

AMEC Communication Effectiveness Awards 2012 Entry Form (Page 1)

Company Name: Report International Ltd.

Client/Campaign: Philips – Philips OneVoice

Objective/Brief:

In March 2009, Philips appointed OneVoice, an Omnicom multi-agency team including Fleishman-Hillard and Ketchum/Pleon to provide global communications counsel and support. From the start, unified global measurement was considered a core component of the OneVoice offer. The OneVoice measurement system was subsequently designed to replace an existing network of disparate media monitoring and measurement services, in order to not only deliver cost savings, but also to provide effective, accurate and consistent measures of success for Philips' diverse PR activities. *"We needed our communication measurement to look forward rather than backward, to focus on outcomes and effects, rather than quantifying mere output."* (Andre Manning, VP & Global Head of Corporate Communications, Royal Philips Electronics)

Externally, the strategic communications objective was to move Philips' perception away from consumer electronics towards health and well-being. Internally, the measurement programme aimed to drive business processes towards measurement-driven planning and management. Report International was appointed to build and run the OneVoice measurement system. *"OneVoice needed a measurement partner with a tried and tested methodology, plus a track record of servicing global clients with innovative and yet robust solutions."* (Dr. David Rockland, Partner, Ketchum; CEO Ketchum Pleon Change; Managing Director, Ketchum Research)

The creation of a media impact score that would be compatible with Philips' NPS-based KPIs was a core requirement. Net Promoter Score is the standard metric used in all Philips management functions. The measurement programme adheres to the standards set by the Barcelona Principlesⁱ, as well as the more recent Valid Metrics Frameworkⁱⁱ. *"It was critical to get the metrics right. Report not only understood the brief, but also displayed the flexibility and adaptability needed to implement this innovative solution within a bespoke solution without compromising the required high research standards. The OneVoice publicity score is used in reports and score cards throughout the client organisation."* (Dr. David Rockland, Partner, Ketchum; CEO Ketchum Pleon Change; Managing Director, Ketchum Research)

The scope of the brief extended across 42 countries, tracking six core competitors across all media and business units, plus additional business unit- and market-specific competitors. Among the key challenges posed to OneVoice and Report International was the provision of a service marked by higher quality, the same expansive scope and considerable cost savings.

Strategy:

Senior management meetings between Philips, OneVoice and Report International created the operational brief with specific goals and objectives. Report International involved the client and agencies early on to agree methods and delivery vehicles against tight timelines. Consistent, like-for-like comparisons across markets, sectors and competitors emerged as the most crucial outputs. Training and shared learning opportunities with Philips stakeholders highlighted additional key requirements, including timely and actionable data, robust ROI and accountability measures (without using AVE) and on-going training and knowledge share availabilities.

Report International's uniquely granular coding methodology, together with its global network of in-country, native language analysts, realised Philips' ambition for a measurement system global both in terms of media channels (traditional print, online, and social media sources), and geographic spread.

In addition to "traditional" output measures, based on volume/scale of content and tone, the system measures business-relevant performance indicators and outcomes (the impact of OneVoice activities), integrated with other marketing KPIs used throughout Philips. A robust measure was developed and KPIs defined on the basis of pretesting.ⁱⁱⁱ The key communications KPI is a compound metric comprising reach (by tiered media list), presence and alignment of messages, type and sentiment of coverage, executive / spokesperson presence, and prominence. The content of these variables can and does change as client needs develop and change. Therefore Report International and OneVoice devised a compound metric that would remain analytically sound while stretching to incorporate inevitable change. *"A measurement system can never stand still. As the media landscape evolves, so do client objectives – and thus the programme needs to be adjusted and tuned to always produce the business-relevant data to support the communications effort."* (Ben Levine, European Lead, OneVoice Measurement)

Execution/Implementation:

Stakeholders of all three parties (client, agency, research supplier) worked closely together to agree relevant media, key messages and competitors. To meet the programme objectives, Report International's solution is a global research platform consolidating

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Execution/Implementation (cont'd):

centralised content collection and decentralised in-country coding, based on a mix of automated selection and human coding. Continuous content processing and QC ensures the timeliness and accuracy of the analysed data, which is combined with other feeds (Factiva, Moreover, plus Sysomos for Social Media) to populate an online dashboard, providing data by business unit, region, media or competitor, as required. ^{iv} *"Speed, together with quality, is essential. Collection, filtering, analysis, quality control and data provision in near-real time are requirements for user uptake. Report International's data comes fast, and they get it right."* (Ben Levine, European Lead, OneVoice Measurement)

All selected stories are coded against a detailed analysis framework, including a sentiment score. An algorithm computes the compound NPS score – the basis of all reporting. The KPIs are calculated for each message and reputation driver, business unit, market and region, and against defined competitors, as well as for product launches, media events and campaigns.

The bespoke online portal enables immediate on-demand access to data and continuously updates in 'near real-time'. It allows users to drill KPIs down to the level of specific messages, campaigns or actors. ^v Social media content and data (provided by Sysomos) is also integrated into performance overviews. Additionally, regular monthly reports and ad-hoc reports covering breaking news, events, campaigns and product launches are provided by OneVoice. ^{vi} Reporting requirements beyond the capabilities of the dashboard are addressed on a case by case basis by both OneVoice and Report International teams. *"Media events, product launches and campaigns require quick turn-around measurement and reporting as the client wants to know how it worked, ideally in real time. The client service team at Report is tuned into our requirements and their deliverables hit the spot at the right time."* (Ben Levine, European Lead, OneVoice Measurement)

Conclusions:

Consolidation of content providers, automation of reporting through the interactive online dashboard, and rigorous filtering and sampling of only the most relevant stories for human content analysis, provided a complete one-stop solution whose financial commitment constituted a 50% cost saving over the previous multiple services, without compromising the scope of the programme, while also creating additional value and business benefits.

The OneVoice measurement system is now an adopted standard within Philips, providing near-real time analysis to a global audience of 150 Philips and 500 agency staff. *"The OneVoice measurement system is a collaborative success story between the client PR teams, the involved PR agencies and Report International. This has been recognised both within Philips, and throughout the industry as highlighted by the European Excellence Award 2011."* (Dr. David Rockland, Partner, Ketchum; CEO Ketchum Pleon Change; Managing Director, Ketchum Research)

The OneVoice measurement programme is designed to meet all the central tenets of the Barcelona Principles, enabling Philips' communications teams to demonstrate their contribution to overall business objectives. ^{vii} It will continue to do so as a) ever more data becomes available and b) accountability and ROI become ever more central demands of the communication/PR function. *"Measurement is now an integral part of planning and budgeting: we focus our activities on those areas where we get the best return for our expenditure. Plus, the new measurement solution is saving money, which is icing on the cake."* (Andre Manning, VP and Global Head of Corporate Communications, Royal Philips Electronics)

The programme is a recognised model for innovative and business-relevant measurement solutions, and marks a significant contribution to the professionalization of PR and measurement throughout Philips and beyond. *"This consistent measurement-led approach has raised the perception of PR within the organisation. It will serve as an example for the industry to move beyond transactional practices, to a much more strategic level where activities are judged by their impact on business results."* (Andre Manning, VP and Global Head of Corporate Communications, Royal Philips Electronics)

ⁱ http://amecorg.com/wp-content/uploads/2011/08/Barcelona_Principles_for_PR_Measurement.pdf.

ⁱⁱ <http://ameceuropeansummit.org/amecorgdocs/ValidMetricsFramework7June2011PrintVersion.pdf>

ⁱⁱⁱ See Supporting Material 1, 5 & 7 for application

^{iv} See Supporting Material 5-8

^v See Supporting Material 7&8 for drill down

^{vi} See Supporting Material 1-4

^{vii} See Supporting Material 1&4