



Category: Best multi-market reporting

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Client: Maersk Group

Campaign title: Maersk instant multi-market financial media analysis

AMEC International Communication Effectiveness Awards 2016

Entry Form Template – for all

Objective

The Maersk Group is a worldwide conglomerate operating in more than 130 countries with a workforce of more than 89,000 employees. Being the world's largest container shipping company, Maersk is involved in a wide range of activities in the shipping, logistics, and oil and gas industry. The need for in-depth, coherent and comprehensive media evaluation is central to Maersk, which, being a Forbes Global 2000 company, operates in numerous markets with highly diverse media landscapes. Winning the public procurement at the end of 2015, Retriever Denmark faced the somewhat daunting task of tracking, measuring and evaluating the vast amount of worldwide media coverage generated by the conglomerate.

A key objective and thus a focal point in the analysis was to identify and analyse the media coverage concerning the publication of the company's quarterly financial statements. Therefore, emphasis was put on the so-called "Interim Reports", which were to be coded manually. The analysis further had to include editorial media coverage from more than 30 countries and most importantly, has to be delivered within 24 hours of the release of the quarterly financial statements. This kind of short-term, formative evaluation is of significant importance to the conglomerate, since it enables Maersk to instantly track potential areas of communicative improvement, and in this sense, provides the company with vital real-time information about the direction and development of the financial media coverage.

In terms of the "SMART" acronym, the objectives can be considered specific due to their apparent clarity of what is to be achieved i.e. providing the conglomerate with an instant and profound overview of financial coverage. The measurability is manifested by quantified measurement statements based on metrics such as the prevalence of key messages and key spokesperson coverage. Objectives are furthermore achievable and realistic as adequate resources are being put towards the project, which ensures that objectives are capable of being met. With the implicitly clearly defined time-frame, objectives are timed accordingly, which enables the campaign to be monitored and the evaluation to be undertaken.

In sum, the main objective of the analysis can be defined as the provision of factual and empirical data to support the communicative decision-making process. Furthermore, it facilitates instant customization and alteration of PR communications strategies in relation to the release of the quarterly financial statements.



Maersk company structure

"The identification and implementation of a strategic framework that not only considers the diversities of the numerous markets, but also employs a set of valid metrics applicable for the greatly contrasting markets was paramount to success".

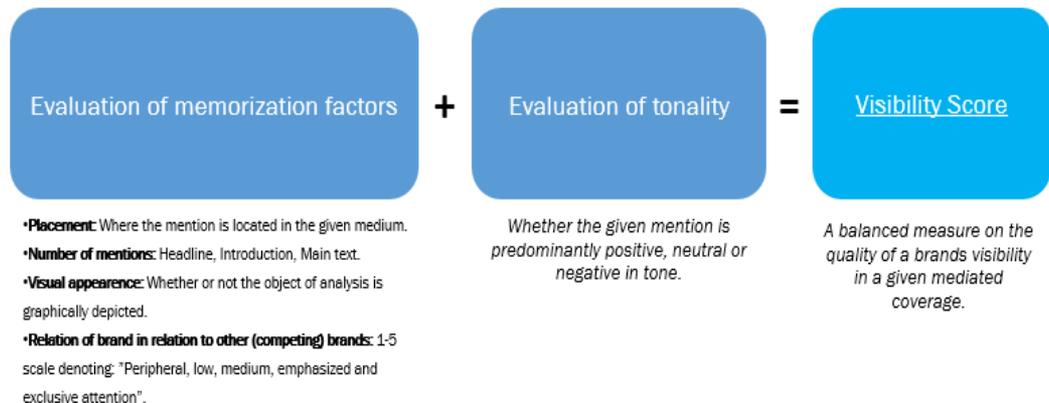
*- Hans Christian Nordahl Thomsen,
Retriever Media Analysis Manager*

The overarching **strategic goal was to provide the conglomerate with instant analysis** of the multinational myriad of media coverage related to Maersk's quarterly financial statements. Special emphasis was put on the analysis of key messages, key spokespersons and the various business units. A goal such as this encouraged a strategic approach capable of depicting such coverage and similarly facilitating prompt customization of communications strategies and above all, enable key spokespersons to alter their communications scope and direction instantly.

With a **methodological point of departure in the Barcelona Principles**, which outline a best practice of measurement, Retriever set out to create a framework capable of encompassing the somewhat vehement task. Emphasis was put on measuring and tracking coverage from the point of view of the various business units of the conglomerate, its proactive communications, such as key messages, as well as its desired key media and primary spokesperson coverage. In terms of measurement and evaluation of the materials and activities produced, a number of quantitative and qualitative metrics was put to use as means to tracking and observing Maersk's financial media coverage. More specifically, this basic level step of measurement was based on a media content analysis, where numerous variables such as influence/tonality, messages communicated (and in particular key messages), prominence and visibility in coverage (based on business units), reach variables (OTS etc.) and spokesperson coverage were put to use.

Furthermore, a **key metric named "Visibility Score"**, which is based on the juxtaposition of a series of memorization factors and tonality, was produced. The so-called "Visibility Score" was particularly useful, since it disregards metrics such as readership. Readership was regarded invalid due to the vividly varying cross border methodologies. In conjunction, the use of aforementioned metrics, the Visibility Score as well as a profound focus on the monitoring of key media additionally facilitates benchmarking, which is also going to serve as long-term key metrics.

The Visibility Score



Execution / Implementation

Content is coded following a so-called hybrid approach connoting that quantitative content is coded by an automatized, computerized mechanic approach. However, in order to fully comprehend and analyze the underlying, latent and deeper meanings and likely interpretations of qualitative content, human coders are employed for such variables. A comprehensive coding manual provides coders with detailed instructions and does, in conjunction with concurrent “calibration-tests”, take the notion of inter-coder reliability into account. The mixed method approach allows for the identification of coverage of Maersk’s various key business units as well as the tonality of such coverage. This approach to output evaluation verge on frameworks acknowledged by the industry such as “IMPACT”, and does in turn provide the conglomerate with a profound basis for analysis. Furthermore, it renders the exceptionally tight deadlines and serves as a common methodological ground for the vast multitude of multilingual media coverage to be coded and analyzed.

The style and layout is created with consideration to busy schedules, bearing in mind that the interim analysis is aimed and directed at top level management. A such, the report layout is based on a dashboard approach, where information is highly condensed and precise.

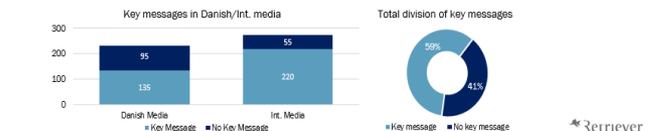
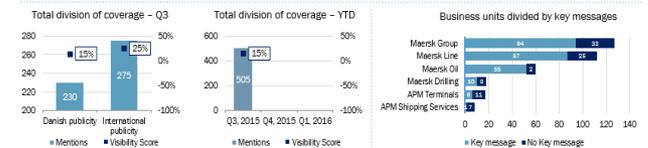
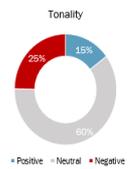
Two Interim reports are conducted and delivered to the client. The first of which is delivered within 24 hours of the release of the quarterly financial statements, whereas the second follow-up report 24 hours later. This approach links Maersk’s outputs to outcomes, facilitating the need of instant reporting, and thus enables the client to adopt and alter communication strategies concurrently.

In addition to the quarterly reports, Retriever conducts and delivers semi-annual follow-up reports, which provides the conglomerate with long-term measures. Doing so, facilitates benchmark measures that provides the client with valuable information on quarterly developments in terms of volume, tonality, prevalence of key messages, spokesperson coverage, share of voice and so forth. This long-term perspective enables the identification of key metric performance, and thereby allows the client to alter its long-term communications strategy.

As an additional feature to the quarterly and semi-annual reports, the client has access to numerous ad hoc reports. These accommodate the potential need for further analysis if deemed necessary and thereby provide the conglomerate with supplementary, additional insight into topics and themes of their choosing.

Key figures

Interim Q3 2015	Total coverage	Negative Coverage	Neutral Coverage	Positive Coverage	Quarterly Development	Visibility Score
National – Print	82	19	49	14	N/A	16%
National – Web	136	36	80	20	N/A	13%
National – Broadcast	12	2	10	0	N/A	27%
International – Print	80	4	68	8	N/A	22%
International – Web	180	6	144	30	N/A	18%
International – Broadcast	15	4	6	5	N/A	24%
Total	505	71	357	77	N/A	20%



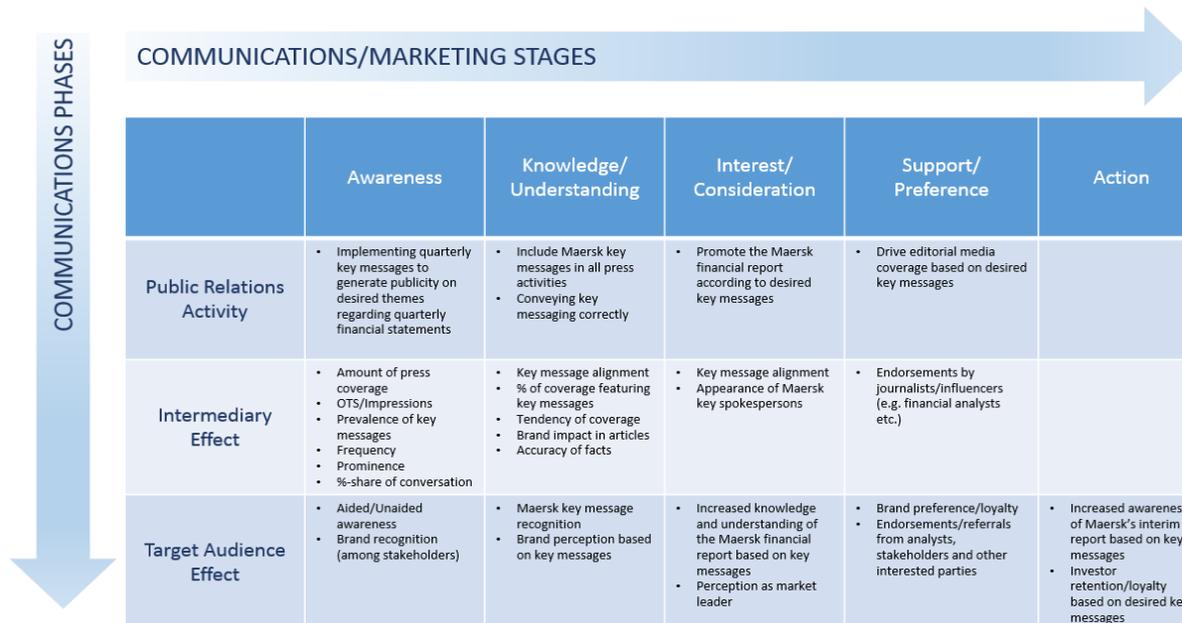
The Maersk dashboard

Effectiveness of assignment

Client feedback indicates a clear and **profound level of satisfaction and contentment** with the solution. Whereas the methodological approach facilitates **valuable insight into national as well as international financial media coverage**, the twofold reporting setup provides the conglomerate with an instant qualitative evaluation of media coverage that in conjunction with the follow-up report, serves as proactive communications tools with which the conglomerate can alter and optimize communications strategies instantaneously.

As emphasis throughout the analysis is put on the prevalence of key messages and key spokespersons, the foundation for valuable benchmarks on these variables is present (as presented in the valid metrics framework below). Such figures serve as **valuable long-term measures** that enables the measurement of progress/success achieved and hence as baselines/benchmark for future comparison.

As the report design encompass and emphasize all Maersk business units, the conglomerate is provided with detailed insights into all business unit's performance, which allows for the identification of possible areas of improvement in each unit.



Maersk valid metrics framework

Client feedback

"Retriever's media analysis and reports enables us to track and evaluate important metrics in our external communication such as key media, message penetration and spokespersons. Further, they provide insights into national and international media coverage and allows for alteration and optimization of communications strategies and tactics."

- Simon Mehl Augustesen, Head of Media Relations, Maersk Group Denmark.