

**Category:** Best use of a research, measurement and evaluation programme by a PR consultancy, private sector in-house communications team or not-for-profit and public sector communications team.

**Entering Company Name:** Pegasus

**Email:** cwebb@thisispegasus.co.uk

**Client:** Pegasus

**Name of person entering:** Chris Webb

**Telephone:** 0044 1903 821550

**Campaign Title:** Inspiring Healthy Decisions

pegasus

inspiring  
healthy  
decisions.

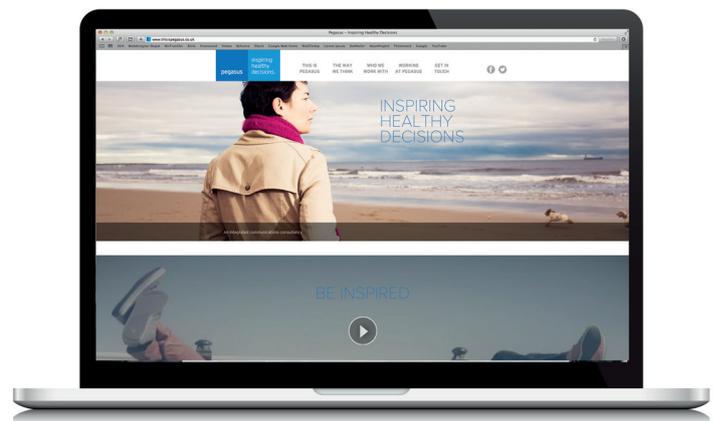
## OBJECTIVE/BRIEF:

Pegasus is an integrated communications consultancy that focuses in the area of health. We take a health first, sector second approach to who we work with, recognising that people are now making healthcare decisions in every area of life. It is this specialism that has attracted a wide range of clients, ranging from Pfizer, Bayer and Novartis, to Lloyds Pharmacy, Holland & Barrett and Morrisons Supermarkets. Borne out of the changing requirements and opportunities within the world of communications, we have different areas of expertise within Pegasus - including a dedicated digital team, a creative department and social media leads - who all work effectively together to deliver truly integrated campaigns.

Our 70-strong team has a clear shared mission, to **'Inspire healthy decisions'** - a purpose that is grounded in behaviour change. To really stay true to this, we have to place emphasis on people and action, not just outputs. While efforts have always been made to ensure best practice in the area of measurement, at the start of 2013 a decision was taken by the business to make a renewed drive and investment in the pursuit of excellence. The business goal was clear:

*Increase the effectiveness of our work, helping retain and attract both clients and staff (therefore increasing fee revenue) by improving our ability to set great objectives and measure/demonstrate the impact of our work.*

We decided it was the right time for change and collectively agreed that measurement was not an option but a strategic requirement for Pegasus given our mission, because in the words of Benjamin Franklin: "Well done is better than well said". We recognised that we're in the business of creating reactions so to flourish, we need to be really interested in what those reactions are and the impact they have. The vision was set, 'to become known and respected as one of the best PR/comms consultancies in the world when it comes to measurement & evaluation.'



## STRATEGY:

A Pegasus working group was created and formed of people from across the business that had shown interest, flair and desire for measurement best practice - the head of the working group reported into Pegasus's operational board on a monthly basis to ensure integration with other areas of the business.

An agency audit was conducted, including one-to-one chats with Account Managers and Account Directors, to review how working practices differed within Pegasus. This revealed that while some great work was being done within areas of the business, some working practices in other areas were falling short with scope for improvement. Furthermore, to help establish a baseline, an anonymous company-wide survey was carried out to reveal attitudes and behaviours towards measurement. The key findings are below, along with the SMART objectives that were set as a result to be ambitious but realistic - the survey will be repeated in March 2014 to formally evaluate progress.

REALITY IN MARCH 2013 - ATTITUDE/BEHAVIOUR	TARGET FOR MARCH 2014 - ATTITUDE/BEHAVIOUR
<b>CONFIDENCE LEVELS</b>	
50% feel quite confident and 14% feel very confident when it comes to speaking with their client about evaluation, with confidence levels very low among Account Executives	90% to feel quite or very confident when it comes to speaking with their client about evaluation, with at least 40% feeling very confident. 60% of Account Executives to feel confident (a 100% improvement on the baseline)
<b>BEST PRACTICE</b>	
55% of the Pegasus team feel a sense of partnership with their clients when it comes to measuring the impact of their work	75% of the Pegasus team to feel a sense of partnership with their clients when it comes to measuring the impact of their work
67% of the Pegasus team have SMART programme objectives in place for ALL their clients and 50% track/review progress against these at least once a month	100% of the Pegasus team to have SMART objectives in place for ALL their clients, with at least 75% to track/review progress against campaign objectives at least once a month
67% of the Pegasus team have SMART programme objectives in place for ALL their clients and 50% track/review progress against these at least once a month	100% of the Pegasus team to have SMART objectives in place for ALL their clients, with at least 75% to track/review progress against campaign objectives at least once a month
39% know all their clients are happy with how they measure the value and impact of their campaigns for them	60% to know all their clients are happy with how we measure the value and impact of our programmes
36% currently use PR value as a metric to measure the impact of their work	For 0% to use PR value as a metric to measure the impact of their work
90% believe their account teams could be doing better when it comes to evaluation	60% to believe their account teams could not be doing any better when it comes to evaluation
No best practice documents exist, including no set of guidelines that set out the Pegasus approach to measurement	Establish best practices documents in place and being used by 100% of the agency
<b>KNOWLEDGE LEVELS</b>	
54% of Account Executives and Account Managers know what a SMART objective is and 28% have helped set them as part of their role	100% of all the team to know what a SMART objective is and to have played an active part in helping set them for their clients
50% of Account Executives and Account Managers understand the difference between an output and an outcome	100% of all the team to know the difference between an output and an outcome, with 50% having measured an outcome on at least one of their clients

## BASED ON THE RESEARCH AND TO HELP MEET THE OBJECTIVES, THE FOLLOWING STRATEGY WAS SET:

**1. ENGAGE:** Create interest and excitement in the topic of measurement among the Pegasus team, challenging negative misconceptions and demonstrating the potential benefits on offer for individual staff members, the agency and our clients. Efforts to be made to inspire the Pegasus team so that change was driven from all levels of the business.

**2. EDUCATE:** Put in place a programme of training sessions to be delivered to the Pegasus team, based on the Barcelona Principles and referencing leading thinking within the measurement industry. Crucially these sessions would reach all levels of the business, ensuring that positive change was driven from the grassroots. Informal follow-up support to be provided

by the measurement working group to help cement key learnings and ensure these translated into behaviour change. It also showed the need to establish and share best practice documents to help ensure a consistently high quality approach to measurement.

**3. EMPOWER:** Various best practice tools and resources to be created to help ensure a consistently high quality approach to measurement and to help ensure the Pegasus team feel confident and empowered to do great work, including having informed and progressive conversations with their clients about measurement.

**4. EVALUATE:** To ensure we can effectively track the progress being made, that we can capture key learnings and that we practice what we preach, a comprehensive measurement framework will be put in place and effort will be made by the working group to regularly review these key metrics.

# EXECUTION/IMPLEMENTATION

Below is a top-line summary of the different stages we worked through to achieve measurement excellence:

## 1. Joined AMEC to access resources and training programmes

- Recognising the value that AMEC offers, step one was to become a member and utilise various resources to ensure we were up-to-date with the latest industry thinking on the subject.



## 2. Develop best practice templates/documents

- We adapted the Pegasus Planning Model, which sets out our bespoke approach to campaign planning, to clearly outline the different stages related to measurement, including: starting with a clear business goal, establishing SMART communications objectives, ensuring parameters are put in place to enable effective measurement, and the need for ongoing measurement/tracking against objectives.
- Best practice examples were identified from within the agency by the working group and these were then turned into template documents for wider use. These documents included: an objective setting/measurement framework (based on the Valid Metrics Framework), a campaign key metrics dashboard, a media coverage monitoring and analysis tracker, and a social media monitoring and analysis tracker.

## 3. Internal training programme

- A training programme was established to ensure that the whole Pegasus team felt well informed and inspired. This started with 'a time for change' 90 minute interactive introductory session, which was delivered to the agency across 5 different sessions to ensure workable group sizes.
- This was followed by more specific training covering topics to reflect the diversity of the agency offering, such as: writing great objectives, a digital measurement master-class, and tracking the reach and impact of social media.
- All training and related materials were based on the Barcelona Principles, plus the following points were emphasised:
- **Measurement doesn't always have to be expensive, it's about making it a priority, adopting a fresh thinking mindset and the rest will follow**

- We need to focus on 'what happens and why', helping demonstrate the chain of reactions that our work has helped deliver towards the business goal, rather than fixating on trying to attribute a single monetary value to activities
- Presentation is key, it's about keeping it clear, simple & most importantly, meaningful
- Pegasus has a bespoke planning tool called Healthscapes, which is a framework to aid better understanding of people's decision-making in health. Linked to this, a series of Healthscapes refresher lunch & learns were delivered to the Pegasus team to ensure people were utilising this tool to help link insight research to objective setting and measurement frameworking.
- Feedback was secured after each training session to measure the effectiveness and ensure key learnings could be incorporated in future sessions. The response was overwhelming positive.
- The working group also identified relevant external training to help keep us ahead of the curve and as a result, members of the team are attending sessions such as the 'AMEC international summit' and the 'Measuring Advertising Performance' conference. Furthermore, a member of the team is currently completing the AMEC International Certificate in Measurement.

## 4. Pegasus Measurement Manifesto

- To help communicate our vision and create a sense of significance both internally and for our clients, a measurement manifesto was created to summarise how we work. All members of staff were offered the opportunity to comment before the manifesto was finalised to ensure the whole team was happy to sign up to it.
- Details of the manifesto were added to our credentials, our template proposal document and our website to reinforce the importance we place on delivering measurable outcomes.
- All members of the Pegasus team were asked to share the manifesto with their clients and use it as a basis for conversations to help improve working practices. It was also presented as a tool to help our clients champion measurement within their business.



## 5. Championing & delivering best practice

- A best practice reference guide has been produced to act as desk-top point of reference for the Pegasus team to ensure a continued focus on driving measurement best practice.
- Internal measurement champions were identified and recruited from all areas of the business to help drive best practice, as well as to highlight examples of great work which could then be flagged to all the agency.
- Objective setting and measurement were given more prominence within the competency matrixes and job descriptions for all levels of the team, plus example objectives were provided to Account Directors and

Directors so they could use within people's personal development plans where relevant

- The following campaigns are examples of this approach to measurement best practice in action:

### 'Don't Go Cold Turkey', an integrated smoking cessation awareness campaign for Pfizer

- Encouraging smokers who are considering trying to quit to do so with the help of a healthcare professional was the sole focus of this campaign so measuring outcomes was central to planning discussions from the very start
- A comprehensive measurement framework was put in place to establish how we could feasibly track success and the campaign microsite was built around these key conversion metrics - use of a postcode tool to find help near them, use of a telephone advice line, and views of a video to prepare them for speaking with a healthcare professional
- Furthermore, parameters were put into place to enable effective measurement of a nationwide roadshow, which resulted in nearly 8,000 smokers receiving a face-to-face consultation. A questionnaire among a sample of those who had a consultation showed 97% planned to start or continue a quit attempt following the advice they received
- The key campaign metrics were tracked on a weekly basis, with a monthly dashboard shared among the Pfizer cross-functional team to help them easily follow the progress
- The key metrics show that the campaign helped approximately 20,000 smokers improve the quality of their quit attempt by seeking help from a healthcare professional, helping support Pfizer's key business objective



### 'Skin Stories', an integrated customer engagement programme for Bio-Oil

- This campaign was designed to facilitate peer to peer recommendation of the product through social media to reinforce brand love among existing fans, driving repeat purchase and inspiring people new to the brand to try it and share in the success
- The core objective was to grow an engaged social media community populated with compelling testimonials that communicated the different uses of Bio-Oil and stimulated intention to purchase.
- The campaign inspired 568 women to share their story and helped to further grow the Bio-Oil Facebook community - now standing at 173,000 - by more than 50,000 people, but more importantly achieved an engagement rate well above the average for brands. More importantly, a survey of a sample of Bio-Oil's Facebook community revealed that 48% said the Facebook page had encouraged them to purchase the product
- The campaign helped Bio-Oil to achieve strong sales, with a year on year increase of 34%, and a 3% gain in terms of market share of the skin treatment category

## CONCLUSIONS

Excellent progression has been made during the last 14 months, ensuring that delivering measurable outcomes and actions is now the central focus of every campaign we plan and deliver. Setting measurable goals has also become part of the Pegasus cultural fabric, with SMART objectives having been put in place for various areas of the business, including for the new business team.

Ahead of the staff questionnaire, planned for March 2014, a shorter interim (anonymous) survey was conducted in January 2014 and the results are below, which show clear progress towards our objectives and a tangible business benefit.

### Knowledge & confidence levels

- 75% are clear about what a SMART objective is, feel more confident about writing them and have started to put better quality objectives in place as a result (target is 100%)
- 88% are clearer on the difference between an output and an outcome (target is 100%)
- 83% are now doing more to measure outcomes, as well as outputs, resulting from their work (target is 50%)
- 0% of people are now using PR value as a metric for their clients (target is 0%)
- 96% now feel more confident when it comes to measurement/evaluation (target is 90%)
- 63% have established more of a sense of partnership with their clients when it comes to measuring the impact of their work (target is 75%)

### Best practice in action

- 79% said measurement is now a greater priority for them than it was six months ago, while the remaining 21% said it has always been a priority
- 79% are doing more to put appropriate parameters in place before activity starts in order to enable measurement
- 71% are now tracking progress against objectives more frequently than before, ensuring they can act on the insights secured
- 75% have increased the emphasis they place on the quality and impact of media coverage and social media, as well as the quantity/reach
- 75% are now putting more emphasis on finding out the overall organisational goals that they need to support through their work

### Business benefit

- As a result of their improved knowledge about measurement best practice and an increase in their confidence discussing the topic, 96% have noticed a positive difference in terms of reactions from clients and new business prospects
- 75% said as a result of increasing energy/efforts spent on objective setting and measurement, they believe that the quality of their campaigns has improved as a result
- Furthermore, feedback secured via post-pitch questionnaires has revealed that our approach to measurement and our focus on helping support the central business goal has been pivotal in helping us win key new business from the likes of the British Skin Foundation and GSK.
- The renewed focus on measurement excellence has helped drive the business forward, helping contribute to a £1.14 million increase in fee income during 2013 and revenue growth of 25%.