVE was then often turned into a PR Value (PRV) by applying a discretionary multiplier (often 3.5) to reflect the increased value of editorial coverage being independent endorsement for an organisation.

Both AVEs and PRVs have been widely discredited by the industry as a measure of PR, for a variety of important and sound reasons (22 of which you can read [here](#)). The PRCA (Public Relations and Communications Association), the industry's professional body asks members not to use AVEs and agencies who have pledged to use other, more thorough methods are awarded [Measurement Champion](#) status. The leading industry magazine, PRWeek, also rejects AVEs as the measure of PR and does not accept them within entries for its PRWeek Awards.

"AVEs were a vanity measure, a lazy way to try to put a financial value on press coverage. They didn't measure the quality of that coverage or influence of what had happened as a result. For this, and many other reasons, they are no longer valid as the measure of communications."

Richard Bagnall, Chairman, AMEC

The invalidity of AVEs was one of the reasons for (and principles of) the [Barcelona Principles](#) for effective measurement and evaluation, established by AMEC and the communications industry in 2010. These were [updated](#) further in 2015 and are worth familiarising yourself with, if you are not already aware of them.

★ **TOP TIP**

Ask whether your agency is a member of AMEC and / or a PRCA Measurement Champion. If not, you could share this guide with them to get them started and encourage them to reach out to the appropriate organisations to investigate further. AMEC and the PRCA also publish a useful guide specifically for agencies: 'The PR Professional's definitive guide to Measurement' [Read here](#)

The alternative to AVEs

As we saw in Chapter 1, there are many ways to use PR and so there is no 'one size fits all' measurement or KPI. Clearly, measuring consumer audience buzz from a publicity stunt is different from measuring behaviour change from long-term lobbying of government; measuring the impact of a face to face internal comms event is different to measuring investor relations impact ahead of an IPO. Distinguished Prof [Jim Macnamara](#), a global authority on communication recently spoke about there being "No one magical silver bullet".

"Just as you wouldn't use only one metric to evaluate your advertising performance, the same applies for PR and communications"

Barry Leggetter, CEO (2007-2018), AMEC

The good news is AMEC has developed a free and widely available model for communications measurement - the [Integrated Evaluation Framework \(IEF\)](#). This is an excellent, industry-leading starting point for meaningful, modern measurement and evaluation. Many UK and global organisations, such as the UK Government Communication Service, NATO, Unicef and the Campaign Group have spoken publicly about adopting AMEC's recommendations and / or the IEF (or their own version of it), to ensure they follow world-class measurement principles.

AMEC's IEF can help you plan a PR strategy / campaign, set and benchmark metrics, score performance and use that to optimise activity in real-time and improve it year on year. Rather than using one flawed measure (AVE - ad value equivalent), it prompts you to select the right chain of metrics to achieve your comms and business objectives (more on that in the next Chapter).

Despite the different ways PR can be used and the different tactics to be employed, there are principles that it is accepted should be common to any campaign and common to guiding your KPIs and measurement: what you are trying to achieve and why (objective), who you want to have an effect on (audience), where you are trying to do it (channel / tactic) and how you will do it (strategy).



“ Just as you wouldn't use only one metric to evaluate your advertising performance, the same applies for PR and communications.”

Barry Leggetter, CEO (2007-2018), AMEC



“ AVEs were a vanity measure, a lazy way to try to put a financial value on press coverage. They didn't measure the quality of that coverage or influence of what had happened as a result. For this, and many other reasons, they are no longer valid as the measure of communications.”

Richard Bagnall, Chairman, AMEC

Starting with objectives

It is important to first be clear about what you want your PR efforts to achieve – start this by thinking about your business / organisational objective and then your communications objectives.

At AMEC's recent Global Summit, both the Indian global conglomerate Godrej Group and global charity Unicef discussed the success they have had in aligning their communications objectives and activity to their organisation's objectives.

Sujit Patil of Godrej encourages his company to think about R.O.O. – return on objective – and has consciously aligned PR and communications objectives to business goals, to demonstrate both the role and goals for PR in their organisation.

Paloma Escudero, Director of Communications of Unicef, talked about PR activity serving the needs of the organisation – *“By generating not just headlines but by changing attitudes”* (communications goal) in order to gain more support for Unicef's work and to change children's lives (organisational goal).

“We consciously aligned PR & Communications objectives to business goals”

Sujit Patil, Godrej

BUSINESS GOAL	PR & COMMUNICATION OBJECTIVE
PRODUCT / SERVICE SALES	AWARENESS & PERCEPTION
INCREASE MARKET SHARE	BRAND PREFERENCE
ENHANCE CORPORATE REPUTATION	ALIGNMENT BETWEEN AUDIENCE PERCEPTION & DESIRED REPUTATION
EMPLOYEE RETENTION	EMPLOYER BRAND
CRISIS MANAGEMENT	DECREASE NEGATIVE IMPACT ON REPUTATION
INCREASE MARKET CAP	POSITIVE SENTIMENT
HIGHER VALUATIONS - P / E	IMAGE BUILDING, BRANDING

Real-life example 1

Here's a real-life example of this from a National Trust campaign run by Engine's consumer PR agency Mischief. This won two gold AMEC awards in 2017.

Organisational objective:

To raise funds during the 50th anniversary year of Project Neptune, the National Trust's coastal conservation appeal

Communications objective:

To prime 'Explorer Families' target audience between May and October 2015, to help ensure a successful 50th anniversary fundraising campaign in November, specifically using integrated communications:

- To raise awareness amongst the target audience of the National Trust's work in coastal conservation and its Neptune coastal appeal, from May to October 2015
- To raise target audience affinity towards the coast and coastal conservation from May to October 2015
- To generate advocacy for the National Trust's coastal protection work from May to October 2015
- To encourage the target audience to take a small action to support National Trust's coastal conservation between May and October 2015 (making them more likely to take a larger action when fundraising opens)

Real life Example 2

Here's a real-life example from a behaviour change campaign, targeting opinion formers (media, celebrities, influencers, industry stakeholders and academic experts) and women 14 – 60+.

Organisational objective:

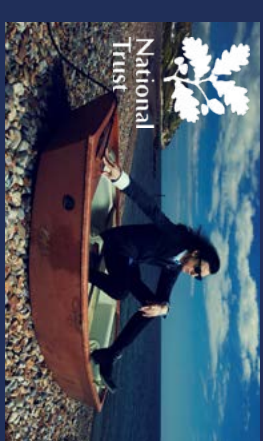
To change target audience behaviour, from inactivity to exercise by building their confidence to be more active.

Communications objective:

To ensure the second phase of the high-profile behaviour change campaign is positively received by stakeholders, media / influencers and the public, specifically:

- To prime media, influencers, celebrities and stakeholders in advance of the new campaign, ensuring they understand the new insight, goals and key messages behind the campaign.
- To drive advocacy about the new campaign among opinion leaders, media and therefore the target audiences on the day it is unveiled.
- To continue to generate positive awareness of the new campaign in the months after it is unveiled amongst all its target audiences.

NB: In developing your PR objectives, it is helpful to factor – in the wider context in which you are operating and what affects your target audience. For example, for the National Trust campaign outlined above, they knew the public's connection with the coast was at an all-time low, that the public had low awareness of the National Trust's coastal conservation work and that the target audience was not motivated by 'jeopardy' / negativity (ie talking about coastal erosion) – all this meant that they needed an emotive and positive campaign.



★ TOP TIP from AMEC

Organisational Objectives

are usually published in the organisation's business plan or strategy. They are often long-term and require more than communication. Work with your agency to identify which organisational objectives your communications programme can support.

Communications Objectives

are the specific, measurable, achievable, relevant, time-bound (SMART) objectives that your communication program, campaign, or project is designed to achieve. Your SMART communication objectives should support one or more organisational objectives; identify which ones.

Here are some fictional examples of communications objectives that you might set for different organisations and scenarios (and using different PR disciplines, from financial to consumer to B2B):

ORGANISATIONAL OBJECTIVE	COMMUNICATIONS OBJECTIVE & PR DISCIPLINE USED
A company wants to successfully execute an IPO by December 2019	Between January and November 2019, raise the profile of the company CEO from x to y. (Attitude change) Corporate PR / Investor relations.
A beauty brand needs to successfully launch (and sell) its new range inspired by Japanese beauty culture in Q3 2019	In Q1 and Q2 2019, position Japanese beauty culture as the next big trend. (Affinity) In Q3 2019, ensure an unmissable launch for the new range by securing the endorsement of x opinion formers. (Awareness) Consumer PR, Trade PR, Influencer marketing.
A PLC needs to attract more staff at entry-level, lower paid jobs during 2019	During 2018 and 2019, create positive advocacy amongst existing staff who started in entry-level positions to the target audience, increasing affinity from x to y. (Advocacy) Internal communications / Employee engagement
A car company with a reputation for boring design needs to successfully launch its exciting new model in 2019	During 2018 and 2019 ensure positive reception to the new model from x top motoring media and other influencers, ensuring it has x% more endorsement than our rival's launch in 2018. (Endorsement) Consumer PR, Trade PR, Influencer marketing.
A computer programme company that sells its product directly to other businesses is launching an update to its product in 2019	Ensure that x% of 100 target decision makers try the new feature during Q1 2019. (Action) Corporate / B2B PR, Trade PR.
A utilities company wants to show it is 'customer first' but is subject to an investigation and a hefty fine from the regulator during Q2 2019	Ensure that there is positive awareness of the company's customer-focused initiatives in Q1 - Q4 2019. (Awareness, affinity) Ensure that the company is seen as dealing with the ruling honestly and empathetically, by x% of people in our NPS survey. (Affinity) Consumer PR, Influencer marketing, Corporate PR.
A drinks brand that has traditionally been seen as 'for when you are ill' wants to shift its strategy to align itself with 'sports recovery' over the next three years	Create understanding of why the drink can aid sports recovery during year one. (Awareness, Affinity) Align drink with sports influencers during year two. (Advocacy) Create mass awareness of the drink's involvement with sport, increasing association from x to y during year three. (Awareness and Affinity) Consumer PR, Trade PR, Influencer marketing.

Recap of guidance in Chapter 2

- Be aware that AVEs are now considered to be antiquated & non-efficient by the majority of the industry, consider encouraging the use of a model based on **SMART, Integrated Evaluation Framework** as the basis for your communication measurement and evaluation.
- Start your PR briefs and measurement strategy by defining your organisational and communications objective and the role PR needs to play to achieve them.
- Remember there is no 'one size fits all' – whilst broadly your aims may be in awareness, affinity, advocacy and action – your measurement should fit the individual challenges / opportunities your organisation faces.

★ TOP TIP

Ensure you include communications objective/s in your brief (and the organisational objective/s it relates to).

Chapter 3:

GUIDANCE ON HOW TO SET GOOD KPIs AND METRICS

Best practice PR measurement and evaluation focuses on out-takes, outcomes and impact and not just outputs (i.e. number of pieces of coverage or number of briefings conducted). The table on the following page shows definitions for each term. These are an excellent guide for setting KPIs and other metrics and are specifically highlighted in the [Integrated Evaluation Framework](#) mentioned earlier.

In addition, a wider taxonomy of evaluation has been developed by Distinguished Professor Jim Macnamara, Head of Discipline – Public Communication, School of Communication, University of Technology Sydney and can be viewed at the [link here](#).

To the right is an explanation of outputs, out-takes, outcomes and impact.

To deliver effectiveness, you should see outputs, out-takes, outcomes as a chain – one leads to the next and together they help to deliver the desired impact.

★ TOP TIP

Set your impact KPI as the main KPI of your brief – then your options are to either draft output, out-take and outcome KPIs to support the main impact KPI or consider doing this in partnership with your in-house team or agency.

OUTPUTS	OUT-TAKES	OUTCOMES	IMPACT
Outputs include:	Out-takes are your target audiences' initial responses and reactions to your communication. These may be interim steps towards your objectives, not necessarily achievement of your objectives. Out-takes may include evidence of:	Outcomes are the effects that your communication had on your target audiences that align to your objectives. Examples of outcomes of communication can include:	Impact is the ultimate follow-on results related to your objectives which your communication achieved or contributed to. Impact can include:

Publicity information	Audience attention e.g. unique visitors, views, clickthroughs	Learning / knowledge e.g. through survey or interview data, quizzes, tests	Reputation improvement (recognised as an intangible asset)
Website, blogs, partnerships or supplements	Awareness e.g. recall	Trust e.g. increased trust ratings in surveys	Relationships established or improved (also recognised as an intangible asset by the International Integrated Reporting Council)
Events held	Understanding e.g. comments, post-campaign survey data	Preference e.g. stated preference in surveys, social media comments	Reaching targets e.g. sales revenue, fundraising or membership targets, health campaign targets such as smoking reduction, etc.
Sponsorships launched	Interest and liking e.g. likes, follows, shares, retweets, pins, etc.	Intention e.g. through inquiries, registrations, trialling, survey data	Increased staff loyalty and retention i.e. reduced staff turnover and recruitment costs
	Engagement e.g. return visits, subscribing, positive comments	Attitude change e.g. through survey or interview data	Organisational change e.g. insights to inform future strategy, realignment of policies to stakeholders
	Consideration e.g. comments, subscribing, registering, etc.	Complying behaviour e.g. sales, donations, driving safely, voting, etc	Social change e.g. improved health and well-being, increased access to information, etc.
		Advocacy e.g. endorsements in online comments	

Source: AMEC

Example 1 - National Trust

Using our case studies again, here are some of the key metrics used in those campaigns and the results delivered:

OUTPUTS	OUT-TAKES	OUTCOMES	IMPACT
361 pieces of coverage, peaking at 69% quality reach of our target audience in earned media (source: Gorkanal); reach of over 350 million	Average 82% key message delivery (25% higher than National Trust averages - source: Gorkanal)	16,000+ contributions from the public (source: Adobe) Vs target of 1,000	£396,000 raised before fundraising opened and overall fundraising target significantly exceeded (source: National Trust)
Vs target of 237 pieces of coverage	Vs target of 66%	Delivered organic content retention rate on YouTube of 84% (52% above industry average. Source - YouTube) 5.5 million+ views of the final poem (source: YouTube, Facebook, National Trust) By the close of the campaign, National Trust was the best-known charity caring for the coast (source: National Trust brand tracking) Vs target of increasing position in top five 32% of the target audience reported considering membership, 27% donation, and a 24% volunteering, results previously unheard of for the Trust (source: National Trust brand tracking) One of the country's top 3 storytelling brands, beating BBC, Google, Facebook (Source: Aesop)	Vs target of reaching fundraising target

★ TOP TIP

Part of measurement and evaluation is benchmarking – identifying the current situation before work begins and your idea of what would happen if you did nothing vs running the proposed campaign. For example, if you were a car brand with a new car launch and you didn't engage with any motoring journalists for a year, it would be highly unlikely you would become the most recommended car brand by media, as they would not be able to review your new model. As part of your brief, try to include a shift, 'from x to y' and wherever possible, try to include a benchmark from the current / previous / usual level to a level you hope to achieve. You could use industry averages, competitor data and your own organisation's previous performance to set your benchmarks.

Don't forget to access and utilise your own market research data too, there may well be an abundance with your insight teams!

Example 2 - Behaviour Change Campaign

OUTPUTS	OUT-TAKES	OUTCOMES	IMPACT
Brief at least 40 key opinion formers in advance of phase two launch (achieved 41)	Ensure 85% editorial coverage delivers 1 or more key message (achieved 93%)	Reach 14-60+ year old women at at least X3 frequency (achieved 63% at 3.8 frequency)	Deliver positive reception to second phase of campaign – at least as positive as for phase one
Secure at least 35 pieces of coverage in key titles teasing the phase two launch (achieved 44)	Ensure 90% of editorial coverage is favourable (achieved 100%)	Ensure inactive women are reached (reached 56% of total)	#1 Twitter trend, 100% positive reception
Secure at least 50 high-quality attendees to phase two launch event (achieved 200)	(all benchmarked vs phase one launch)	Drive traffic to website (achieved quality traffic) (all benchmarked vs phase one launch)	
Secure relevant social influencer reach of at least 1.1m (achieved 2.76m)			
Secure at least 175 pieces of coverage in key titles around the phase two launch (achieved)			
(all benchmarked vs phase one launch, achieving 20 - 50% increase)			

Recap of guidance in Chapter 3

- Set an Impact KPI, tied to objectives, in your brief.
- Create an output->out-take->outcome->impact chain of metrics, either within your brief or as part of the planning and measurement-setting process (in partnership with your agency or specialists).
- Use best practice (e.g. industry standards) and past experience (evaluations of previous activity by your brand / organisation) to set benchmarks.
- Have a broad range of metrics from various sources, if relevant (more on that in Chapter 4).

Chapter 4:

GUIDANCE ON SOURCES, TOOLS AND MEASUREMENT PARTNERS

★ TOP TIP








You do not necessarily need to specify measurement suppliers / sources in your initial agency brief but if there are measures that are important to your organisation, then you may want to include these. For example, many organisations use YouGov or other brand / consideration tracking or NPS (net promoter score) – which PR activity can have a significant effect on. In these cases, you may want to specify these as an outcome / impact. Your agency may also have access to tools you are not aware of – it's worth asking at the outset, at brief / RFI stage.

Right metric, right source

Successful measurement relies on having the best data and tools you can afford in place. If possible, it is worth combining a range of traditional research and new technology, third party suppliers and your organisation's own internal data. You can bring these together to best suit your needs.

To the right are some examples of metrics and tools / suppliers you can use and for what.

PLEASE NOTE: Only a sample of measurement partners / tools and examples of when to use them have been listed here, and this is in no way an exhaustive list. Clients should research the open market when considering potential partners; online search facilities can also be found via AMEC <https://amec.org.com/out-members/full-members/> and MRS Market Research Society; <https://www.mrs.org.uk/researchbuyersguide>

OUTPUTS	OUT-TAKES	OUTCOMES	IMPACT
			Reputation surveys (e.g. YouGov)
			 Market mix modelling
			
		 Website back end data	Brand tracking
		Brand tracking	Your own data (e.g. sales, website visits, app downloads)
		Qual & quant research	Qual & quant research

If we go back to our case studies, here are some examples of the types of measurement partners used:

Example 1 - National Trust

OUTPUTS	OUT-TAKES	OUTCOMES	IMPACT
A media monitoring service	A media monitoring & evaluation service	A media monitoring & evaluation service	Brand tracking and other internal data
		A social media listening tool	
		Brand tracking	
		Consumer quant & qual research	
		Back-end data	
		Independent survey	
		Other internal data	

Example 2 - Behaviour Change Campaign

OUTPUTS	OUT-TAKES	OUTCOMES	IMPACT
A media monitoring service	A media monitoring & evaluation service	A media monitoring & evaluation service	A media monitoring & evaluation service
A social media listening tool		A social media listening tool Internal data (inc website data)	A social media listening tool Internal data

★ TOP TIP

Speak to procurement or other specialists within your business, as there may already be sources and data partners / suppliers available to you. Mix internal and external sources and free and paid sources as relevant.

Recap of guidance in Chapter 4

- Choose the right source to benchmark and then measure the right metric.
- Ask your in-house specialists or agency for advice if you are not sure on the best sources, tools and suppliers / partners for a specific activity.
- Mix internal and external sources.
- Remember not all measurement solutions need to be 'paid' services – there are some freely available tools (e.g. Google Trends) that can be very useful.
- Don't forget there will be analytics that don't sit in a PR department / agency that can also measure PR activity – e.g. website back-end data can show website traffic driven by PR activity and the quality of that traffic vs traffic driven by e.g. online advertising.

Chapter 5:

SETTING KPIs AND METRICS FOR THE LONG-TERM

★ TOP TIP

This sort of approach can provide consistency across activity, campaigns and PR disciplines PLUS consistently reporting on the same objectives to the business can help them better understand your goals and how they are related to the organisation's objective/s.

Best practice sees measurement and evaluation as a long-term barometer

Often organisational strategies are for three, five or 10 years. Therefore, aim for your measurement to have an element of the long-term, where relevant. This can be challenging if going from campaign-to-campaign but where possible, aim to have higher-level metrics that short-term tactical activity ladders back to.

Here's a fictional example:

Let's imagine you are a new amusement park and your organisational objective is "To be seen as the best day out in Britain by 2025". You have defined your communications objectives as "To be the most recommended theme park in Britain by 2025", in particular:

- Raise awareness of the new amusement park from 0% to 85% awareness by 2025
- Gain largest positive share of voice vs competitors, from 2018 - 2025
- Ensure the amusement park is seen as fun, innovative, smoothly-run and safe from 2018 - 2025

You might then set up your measurement with both long-term and short-term metrics plus campaign-specific ones, e.g.:

	OUTPUT	OUT-TAKES	OUTCOMES	IMPACT
Long-term (by 2025)	Over 50% share of voice in the market.	90% positive sentiment 75% delivery of key messages: 'fun, innovative, smoothly-run and safe.	Most recommended theme park in Britain amongst survey of news and lifestyle media.	Most recommended theme park in Britain (NPS).
Short-term (during 2018)	Reach over 75% of target audience during 2018. Achieve 20% share of voice.	70% delivery of key messages during 2018 60% positive sentiment.	Ensure recommendation by top 50 news & lifestyle media during 2018.	Increase consideration score by x points during 2018 - specifically related to PR activity.
Campaign specific E.g. if you were running a Halloween consumer PR event	Reach of 20mn from editorial coverage of Halloween activity Reach 65% of target audience at over 3 x cover.	80% key message delivery of 'fun', 70% key message delivery of 'smoothly run', 65% positive sentiment.	20 key media in attendance at Halloween event.	Increase consideration score by x points during October - specifically related to PR activity.
Campaign specific E.g. if you were running a briefing on your safety initiatives for trade/corporate media	Editorial coverage of safety initiatives in all key trade titles and national business sections.	100% key message delivery of 'safe', 80% key message delivery of 'innovative', 80% positive sentiment.	Increased perception in organisation as a leader in safety (shifting from x to y during campaign).	Organisation cited as industry leader by survey of trade and business media and industry KOLs.

Best practice sees measurement and evaluation as an ongoing process

Measurement is about marking (or scoring), whereas evaluation is about interpreting and improving. Best practice campaigns measure before, during and after activity which means they can use their measurement to guide how activity is performing and what may need to be done to evolve objectives or improve activity in the future.

Using our fictional example on the previous page, perhaps you can see that you are delivering very well on 'fun', 'smoothly run' and 'safe' key messaging metrics but lagging behind competitors on 'innovative'. You might then decide to boost your plan with more tactical activity to showcase the company's innovation (e.g. running interviews with the Director of Innovation, placing news stories about the innovation pipeline, inviting media and influencers to see your NPD).

It helps to know when to be fixed and when to be flexible

You may find that your KPIs need to be flexible. As a fictional example, if you were a health campaign aiming to "Free people from being held back by anxiety in order to live happier and more productive lives", and you found during the campaign additional evidence that people are unlikely to "beat anxiety" but were as a result of the campaign learning to effectively "manage anxiety", and were then successfully able to "live happier and more productive lives", you might tweak that KPI. As you can see in the table below, you would not be changing the organisational or communications objective or the desired impact, just tweaking your KPI:

	ORGANISATIONAL OBJECTIVE	COMMUNICATIONS OBJECTIVE	KPI
INITIAL	To free people from being held back by anxiety in order to live happier and more productive lives.	To build confidence amongst the target audience that there is help available to ensure they are not held back by anxiety.	Outcome: x% increase in people agreeing with the statement: "People like me have found ways to beat anxiety and improve their quality of life". Impact: xxx,xxx people with improved quality of life due to beating anxiety.
EVOLVED	To free people from being held back by anxiety in order to live happier and more productive lives.	To build confidence amongst the target audience that there is help available to ensure they are not held back by anxiety.	People like me have found ways to beat manage anxiety and improve their quality of life. Impact: xxx,xxxx people with improved quality of life due to beating managing anxiety.

Best practice uses measurement for real-time course correction within an integrated campaign

Sometimes, in an integrated PR campaign (e.g. using print / press, online, radio, TV, opinion former briefing as integrated channels), one channel may perform better than expected. For example, perhaps you expected a large output of editorial press coverage but you find the story is being picked up better by TV, TV is proving to deliver better outcomes (e.g. more key message delivery) and is having a direct link to outcome (e.g. increased website traffic immediately following a piece of TV coverage). You may then take the decision to reduce your efforts / output KPI around press and refocus your efforts on TV.

Equally, you may sometimes find that out of, say, four key messages or two target audiences, you are doing better with some than others. Here are some examples of how that might happen and the course correction:

- You observe:**
Key message 1, 2 and 3 are being delivered in 75-80% of coverage but key message 4 – a newer message for the organisation – is only being delivered in 50% of coverage.
- You therefore decide:**
To work with selected media titles or influencers to specifically push key message 4 and more widely to investigate why key message 4 is proving harder to land editorially.
- You observe:**
You are reaching most of your 14-60+ year old male audience but you are under-indexing with a certain socio-economic group that is important to the organisation's objectives.
- You therefore decide:** To redeploy more resource into reaching the under-reached socio-economic group during the next quarter.

★ TOP TIP

Allow room for real-time optimisation and a process to improve current and future activity based on learnings. Ensure all agencies connected to the integrated campaign are aware and briefed on the fact that real team optimisation is allowed and encouraged.

Recap of guidance in Chapter 5

- Plan for the long-term.
- Be fixed on objectives but allow some flexibility on metrics as relevant.
- Be consistent and ensure all agencies are advised where flexibility is an option.
- Have metrics that can work across the long-term, short-term and a variety of activity but add to this with activity-specific metrics.

Chapter 6:

GUIDANCE ON RESPONSIBILITY FOR MEASUREMENT AND LEVELS OF INVESTMENT

Measurement and Levels of Investment

Whose responsibility should measurement be?

If you hold the budget for PR activity, you'll be concerned about measurement and evaluation of PR. You will ultimately need to demonstrate the benefit you've achieved from the budget spent.

Don't be afraid to consult with your PR specialist (agency or in-house, or measurement firm) when it comes to outlining what PR will deliver and how this will be measured. If you are clear on what you need the outcomes and impact to be, you can work together on the steps to getting there and how these can be benchmarked and evaluated. You may also want to consult your procurement, insights or marketing effectiveness teams (if you have them) – they may well be experienced in this area.

Your PR team (agency or in-house) should be transparent about what success looks like, what is and is not possible and why. If they are not willing to do so, consider questioning this.

Guidance on investment

Client spend on third party measurement and evaluation costs vary from zero right up to tens or hundreds of thousands of pounds. Nobody is expecting a six-figure investment overnight – change can be slow and it's ok to start small.

The most important thing to remember is that there is little point spending precious budget on activity that you can't measure and evaluate. If you don't measure and evaluate, you won't know if you've achieved your objectives or spent your money, time or resources effectively. You also won't be able to improve and optimise what you do next time.

In order to get started, it can even be worth considering doing slightly less activity, in order to set aside budget to measure and evaluate more. This will mean that you have insight and learnings that will enable you to improve your effectiveness on your next campaign, plus you will have evidence about how your campaign performed, which you can use in order to make a case for additional budget. It's better to do slightly less activity and understand how to optimise it next time than do something bigger and have no idea how it performed. If there is no resource to scrutinise success, then think about what you are briefing out – it might help to be less ambitious with your brief short-term and use a smaller activity you can measure to test and learn before going bigger.

★ **TOP TIP**

One key word here is partnership. A successful and reputable agency or effective in-house team will want to deliver a successful campaign for you and will use industry best practice to set and deliver tangible results. They will be happy to make recommendations on the outputs, out-takes and outcomes needed to achieve the impact needed to deliver against your organisational / communications objective. Listen to their expertise and recommendation on the role for PR, the part it can play in meeting organisational objectives and on the desired impact.

Good measurement and evaluation can improve your work not just your metrics

Once you have established solid KPIs and metrics, you can use this data not just to measure and evaluate campaigns but also to improve them continuously. The [principles and framework](#), outlined by AMEC can be used as a planning tool, as much as for measurement and evaluation. Building on what you have learned previously allows you to improve year-on-year. At Engine, this has helped teams to optimise the use of client budget, as they have been able to observe what works particularly strongly for a brand and create 'rules' for the creation of campaigns and content that they know will ensure greater efficiency and effectiveness.

Your personal investment also pays dividends!

You (the client or project owner) have another crucial role in helping the PR team make their measurement and evaluation the best it can be and that's investing your time and expertise not just your budget. In particular:

- Providing context, including the organisational and communications objectives and what you see as the role for PR
- Outlining any challenges and previous activity / learnings
- Sharing a full picture of what activity will happen in other channels and when
- Giving access to metrics beyond PR that may be useful both in planning, measuring and evaluating, e.g.: sales sources, website traffic data, search terms / analytics and other marketing activities across the brand/s
- Sharing key milestones on the horizon: NPDS / big launches / new campaigns / repositioning or rebranding

Proving effective budget spend...and pushing for more

Ultimately, C-Suite will want to see a return on investment – and that comes down to results. They probably don't need to see the ins and outs of how you got to your endpoint. They do need to see how you've linked PR to organisational objectives, broken that into comms objectives and made a clear x to y shift in outcomes and impact as a result. Be commercially driven, clear and consistent and they will see both progress and value vs the KPIs and benchmarks you have set.

Recap of guidance in Chapter 6

- Work in partnership.
- Start with small steps if necessary.
- Consider an allocation of up to 10% of budget for measurement and evaluation.
- Use a clear, consistent measurement and evaluation framework to tell C-Suite what they need to know.
- Use your investment in measurement & evaluation to improve the effectiveness of your activity spend year-on-year.
- Check what measurement tools / data / insight you already have – either through your agency or in-house teams (PR, insights team etc).
- Your incumbent agencies will likely be measuring certain activity already – it may just be a case of pulling it all together into a central point and integrating it into your own measurement metrics.

★ TOP TIP

Invest to improve: A good benchmark is to spend 10% of your budget on measurement – but if you don't have the budget you can still commit your time. For example, perhaps there are 50 key journalists or opinion formers you need onsite. If you are clear on who these are, after a period of months you will be able to see who you have met and briefed, who has written a positive article and who you are yet to engage. This only needs your time but will give you a good starting point.

Chapter 7:

GUIDANCE ON MEASURING INTEGRATED AND MULTI-DISCIPLINE CAMPAIGNS

Integrated & multi-discipline campaigns

One of the challenges of PR measurement can be isolating the impact of PR when you have other marketing activity running – although it has been shown by market mix modelling / attribution modelling that well-executed PR can have a distinct and valuable impact.

That's why it's important in your briefs to isolate the communications objectives and role for PR and set a KPI for the impact you want PR to have.

However, whilst it's important to set some distinction, it's also beneficial to set a wider team mentality. If your communications objectives are aligned to your organisational goals then your efforts – whether in PR, advertising, social, SEO etc – are all for the same result.

If you can find ways to work with specialist colleagues and agencies to ensure you are all pulling together in the same direction, just using different techniques, it can be highly effective. The IPA has written on the effectiveness of combining multiple disciplines in the [digital age](#).

Integration of course has its challenges but one clear learning is that it works most effectively when led by the client, with clear definition of roles and responsibilities between the agencies and a clear process. For example, who is in charge of reporting, what is the expectation of each stage of the process, what output is required from which person, which role is each discipline playing and who is the 'conductor'.

As an example, in the National Trust campaign we referenced earlier, here are ways different parts of the organisation contributed to the overall success, all working to the same goal of priming the nation for the coastal fundraising ask:

PAID	EARNED	SHARED	OWNED
Advertising eg TV / AV, print, OOH display ads, PPC etc. Can be executed on-demand, with generally full control.	The result of public relations (see Chapter 7) efforts to gain coverage / conversations / influence – on and offline. Also extends to brands that behave online in such a way that 'customers empowered to publish' create content on the brand's behalf inspiring buzz and word of mouth.	Brand social web participation and interaction with consumers on content like Facebook, Twitter and YouTube that results in content.	Media, content and assets that the brand controls, like websites, blogs, newsletters and brand social media accounts.
Awareness and Affinity Superseding the earned media content through paid channels.	Awareness Editorial media coverage and influencer outreach.	Awareness Sharing information about NT's coastal conservation.	Awareness and Affinity Events at NT properties, information on NT website and in NT magazine.
Action Pushing people to find out more.	Affinity Creative content. Advocacy / Action Pushing people to do a small action sharing their love for the coast.	Affinity Sharing creative content; taking UGC contributions and turning them into further creative content (inc some paid support of this).	Action Pushing people to share their love for the coast via Coastcards and noticeboards at properties.
	Advocacy / Action Encouraging people to share their love for the coast.		

★ TOP TIP

Ask specialists from other marketing disciplines within your organisation to review, challenge and build on a measurement framework – they may also be able to help add new metrics or data sources or provide benchmarks. They may be able to help support or amplify an activity via their marketing channel – which may well lead to greater effectiveness all round.

Recap of guidance in Chapter 7

- Aim for integrated activity and measurement where possible.
- Be clear on who is doing what and the roles of each discipline.
- Use individuals' expertise to make your plans and measurement as effective as possible.
- Teamwork makes the dreamwork – same objective, same goal, with individual expertise contributing to overall success.

Chapter 8:

EIGHT THINGS TO REMEMBER



Gemma Moroney, Engine



Danny Rogers, PRWeek



Francis Ingham, PRCA

1 Get a head-start:

"There is no need to reinvent the wheel. There are already a wealth of resources out there for you to use - mainly freely available. You can start by looking at [AMEC's Integrated Evaluation Framework](#) and then considering how to apply this to your own organisation and efforts. Having a standard model in place will mean you can consistently measure your PR efforts, whether campaign on campaign or year on year."

Barry Leggetter, CEO (2007-2018), AMEC

2 Use what you've got:

"Once you have a good measurement and evaluation model in place, you can collate the metrics, tools and sources you need - some of these may be free or already exist within the organisation but it is worth supplementing them with some innovative, independent sources."

Gemma Moroney, Partner, Engine

3 Look at best practice:

"There are kitemarks and indicators of agencies who take measurement and evaluation seriously: AMEC membership and the PRCA Measurement Champions kitemark, or being recognised in awards such as the AMEC Awards, the PRWeek Awards - Best Planning, Strategy and Evaluation category - or the PRCAs."

Danny Rogers, PRWeek

4 Start with a strong plan setting out objectives and desired impacts:

"Always start with fixed organisational objectives & communications objectives - this will help you set an impact KPI. Always endeavour to work in partnership with your in-house team / agency to align output, out-take and outcome metrics."

Traci Dunne, ISBA

5 Challenge your agency:

"Measurement is the final piece in agencies and in-house teams showing the power of earned media. Encourage and support your agency or colleagues to demonstrate the value their work brings - the impact to your business, not just the output of their efforts."

Francis Ingham MPRCA, PRCA

6 Be long-termist:

"Try to have ongoing measurement and evaluation linked to the same metrics, so that these can be used consistently across different activity. For example, have the same key messages for the organisation regardless of activity and supplement them with campaign or tactic specific key messages. This will give you an ongoing barometer on audience out-take."

Johna Burke, Global MD, AMEC

7 Know the difference between measurement and evaluation and keep improving:

"Measurement is about marking - setting benchmarked KPIs and metrics and scoring performance against them. Evaluation is using that information to improve activity short and long-term."

Richard Bagnall, Chairman, AMEC

"Keep abreast of what's happening with emotional measurement (anything from cutting edge implicit testing to [fMRI/brain scans](#)) and adopt the innovation that will help improve your effectiveness (and within your budget)."

Gemma Moroney, Partner, Engine

8 Integration is key:

"Whether with other colleagues, other marketing disciplines, your agency's or other specialists, if you're all focused on the same organisational goal, the outcome will improve. It will take time but ensuring an integrated approach really does reap rewards. If everyone has the same goal but understands their role in delivering it, with clear individual and shared success measures, everyone should win!"

Traci Dunne, Consultancy Manager, ISBA

★ TOP TIP

AMEC is introducing a new tool, the [M3 Mapper](#), to show organisations where they are on their communications evaluation journey and how their approach compares to industry best practice and vs other similar organisations. ISBA, Engine and AMEC will have more to tell ISBA members about this - please approach Traci Dunne at ISBA if you would like to know more!



Barry Leggetter, AMEC



Richard Bagnall, AMEC



Johna Burke, AMEC

Resources

Finally, remember there is a wealth of online resources, here is a recap of those we've mentioned within this guide:

ISBA guide to understanding managing and sourcing PR agencies	ISBA	https://members.isba.org.uk/secure/document?documentName=/1609/understanding-managing-and-sourcing-pr-agencies.pdf&cmProductID=5414600004486363
Bank of global PR measurement best practice from a variety of organisations and disciplines	AMEC	https://amec.org.com/case-studies/
22 reasons why AVEs and PRVs have been discredited as a measure of PR	AMEC	https://amec.org.com/2017/06/the-definitive-guide-why-aves-are-invalid/
List of PR agencies who sign up to PRCA's Measurement Champions initiative	PRCA	https://www.prca.org.uk/campaigns/measurement-champions
Measurement guide for PR agencies	PRCA & AMEC	"The PR Professional's definitive guide to Measurement"
Barcelona Principles 2.0 for effective communications measurement	AMEC	https://amec.org.com/how-the-barcelona-principles-have-been-updated/
Integrated Evaluation Framework (IEF) - a freely available tool	AMEC	https://amec.org.com/amecframework/
Taxonomy of evaluation by Distinguished Professor - Jim Macnamara, Head of Discipline - Public Communication, School of Communication, University of Technology Sydney	Prof. Jim Macnamara AMEC	https://amec.org.com/amecframework/home/supporting-material/taxonomy/
AMEC Members Guide - A list of full and associate members of AMEC	AMEC	https://amec.org.com/our-members/full-members/ https://amec.org.com/our-members/associate-members/
Research Buyers Guide	MRS	https://www.mrs.org.uk/researchbuyersguide

Conclusion / The Future

It's not new news that the communications industry is moving and evolving at an incredible pace - that means the communications measurement industry is too.

Here are more considerations if you have the basics right:

Influencer marketing measurement

Use the tips provided here to ensure you are setting your objectives and planning your measurement correctly:

- Try not to brief by execution first (i.e. I'd like an influencer campaign) - tell your agency the organisational and communications objective, the target audience and your desired impact KPI - by all means guide them with examples of what you think the answer may include but let them make a recommendation based on experience, analysis and planning data.
- Make sure you brief for outcomes and are clear about your audience so that your outputs will reach the right target audience.
- Don't stop measuring at reach - engagement, audience out-takes and a change in perception / behaviour are also crucial.
- Use measurement and evaluation to course correct and optimise activity (e.g. a research clip can tell you how an audience is reacting to a series of content and what to change for the parts of the series yet to be made).
- Be clear on which influencers you are using, how and why (engaging an academic is obviously very different to engaging a YouTuber!).
- ISBA has produced guidance relating to the management of [Influencer Marketing](#).

Automation and AI

- Automation can enable you to monitor some key metrics at the touch of a button, as well as to compare your campaigns against each other. It is well worth investigating solutions like this, as they make it much easier to get a read on things like quality of audience reach (e.g. % of x audience reached), key message delivery and sentiment and can provide you with the ability to optimise in real time.
- Some measurement and evaluation companies are already incorporating natural language processing into their offering and it is expected that in future the PR industry will use AI to predict the next course of action based on measurement and evaluation to date.

SEO

- PR and SEO have never been more closely linked and will grow in importance - 58% of millennials start with search when looking for products (GWI) and search fuels a variety of recommendations. Google and Amazon are often more powerful influences than the mainstream media.
- PR's expertise in news-worthy, engaging storytelling and content makes it well-placed to supercharge SEO efforts. Talk to your in-house experts or PR agency about how to link PR and SEO better.
- Consider incorporating impact on search ranking into activity planning and measurement as appropriate.
- Use search information to help you craft PR storytelling or to prioritise media targets (based on domain authority).
- *"It was clear from the recent Brighton SEO Conference that voice search will mean brands need creative, optimised content to ensure organic results. PR needs to consider its impact on SEO as the impact of 'human influencers' increases"* Gemma Moroney, Engine performance [is] much more significant than PPC, email marketing, social media, or offline advertising and promotion combined. [due to links, reputation, recognition, and social proofing]" Search Engine Journal, 2018

Microtargeting

- A host of new technologies are emerging that mean you can access clear and informative data regarding your PR performance. For example, you might have coverage on a massively high reaching national newspaper website and a similar piece on a niche lifestyle website. Whilst the former will deliver substantially more reach, the latter may deliver many more clicks (and of better quality) to your organisation's website. It is worth using tools such as this to help inform your activity, if you have investment available.
- Similarly, some measurement partners are working on helping PR professionals microtarget audiences - it is well worth investigating these further.

★ **TOP TIP**

“Don’t be afraid to ask!”

Closing Note

We hope that you have found this document a useful guide to help you plan your PR measurement activities and now feel in a much stronger position when writing your next brief and setting your comms related KPIs.

My closing tip is: “Don’t be afraid to ask!”

PR continues to be a discipline widely underestimated and misunderstood with most only realistically understanding a fraction of what it can do and the spectrum it covers, so there is no need to feel embarrassed to ask your in-house experts, agency or an industry body like ISBA or AMEC to educate you on the role of PR and ask to discuss methods to measure and evaluate its performance.

From a measurement perspective, whether you’re starting from nothing or building on something great, making small improvements will eventually make a big difference.

Good luck!

Traci Dunne
ISBA



Traci Dunne, ISBA

**For more information or guidance,
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