Principle 1: Importance of Goal Setting in Measurement

Lorraine Hamby, Symantec
Lisa Binzel, Edelman Berland
What we’ll cover

• Barcelona Principle #1:
• Goals vs. objectives
• SMART objectives
• Norton global media measurement
The Barcelona Principles

1. Importance of goal setting and measurement
2. Measuring the effect on outcomes is preferred to measuring outputs
3. The effect on business results can and should be measured where possible
4. Media measurement requires quantity and quality
5. AVEs are not the value of public relations
6. Social media can and should be measured
7. Transparency and replicability are paramount to sound measurement.
Someday...

I’m going to travel the world
Before I’m 50
I will visit all the modern “Wonders of the World”
But what **EXACTLY** is the objective?
Protecting the Stuff that matters.
Line of Sight

Programs Tied to Big-Picture Business Objectives

**Metrics to determine success**

- Impressions
- SOV
- Message pick-up
- Reputation in the minds of...
  - customers, employees, investors
- Ultimately-- sales impact
Our View on Measurement

Primary/Team
- Positive SOV
- Subset-market positive SOV
- “QM” score

And More...
- Product reviews—wins, losses, awards, issues
- Types—broadcast, online, print, consumer, tech
- Geographic break-down
- “Non-coverage”
- Mix across categories/topics
- “Spike drivers”
Norton Snapshot

**4.12**
QM Score

**58%**
H/LP Appearance

**24%**
Positive Articles

**92%**
Message Penetration

*Note: QM score and percentages are calculated from controlled coverage.

**357.6 MM** Total Impressions

North America: 69%

EMEA: 18%

APJ: 13%

Latin America: <1%

Norton: Cybercrime cost $110 billion last year

42 mn Indians hit by cyber crime in past 12 months: Norton Cybercrime Report

Los Angeles Times

Anthony Zuiker unveils the thriller 'Cybergeddon' online in a fresh way of storytelling

Norton Key Messages: July – September 2012

<table>
<thead>
<tr>
<th>Brand Message</th>
<th>Core Message</th>
<th>Mobile Message</th>
<th>Cloud Message</th>
<th>NCR Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Brand Message was communicated when media noted Norton offers security solutions that go beyond the PC to protect the user, their files, and mobile devices.</td>
<td>The Core Message was assigned when coverage highlighted Norton’s efforts in protecting PC and cyber protection.</td>
<td>The Mobile Message was credited when Norton’s efforts in providing mobile security appeared.</td>
<td>Norton earned the Cloud Message when the brand was discussed for its work in cloud computing.</td>
<td>The NCR Message was given when coverage reported on the Norton Cybercrime Report and noted that cybercrime is still costly and is moving to different platforms.</td>
</tr>
</tbody>
</table>

Bar chart showing the percent of Norton articles for each message:

- Core Message: 19%
- NCR Message: 14%
- Norton Brand Message: 9%
- Mobile Message: 6%
- Cloud Message: 8%

Percent of Norton Articles: 0% to 20%
Three Measurement Insights

• Product Reviews – Results vs. Staff
  – Contribute, measure and report
  – But NOT quite a reflection of team performance

• All PR is good PR (?)... but some is better
  – Built new assets to drive more product-brand coverage
  – Balancing the mix between the mediagenic and the business drivers– example: Norton Online Family

• Insights and Action... Not Just Proofpoints
  – Track what’s really working, Adjust strategy/tactics, example: SMT/radio or competitive patterns
Where are you going?
How will you get there?
✓ Set and achieve the right goals
✓ Establish a baseline
✓ Create focus for the organization and you
✓ Strengthen strategic impact
✓ Gauge effectiveness
✓ Support decision-making
✓ Track progress; and continued improvement over time
Planning: 10 Questions You Must Answer

1. What are your organization’s objectives?
2. What are your department’s objectives?
3. What will you do with the information generated from the research?
4. What other departments will be affected?
5. What are your key messages?
6. Who is (are) your target audience(s)?
7. Who influences that audience?
8. Which media do they read, watch or listen to?
9. What other programs are currently underway?
10. Who are your internal clients/audiences?
Planning: Setting Objectives

• Objectives must be *meaningful* and *reasonable*

• Objectives must be measureable

• Typical objectives will likely include some of the following words:
  • Increase
  • Generate
  • Build
  • Communicate

... but that is just the start!
Don’t confuse strategies with objectives

- Objectives are ‘what’ you want to accomplish
- Strategies are ‘how’
An objective must:

1. Specify a desired outcome (increase awareness, improve relationships, build preference, adopt an attitude, generate sales leads, etc.)

2. Directly specify one or several target audiences

3. Be measureable, both conceptually and practically

4. Refer to an “ends”, not “means”

5. Include a timeframe in which the objective is to be achieved.

* From Guidelines for Setting Measureable Public Relations Objectives; 1999
  Institute for Public Relations
Planning: Setting Objectives

Make our products more visible

• “Increase awareness of our deferred annuities by 2 points within the next six months among boomers aged 55-60 in the Top 20 ADIs, with household incomes of $100,000 and up.”

1. Specify a desired outcome = ✓
2. Directly specify one or several target audiences = ✓
3. Be measureable, both conceptually and practically = ✓
4. Refer to an “ends”, not “means” = ✓
5. Include a timeframe = ✓
Helpful Tips:

- Have a clear understanding of your organization’s business objectives
- Align PR/marketing objectives to business objectives
- Get input from all those who will be evaluated based on the measurement
- Ensure objectives align with expectations of senior leadership
- Review your report methodology frequently so that if objectives are revised, you update your measurement accordingly.
Next Steps in Measurement Process

• Define measurable objectives

• Select Criteria: How do you define Success?

• Establish a Benchmark: Compare to Something

• Select Measurement Tool: Match Tool to Objective

• Conduct Analysis

• USE THE DATA!!
Recap: Why measure?

• Data for faster, smarter decision making
• Tool for evaluating continuous improvement
• See which messages are gaining traction and which ones need re-tooling
• Evaluate the effectiveness of your spokespeople
• See which reporters may need “special attention”
• Assess if you have the right resources and right budget
• Determine what tactics have the biggest impact
Happy travels!

Lorraine Hamby
Senior Director, WW Consumer PR
Symantec
lorraine_hamby@symantec.com

Lisa Binzel
Vice President
Edelman Berland
lisa.binzel@edelmanberland.com
Principle 1: Importance of Goal Setting in Measurement

Measurement Toolkit
An objective must be SMART!

"**Specific**" in that you are specific about your desired outcome.

"**Measurable**" in that you can collect data that is accurate and complete.

"**Actionable**" in that the metrics are easy-to-understand, and it is clear when you chart your performance over time which direction is "good" and which direction is "bad", so that you know when to take action.

"**Relevant**" simply means don't measure things that are not important. A common downfall of process professionals or standards groups is to measure everything, which produces many meaningless measures.

"**Timely**" metrics are those for which you can get the data when you need it.
Worksheet: Setting Objectives *

Business Objectives
1.) Who is the target audience?
2.) What does the organization want target to do?
3.) By when must this be accomplished?

How can PR help achieve this business objective?

State how PR can help as objectives:

Objective Test:
1.) Is it measurable?
2.) Is it an end, not a means?
3.) Is it realistic?
4.) Time frame?

Revise objective to improve and pass test:

* From Guidelines for Setting Measureable Public Relations Objectives; 1999 Institute for Public Relations
Additional reading from Institute for Public Relations (IPR)

Guidelines for Setting Measurable Public Relations Objectives: An Update

Using Public Relations Research to Drive Business Results

Public Relations Research for Planning and Evaluation and Guidelines for Measuring the Effectiveness of PR Programs and Activities

How to Measure PR’s Contribution to Corporate Objectives