

Workshop F

AMEC M³

Measurement Maturity Mapper

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→ DATA PRO

AMEC M³ Measurement Maturity Mapper

Developing your evaluation program for
increased organisational success



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AMEC M³: Measurement Maturity Mapper

- Introductions
- Purpose and concept
- Diagnostic questionnaire
- M³ Report: Outputs and actions



AMEC M³: Measurement Maturity Mapper

A tool which organisations can use to benchmark themselves against and determine:

- The current level and effectiveness of the Measurement and Evaluation Program used
- Options to develop the existing program
- Options to enhance the impact of the program



This is not another model, framework or set of principles

- We already have a strong framework for measurement and evaluation
- This is a tool to help practitioners decide how to develop their evaluation program to enhance organisation impact
- Not reinventing the wheel – this is a guide to progress
- Based on the Integrated Evaluation Framework and Barcelona Principles



Why offer this tool?

- Organisations which are better informed make better decisions
- Data driven organisations are better informed
- Better decisions reduce risk for organisations and make them more successful
- This tool
 - Establishes 'where you are' on the journey
 - Gives direction to achieve effective progression based on value derived from evaluation



Data driven organisations

- All organisations are data-driven to some extent
- Organisations which are self-critical and track performance against goals
- Look at trends over time
- Integrates evaluation across the organisation



Sophistication vs Impact

The effectiveness of campaign measurement:

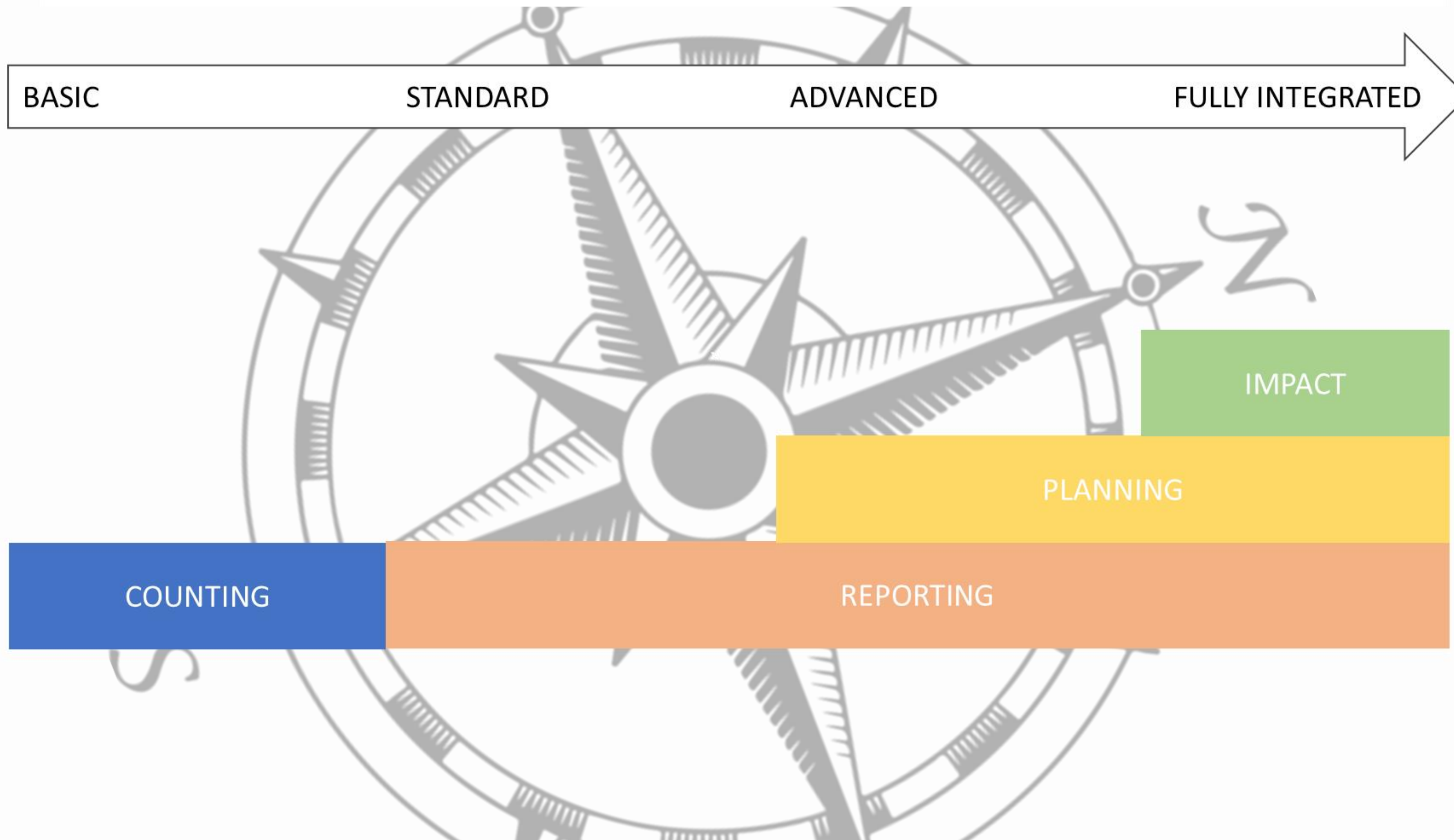
- How well the results can be used to drive planning of campaign activity
- How is campaign activity producing a positive result for the organisation.

Measurement can be very “basic”, e.g. counting clips. Limited opportunity to impact the organisation and limited options to impact the direction of future campaigns.

- More sophisticated reporting (out-takes/outcomes) can lead to better planned campaigns.
- Better planned campaigns are more effective at leading to an enhanced organisational impact



AMEC M³ Map



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Embarking on the M³ Journey

BASIC	STANDARD	ADVANCED	FULLY INTEGRATED
Counting Outputs <ul style="list-style-type: none"> • Counting clips • Tracking impressions • Posts, tweets, etc. • Sentiment / tone • Messages placed • CPM 	Goal Setting <ul style="list-style-type: none"> • SMART Objectives • Targets / KPIs • Traditional & social integration 	Formative Research <ul style="list-style-type: none"> • Baselines / Benchmarks • Audience Needs • Evaluation Plan • PESO integration 	Organisational Impact <ul style="list-style-type: none"> • Causal analyses • Reputation studies • ROI / econometrics
	Reporting Out-takes <ul style="list-style-type: none"> • Responses (follows, likes, shares, etc.) • Total engagements & rates • Understanding • Participation 	Reporting Outcomes <ul style="list-style-type: none"> • Message acceptance • Satisfaction • Registrations • Brand preference • Trust • Intention • Advocacy 	Integrated Planning <ul style="list-style-type: none"> • Strategic Planning • Pre-test (e.g. creative testing) • Brand & rep tracking
			Reporting Impact <ul style="list-style-type: none"> • Reputation • Relationships • Organisational change • Public / social change • Costs Savings • Sales • Retention & loyalty



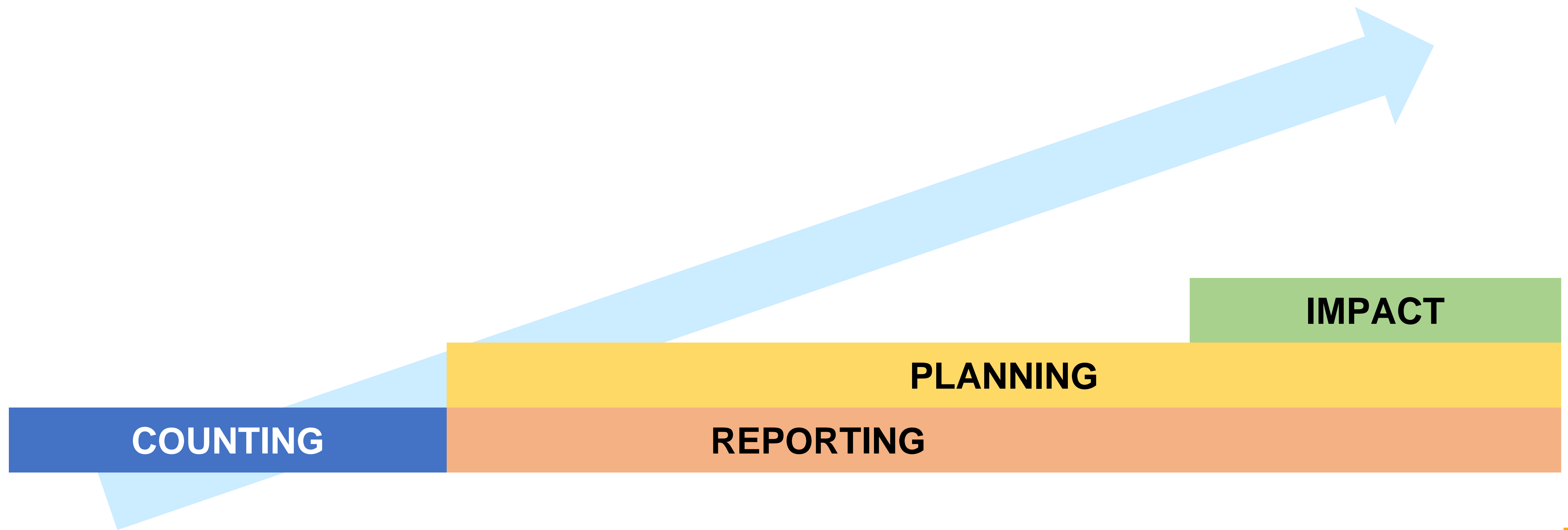
Embarking on the M³ Journey

BASIC

STANDARD

ADVANCED

**FULLY
INTEGRATED**



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How it works: Diagnostic Questionnaire

- Set of questions to determine what evaluation is in place and how it is being used.
- Positions each organisation on the 'map' and helps to prioritise what actions to recommend
- Self-completion, online tool



Diagnostic Questionnaire:

- Background info captured to classify data
- Five point scale questions using frequency
- Thank you to our 'guinea pigs'!

How often do you do the following ... ?

	Frequently (e.g. every time we run some activity or monthly)	Regularly (at least quarterly)	Sometimes / on an ad-hoc basis	Rarely (maybe once per year)	Never
Evaluate PR and Communications activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use measurement and evaluation to better understand our target audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use measurement and evaluation to optimize our channel strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prioritise and target the right media based on the evaluation results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use measurement and evaluation to identify and use the right messaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking about your whole organisation - all the teams e.g. communications/ sales/ marketing/ operational etc. - how well do the following statements describe your organisation.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't know/Not sure
The organisation has a clear vision and goals which all employees are committed to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation has well defined strategic objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation objectives are translated into specific team and individual objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
While the communications evaluation program is effective, other parts of the organisation do not have a strong evaluation program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual performance is assessed based on the contribution made to the organisation objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organisation has a culture of accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Background information

To begin with, we would like to ask a few questions about your organisation so that we can classify the results. This will enable us to explore the data in more depth, comparing different groups and types of organisation. The intention is that this model will be used to provide an individual report based on the responses to this questionnaire, not to be used or identified publically in any analysis.

Which of the following best describes your organisation?

❗ Choose one of the following answers

Please choose...

Within your organisation, which of the following best describes your team role?

❗ Choose one of the following answers

Please choose...



Where are we with the tool

- Developed and tested the diagnostic self-assessment
- Used input from a number of organisations to 'pilot' the questionnaire
- Develop the recommendations provided based on the responses



Pilot diagnostic self-assessment

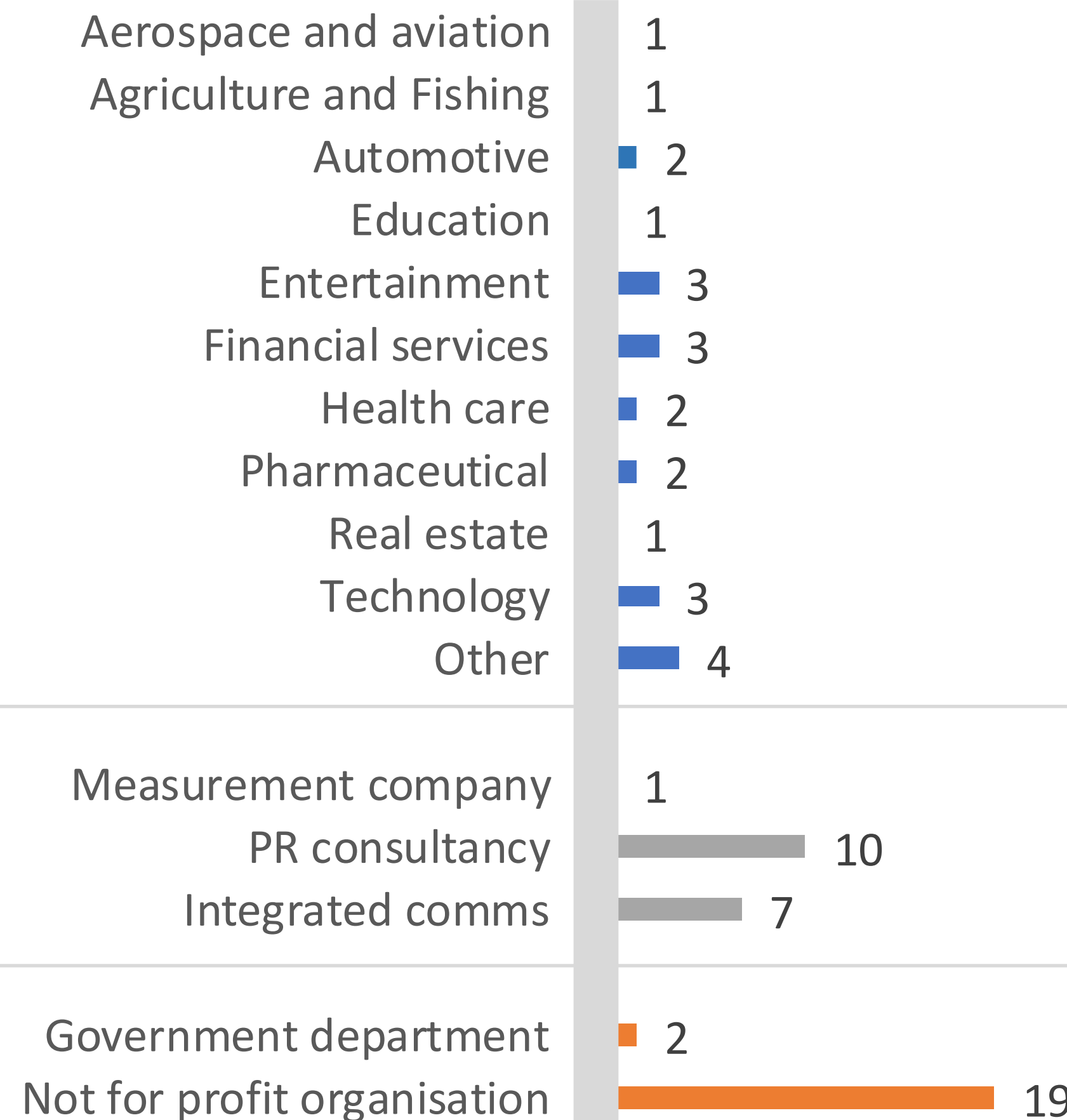
 **62**

Completed Questionnaires

37% Commercial

29% Agency

34% Government /
Not-for-profit



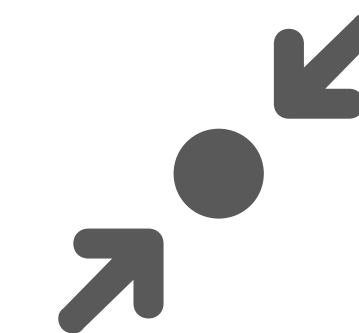
58%

>250
employees



42%

<250
employees



68%

National
focus



32%

International
focus



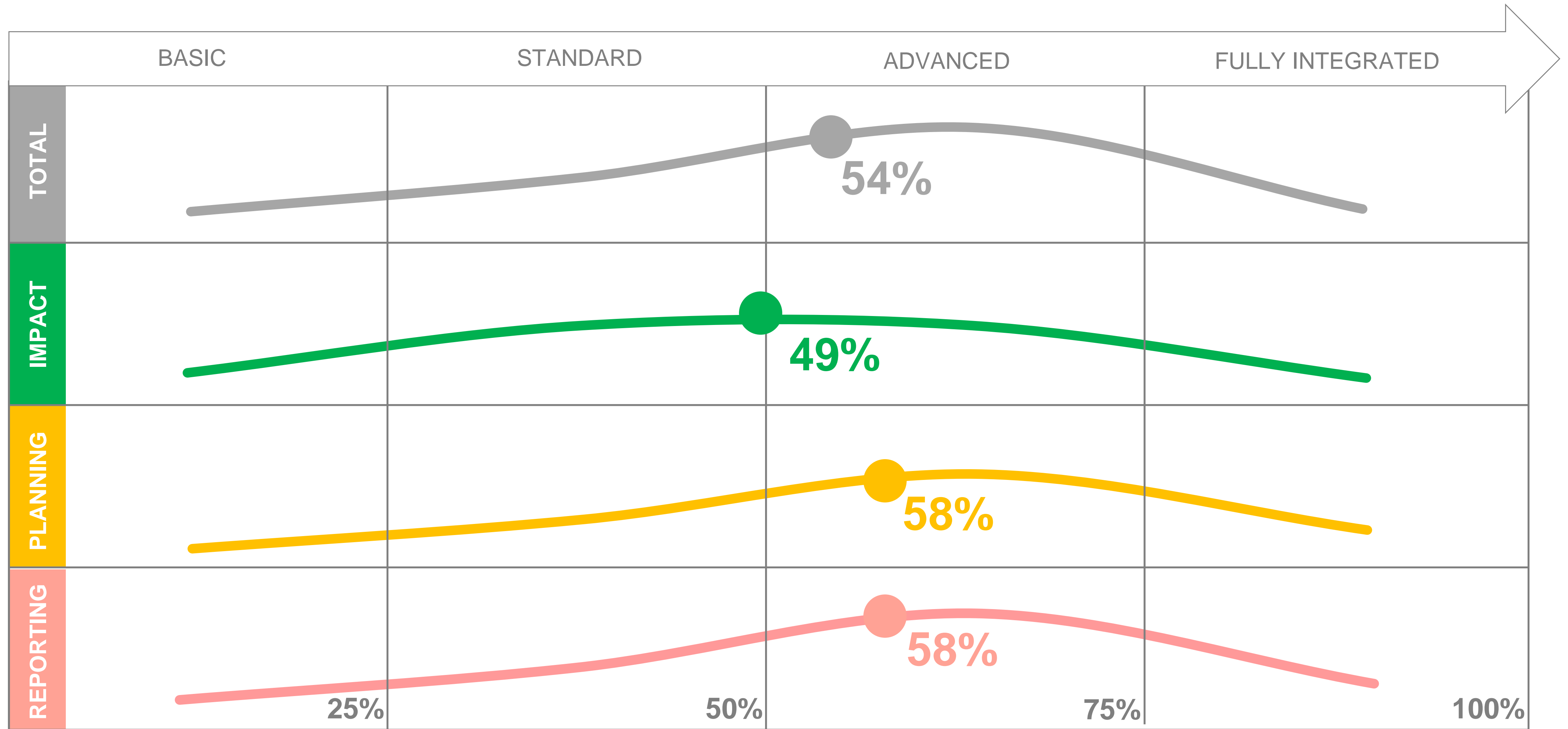
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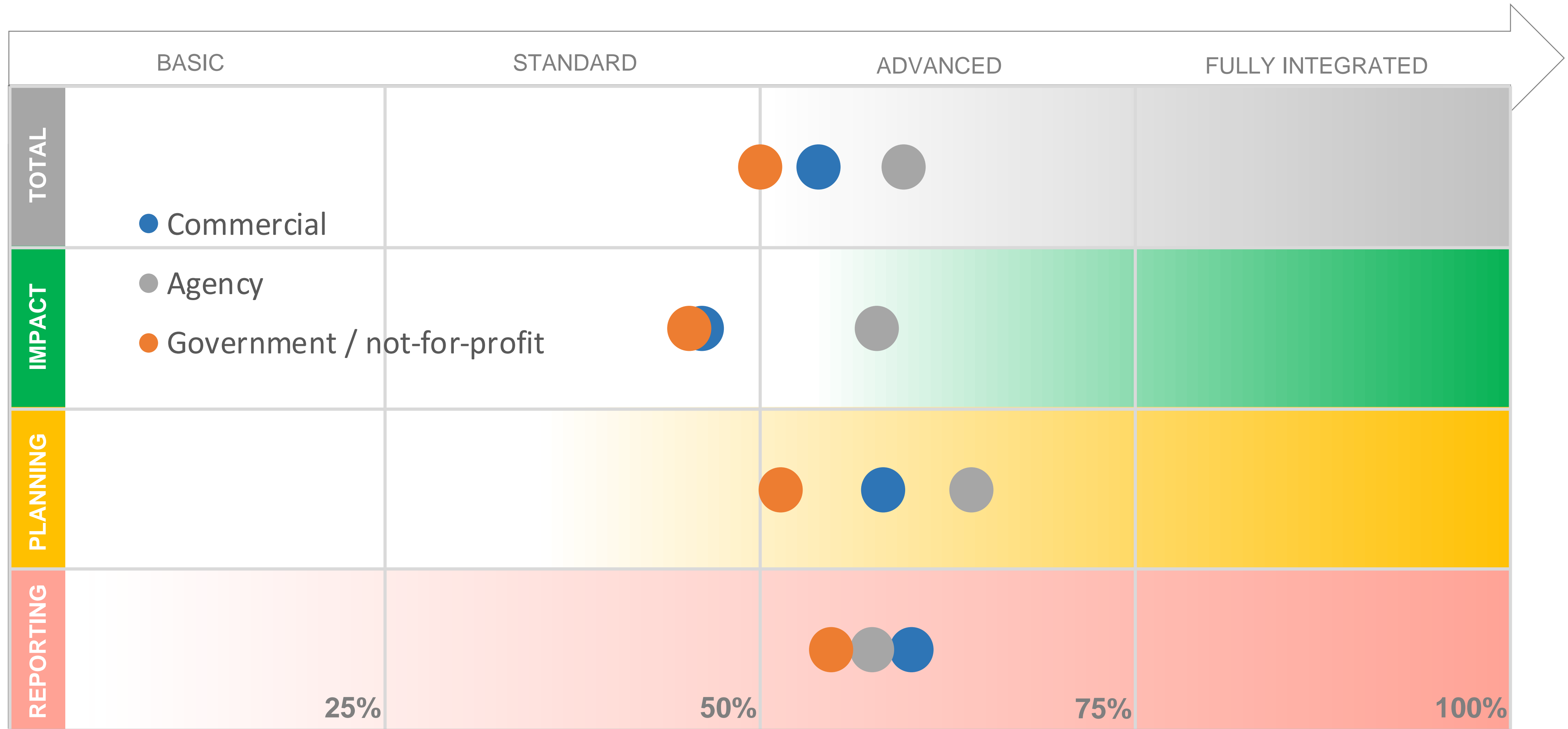


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AMEC M³ – Distribution of scores



AMEC M³ – Types of organisation



AMEC M³ – Overall observations

Strengths

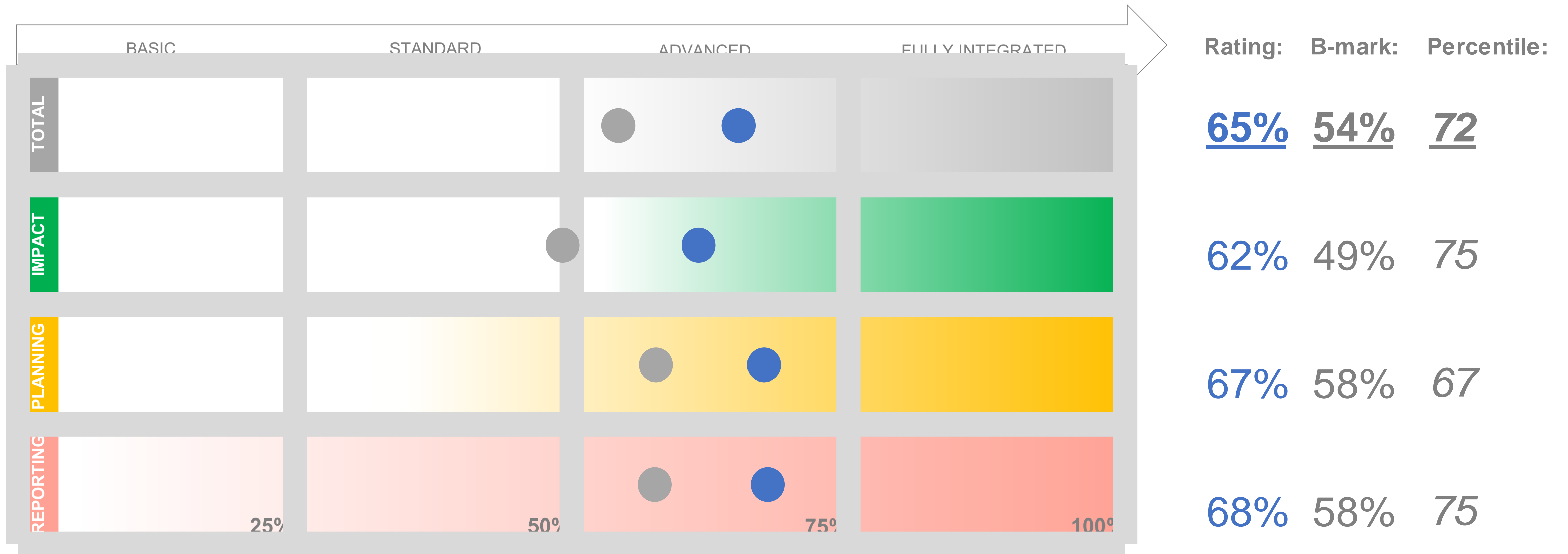
- **85%** regularly evaluate comms activity
- **69%** measure quality as well as quantity
- Regular measurement of audience engagement on owned (**77%**) and social (**65%**) channels
- **71%** use evaluation to provide insight for planning
- **66%** use evaluation to track performance relative to the organisations communication goals
- **65%** say comms evaluation contributes to regular reporting of overall organisation performance

Weaknesses

- Some ongoing usage of AVE
- **31%** say comms evaluation not as robust as other parts of organisation
- Lack of regular quantitative (**26%**) and qualitative (**15%**) audience research
- **37%** regularly link PR performance to reputation and impact on strategic organisational objectives
- **39%** regularly integrate measurement across PESO channels
- **19%** contribute PR data to market mix analysis to understand contribution of marketing channels



AMEC M³ – Example response



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AMEC M³ – Example response: recommendations

Strengths



REPORTING

- 1) Evaluation measures the quality as well as quantity of media coverage
- 2) Evaluation tracks how coverage is reaching specific target audiences
- 3) We run quantitative surveys to understand changes in audience awareness and perception
- 4) We track engagement on owned channels
- 5) We integrate the measurement of earned media and social media

PLANNING

- 1) Measurement and evaluation is used to better understand target audiences
- 2) Evaluation results are used to prioritise and target the right media
- 3) Measurement and evaluation is used to identify and use the right messaging
- 4) Evaluation is used to track performance relative to organisational communication goals
- 5) Evaluation is used to set KPI benchmarks

IMPACT

- 1) Measurement and evaluation is used to adjust strategy and make execution more effective
- 2) PR performance is linked to the organisation's reputation and how this impacts on the strategic organisational objectives
- 3) There is a clear vision and goals for the organisation which all employees are committed to
- 4) Clear strategic organisational objectives have been defined
- 5) Organisation objectives have been translated into specific team and individual objectives

Opportunities



- 1) Integrate the measurement of paid, earned, shared and owned communications channels to give a holistic view
- 2) Evaluate activity across marketing channels on the contribution made to strategic organisational objectives
- 3) Look at behavioural changes within target audiences to determine the impact of organisational activity
- 4) Monitor the latest technological and methodological developments to ensure the most up to date practices are used

- 1) Use measurement and evaluation to optimize channel strategy
- 2) Adjust strategy and execution based on evaluation reporting
- 3) Use measurement and evaluation to find points of differentiation versus competitors
- 4) Run focus-groups or other qualitative research activity to better understand audiences
- 5) Use market-mix analysis to understand how marketing channels influence organisation outcomes (e.g. econometric modelling)

- 1) Feed PR and communications evaluation into an overall performance report for the whole organisation
- 2) Link multiple metrics across the organisation to get a 'whole picture' view of performance



Thoughts from the Panel

Audience Q&A



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Next steps:

- Refine current questionnaire
- Extend data set (greater spread by region, type of organisation, level of sophistication)
- Build interactive online tool
- Develop case-studies and supporting collateral
- Spread the word!



Our thanks to:

All the participants who completed our pilot questionnaire

Matt Reynolds, Managing Director, Vitreous World

PRCA Email Marketing Team

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Richard Bagnall, Chairman, AMEC

Barry Leggetter, CEO, AMEC

Ali Gee, Deputy CEO, FleishmanHillard Fishburn



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