

# MEASUREMENT & THE THREE i'S

**BARCELONA**  
**12-14 June, 2018**

Insights, Innovation and  
Integration driving the future

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Vice President & Head Corporate  
Brand & Communications



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**“ROO”**  
***(one small step for measurement,  
one giant leap for PR!)***



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# THE GODREJ GROUP

80 countries  
120 years young  
54,000 Godrejites  
1.1 billion consumers  
USD 5 billion revenue  
USD 15 billion  
market cap of 3 listed companies

## GODREJ GOOD & GREEN



EMPLOYABILITY

Train  
**1 million youth**  
To enhance their  
Earning potential



GREENER  
INDIA

**Achieve**  
**Carbon neutrality**  
a positive water  
balance  
and reduce energy  
consumption



PRODUCT  
INNOVATION

**Generate 1/3 of**  
Our revenues from  
good and green  
products

## BUSINESSES



Fast Moving  
Consumer Goods



Real  
Estate



Agri  
Products



Consumer  
Durables



Industrial  
Products



Aerospace

**23%**

of the promoter  
holding is held in  
**PHILANTHROPIC  
TRUSTS**

We maintain  
mangroves nearly  
**3X** New York's  
**CENTRAL  
PARK**  
on our estate in Mumbai

**FORTUNE**

**#48  
GODREJ**

CHANGE THE  
**WORLD**

**#9  
GCPL**

Best large  
workplace  
in **Asia**

GREAT  
PLACE  
TO  
WORK



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# Efficiency v/s Effectiveness

**Video**



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## YET, ARE WE REALLY EFFECTIVE... ?

- How does one know that PR is really working?
- Can PR actions express a direct financial result when there are multiple constituencies involved!
- Can one quantify the cost of reputation saved due to effective PR? Can we assign a monetary value to it or the frequent crises a PR team mitigates silently and claim it as the ROI?
- **So we shifted gears! Got our end objectives right !** The qualitative and quantitative measures were used for course correction of the communications plan.

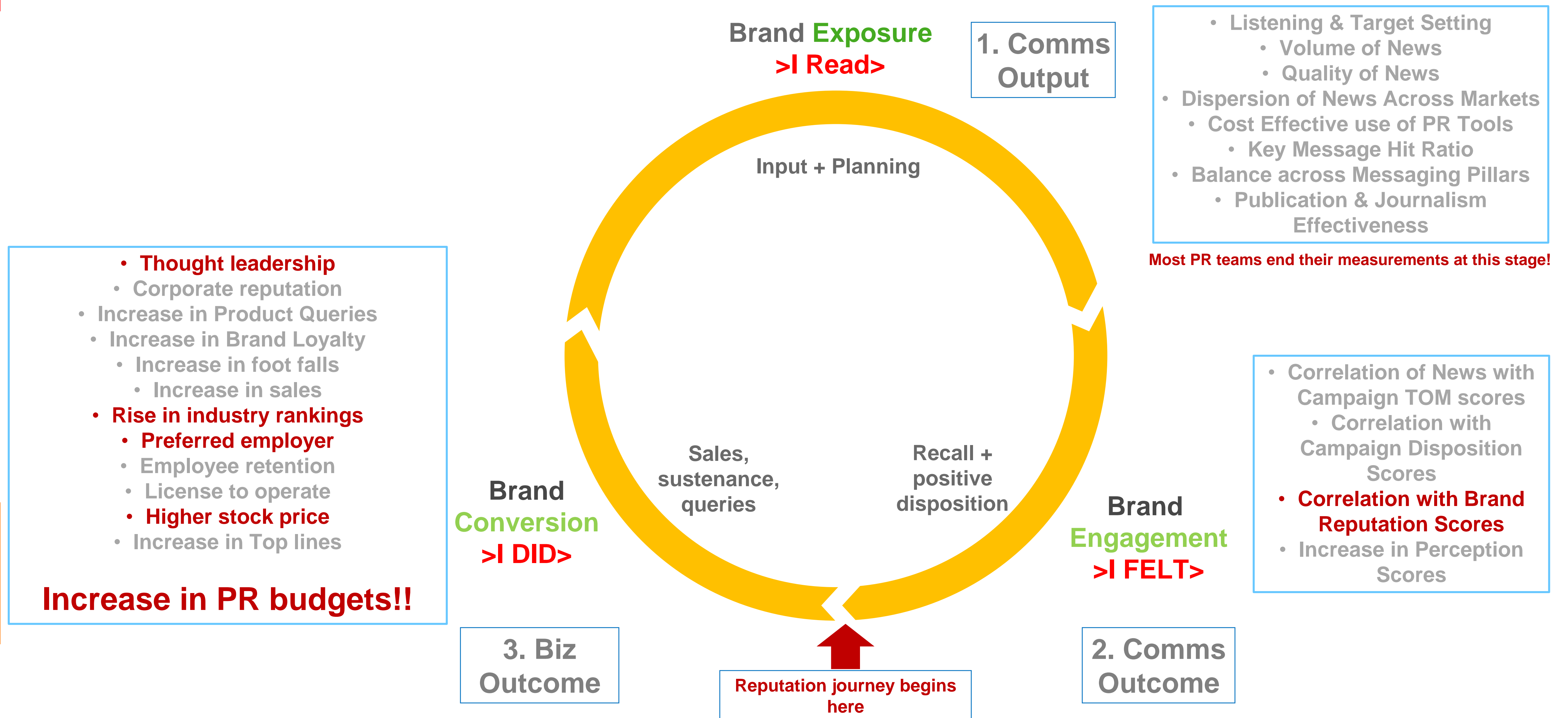


# WE CONSCIOUSLY ALIGNED PR & COMMUNICATIONS OBJECTIVES TO BUSINESS GOALS

BUSINESS GOAL	PR & COMMUNICATION OBJECTIVE
Product/Service sales	Awareness & Perception
Increase Market Share	Brand preference
Enhance Corporate Reputation	Alignment between audience, perception & desired reputation
Employee Retention	Employer Brand
Crisis Mitigation	Decrease negative impact on reputation
Increase Market Cap	Positive sentiment
Higher Valuations – P/E	Image building, branding



# WE ADOPTED A HOLISTIC MEASUREMENT APPROACH





## THE NEEDLE MOVED

**Thought leadership**

Corporate reputation

Increase in Product Queries

Increase in Brand Loyalty

Increase in foot falls

Increase in sales

Rise in engagement with Millennials and Gen Z

**Rise in industry rankings**

**Preferred employer**

Employee retention - Attrition down,

**Higher stock price**

Increase in Top lines

Higher NPS

**Increase in PR budgets!!**



# THE NEEDLE MOVED – BRAND RANKINGS

## Godrej Masterbrand

Ranked 17<sup>th</sup> by Trust Research Advisory (Brand Trust Report 2018)  
Ranked 10<sup>th</sup> by Interbrand (Brand Equity Research 2017)  
Ranked 14<sup>th</sup> by Trust Research Advisory (Most Attractive Brands 2017)

## India's Most Trusted Brands (2017) ranking by Nielsen

Godrej Appliances ranked 9<sup>th</sup> in the Consumer Durables category  
Good Knight ranked 2<sup>nd</sup> in the Household Care category  
HIT ranked 9<sup>th</sup> in the Household Care category  
Cinthol ranked 19<sup>th</sup> in the Personal Care category  
Godrej No. 1 ranked 15<sup>th</sup> in the Personal Care category  
Godrej Hair Dye ranked 17<sup>th</sup> in the Personal Care category  
Godrej Ezee ranked 8<sup>th</sup> in the Fabric Care category

## Brand Trust Report (2018) ranking by Trust Research Advisory

Good Knight ranked 3<sup>rd</sup> in the Pest Repellents category  
HIT ranked 5<sup>th</sup> in the Pest Repellents category  
Godrej Appliances ranked 7<sup>th</sup> in the Durables category  
Cinthol ranked 8<sup>th</sup> in the Bath / Beauty category



**Interbrand**



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# THE NEEDLE MOVED – STOCK PERFORMANCE

**Reputation matters for retail investors!**

**Charts and trends that were presented have been removed as data is confidential**





## THE NEEDLE MOVED – EMPLOYER BRAND



- GCPL ranked among the top 10 places to work in Manufacturing Sector
- GPL ranked No. 2 in the Real Estate sector (India 2016)



- GCPL ranked No. 12 in Asia's Best Places to Work; Featured for 3<sup>rd</sup> consecutive year

FORTUNE  
#48  
GODREJ  
CHANGE THE  
WORLD



GCPL ranked among Best Employers in India in 2017- Aon Hewitt



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# 7 KEY LESSONS LEARNT



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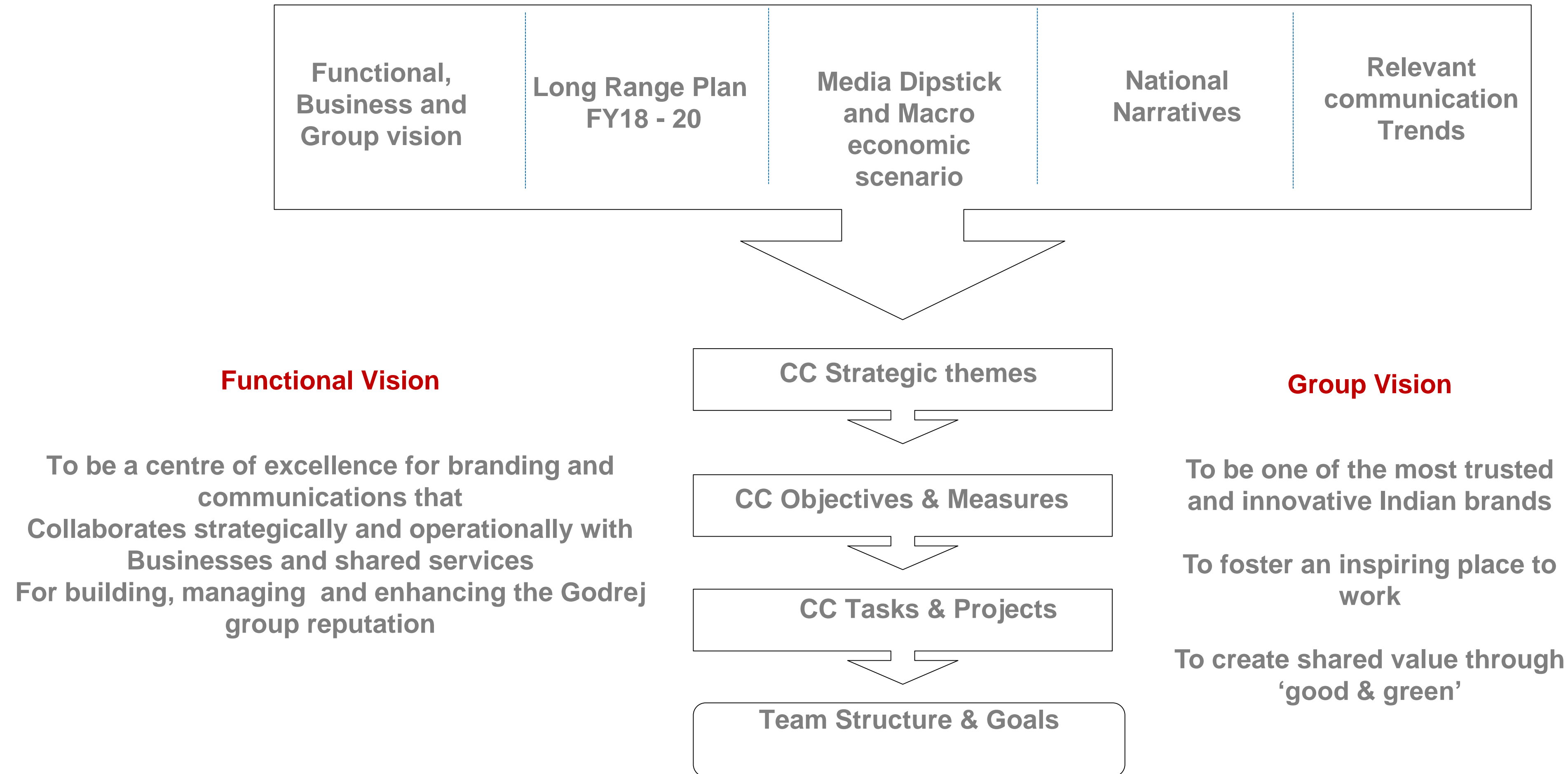
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1001





# GOAL SETTING PROCESS HAS TO BE ROBUST







# STRATEGIC LINKAGE BETWEEN PR AND BUSINESS

Annual Operating Plan Pillars (FY19)	What will success look like - qualitative + quantitative metrics (monthly tracking)	Linkage to business goals (half yearly tracking)
Segmented and in-depth media relations and analytics	10% increase in the Qualitative and Quantitative measures for Godrej group and businesses. Increase SOV by 10%, Beneficial Tonality (neutral + positive) > 98%, 10% increase in regional media exposure ,20% increase in authored thought leadership articles, 10% increase in friends of Godrej, uniform geographical coverage, balanced theme coverage	Higher brand scores, awareness, recall, positive sentiment, positive disposition
Corporate brand building through earned, owned and paid media properties and external stakeholder engagement	5 multi stakeholder thought leadership conclaves as owned media (Future of series) Hub, Hygiene and Hero content as per the content plan – 100% adherence 15 digital videos as per agreed themes for digital platforms, 10% increase in all metrics (Eikona, Radian 6, All digital metrics such as reach, impressions, engagement etc., as agreed)	Thought leadership, corporate brand building, brand recall, Image building, brand positioning, employer branding, Positive sentiment
Digital PR, influencer engagement, new media and Content creation	60 Digital PR projects with 100% Return on Objectives as agreed with the brand teams / businesses. Overall 10% increase in all digital metrics - Views, influencer reach, following, impressions, trending 3 large on ground events – Content amplification on L’Affaire, Vikhroli Cucina, etc. 4 theme based videos – Identified verticals with associated agreed digital metrics Vikhroli Cucina blog (10% increase in all social media metrics) 5 On ground Masterbrand related events – Thought leadership associations, VR project	Business advocacy, digital safety net, positive awareness, influencer engagement
ORM, Crisis Communications, Reputation Management	Adherence to the timelines of reports – Monthly and quarterly across all 15 brands 100% adherence to the crisis communication workshop cascade plan % Negative coverage (less than 2% of overall) SOP to be ready for response during and post crisis	Crisis mitigation, reputation index
Capability Building and Industry networking	100 % adherence to individual development plan New competencies linked to goals of each team member, no. of spokespersons trained 15 Industry awards	Being future ready, advocacy and thought leadership, industry recognition



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# #3 Track progress using the qualitative and quantitative measures!

Course correction of strategy could be based on these insights.



# MONTHLY TRACKING OF QUALITATIVE AND QUANTITATIVE DATA FOR COURSE CORRECTION

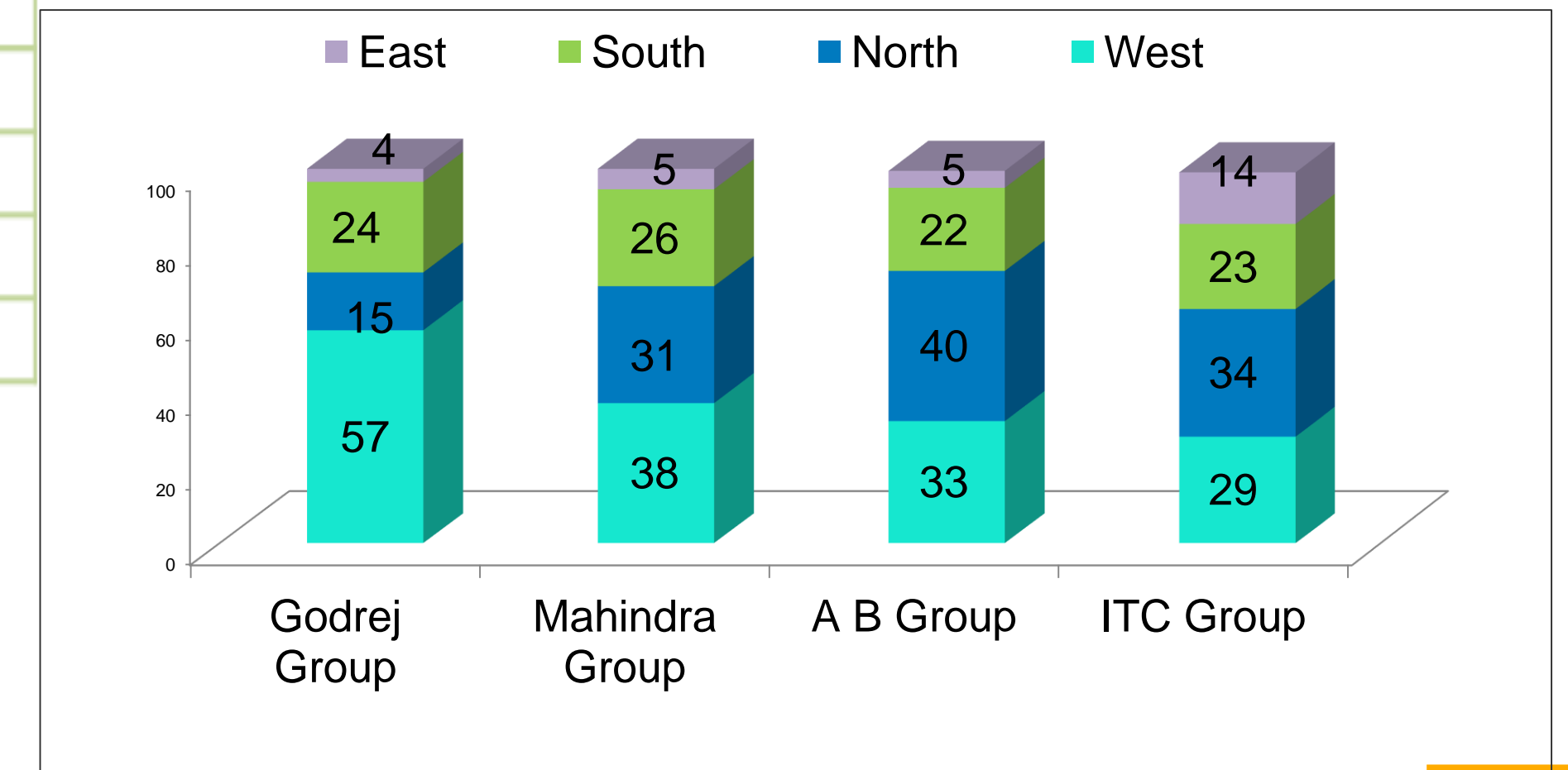
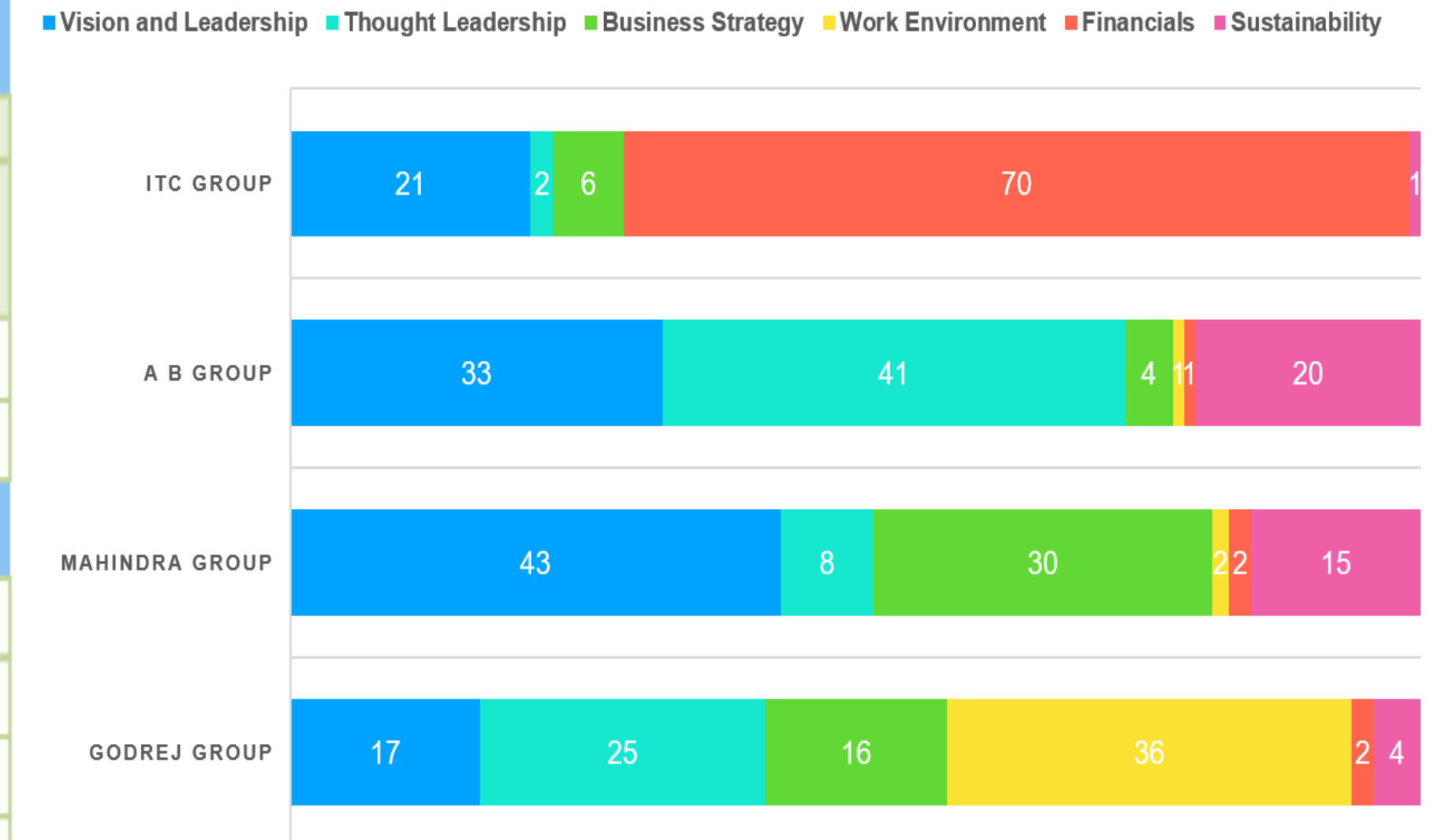
Quantitative								
Period	December'17		January'18		February'18		March'18	
Index Parameters	Godrej Group	Industry Average	Godrej Group	Industry Average	Godrej Group	Industry Average	Godrej Group	Industry Average
No of Articles	451	134	305	275	274	384	195 (-29%)	97
Reach (In '000)	47492	10452	42605	19749	37810	39646	14366 (-62%)	13236
Qualitative								
Net Impact	4560338	2298715	5754025	2977769	4301064	7549936	2410026 (-44%)	3022203
Beneficial Score	5128	1430	3075	3571	2317	4942	4329 (87%)	1699
Neutral Score	80	0	4	129	6	0	0	0
Adverse Score	0	0	0	0	0	0	0	0
B+N Score	5208	1430	3079	3700	2323	4942	4329 (86%)	1699
Photo Weightage	292	51	240	177	174	351	92 (-47%)	76
Headline Weightage	168	52	46	190	54	79	174 (222%)	51
Priority Market	1317	392	1003	817	775	1064	573 (-26%)	281
Exclusivity	396	127	254	361	318	255	266 (-16%)	109

## Quality Factors:

- Godrej Group witnessed a decline in key parameters like Articles, Reach and also factors like Photo, Priority markets and Exclusive articles that led to decline in coverage as compared to February'18

## Quantity Factors:

- Godrej Group received less coverage in high circulated dailies like The Times of India, Hindustan Times, The Economic Times & Mumbai Mirror as compared to Mahindra Group





# #4 Numbers orientation for the PR team is a must!

Need to speak a language that the C Suite relates to...



## MARTIANS (Boardroom folks)

### RESULTS

- Numbers, Impact, ROCE, Profitability
- Growth Charts, Trends & Graphs

### WORK

- Reviewing results
- Looking at spread sheets
- Strategizing

## VENUTIANS (Communicators)

### RESULTS

- 50 media at the event
- A front page headline

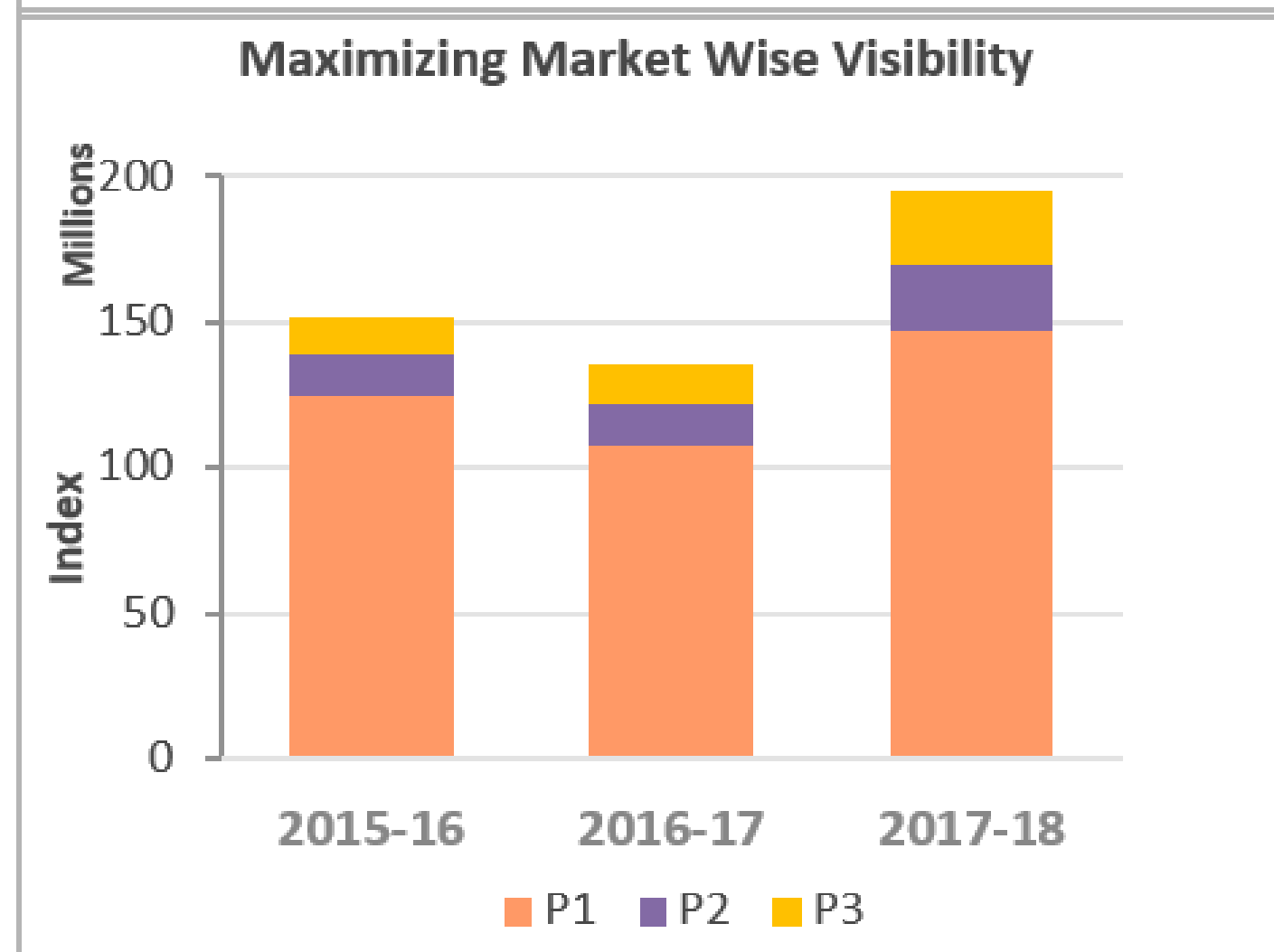
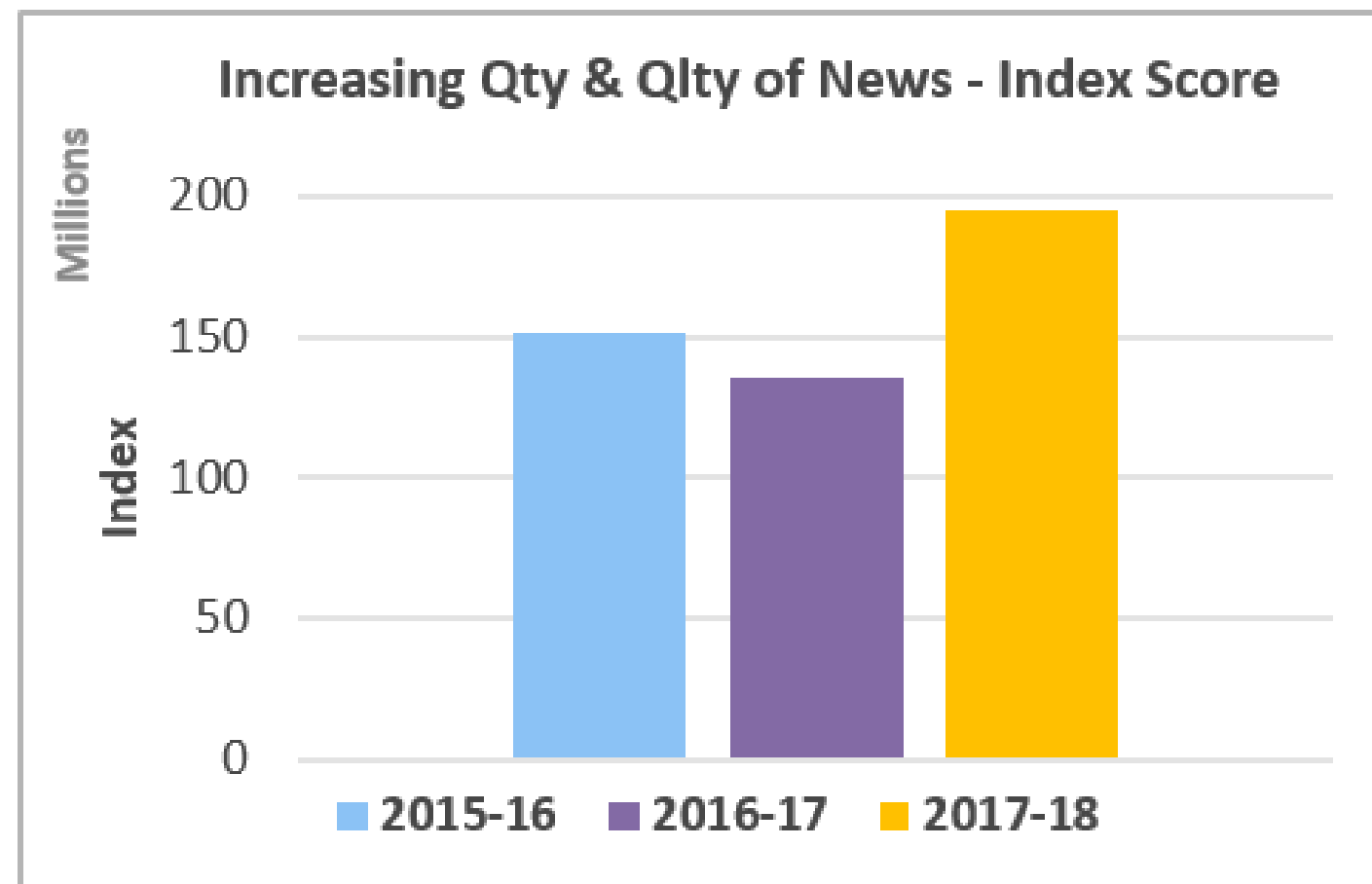
### \*WORK

- Bantering Bantering Bantering
- (\* That's what a majority of the Martians think!)





# C-SUITE UNDERSTANDS COMPARATIVE TRENDS *(VIS-À-VIS IDENTIFIED PEER SET)*



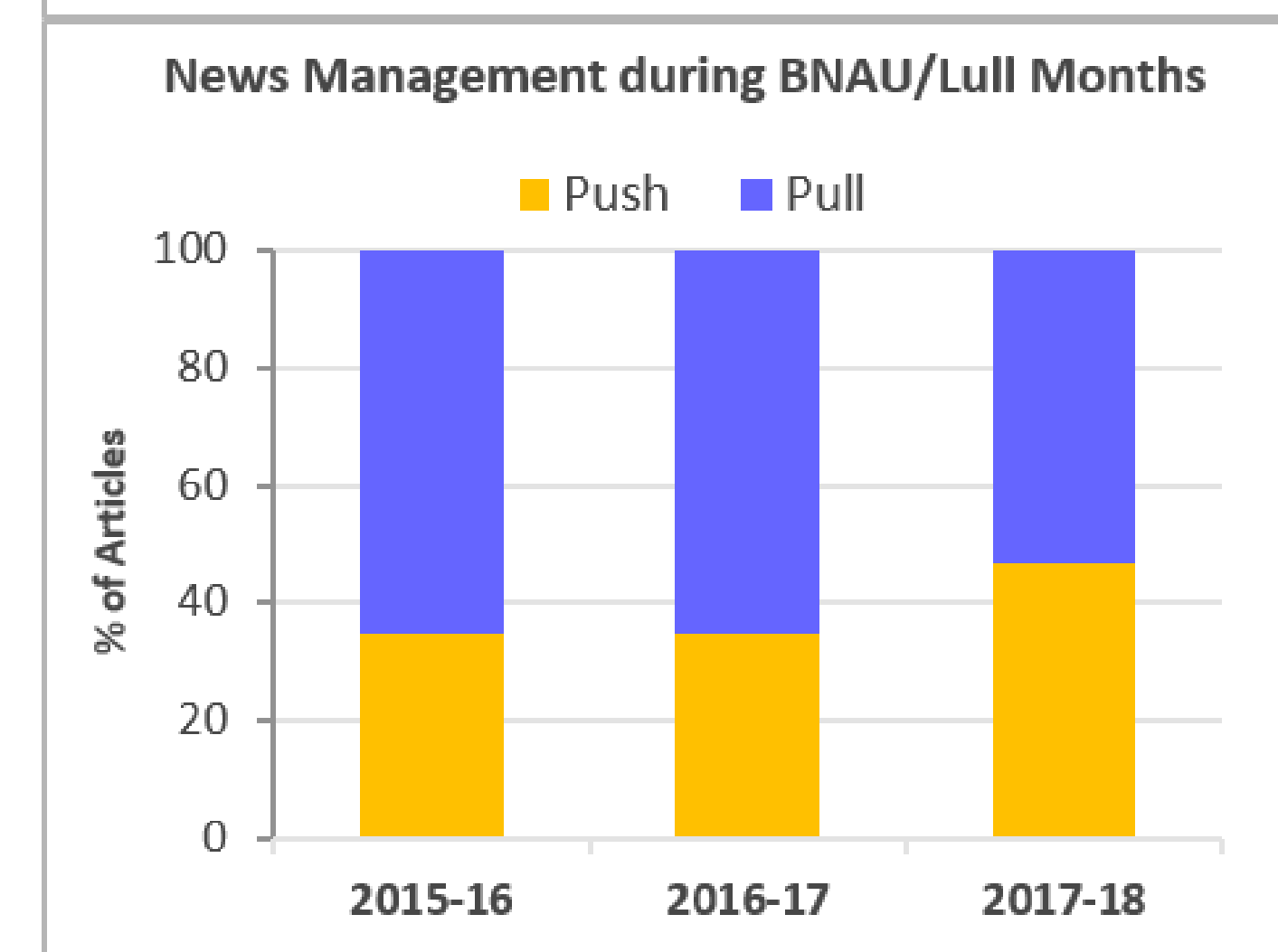
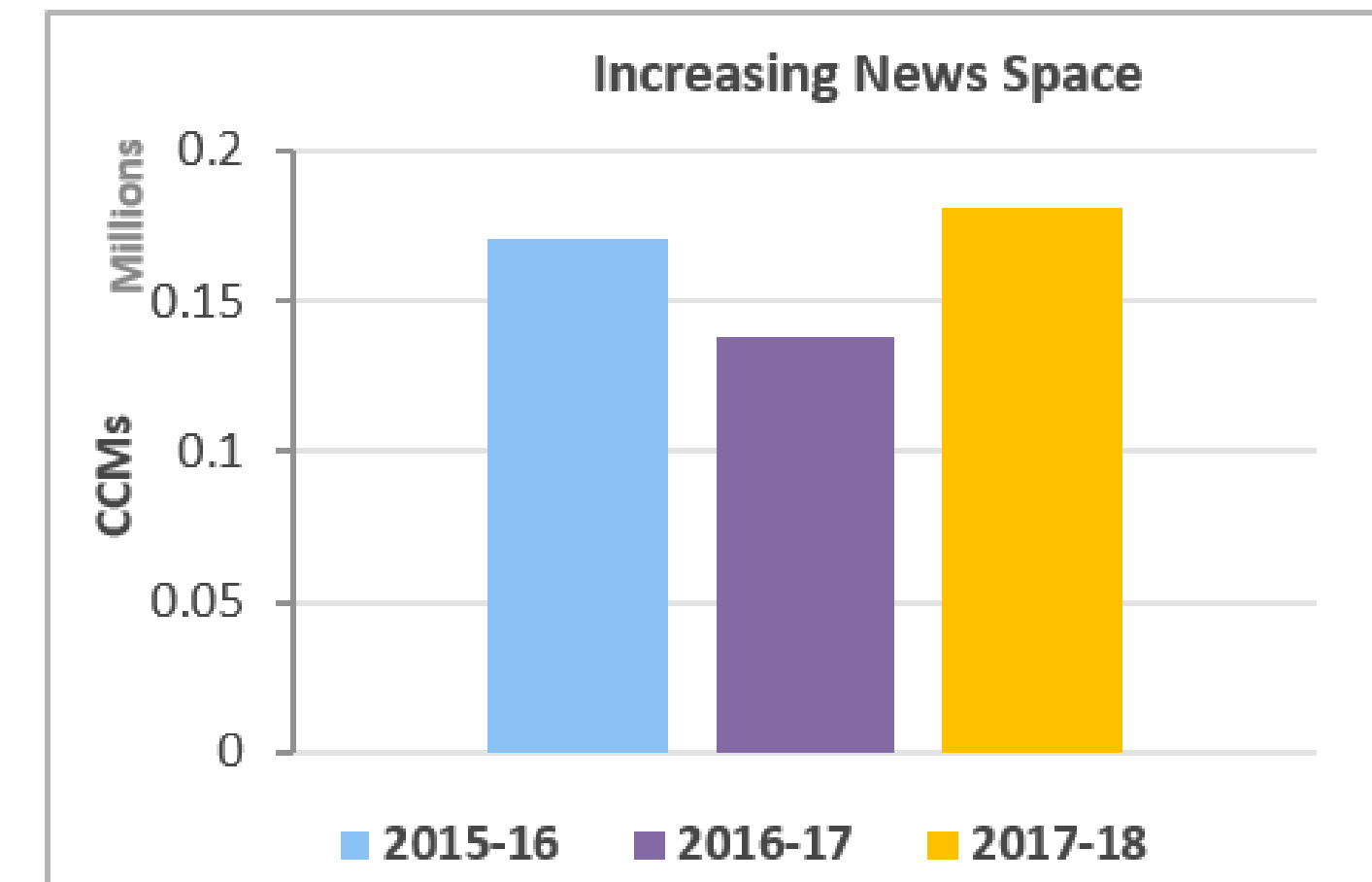
**Index Score** = (Quality x Quantity) of Exposure

**Quality of Exposure** = (Net Tonality) \* (Photo Weightage + Priority Markets Weightage + Weightage of Exclusive Coverage)

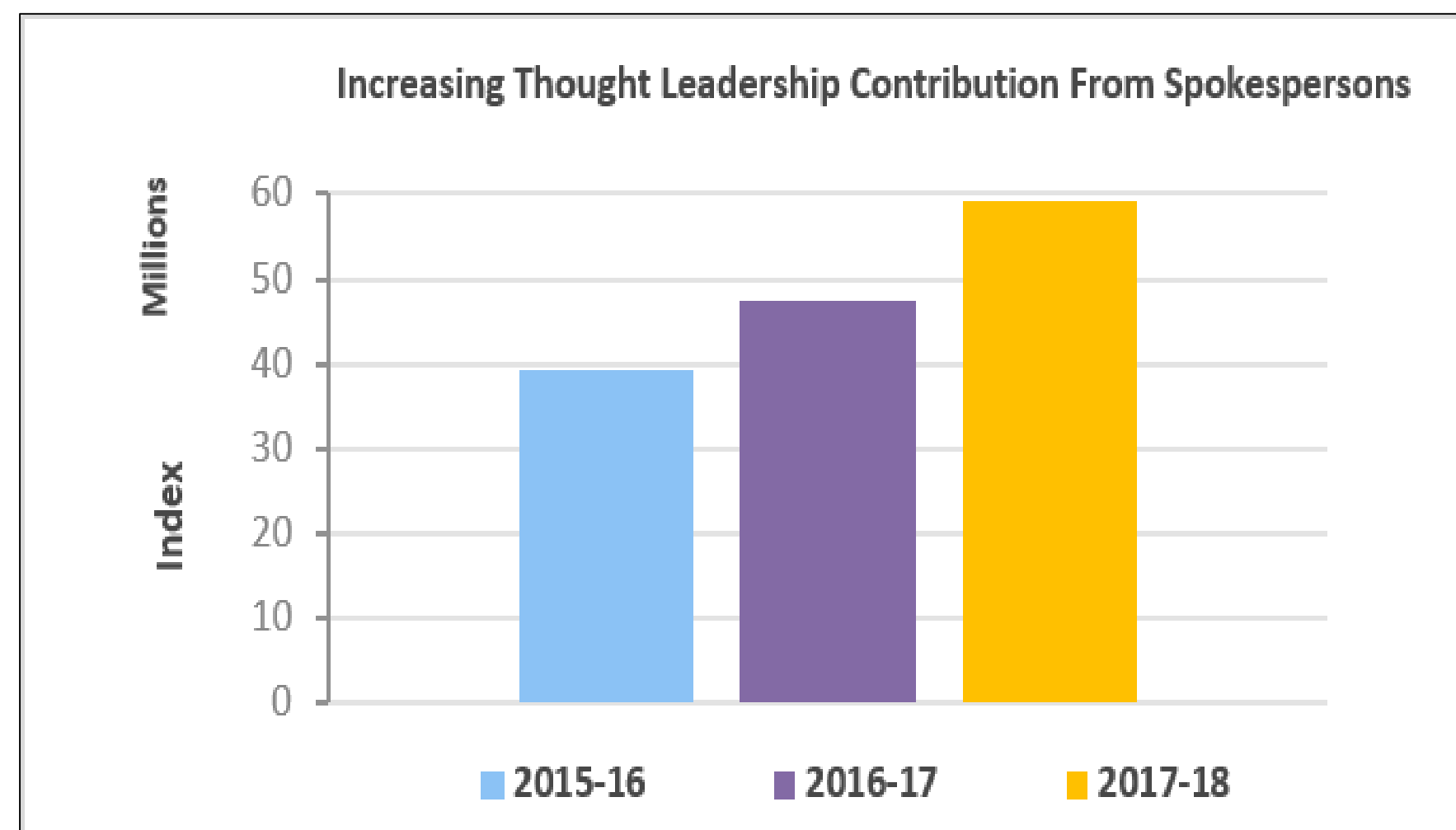
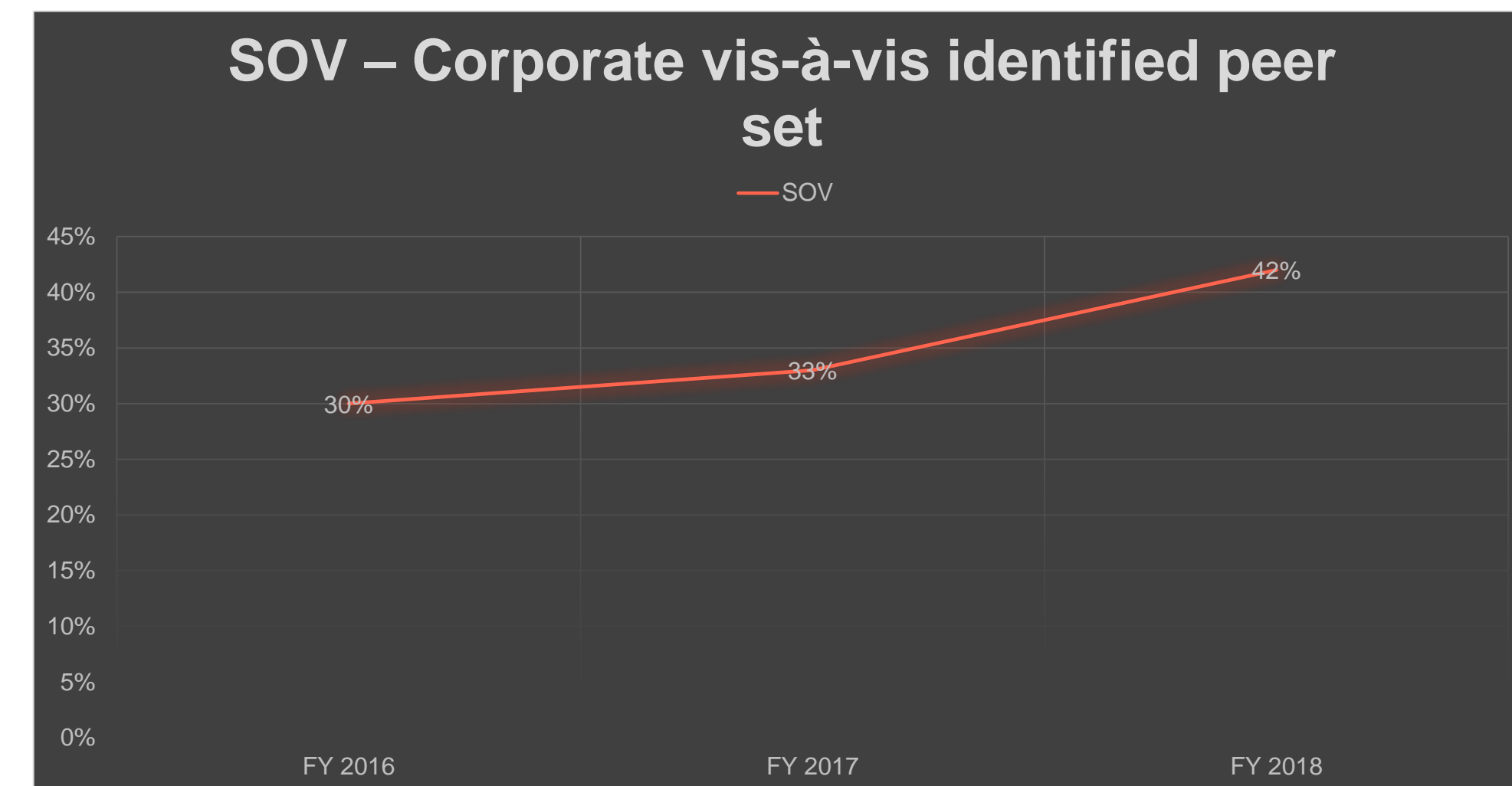
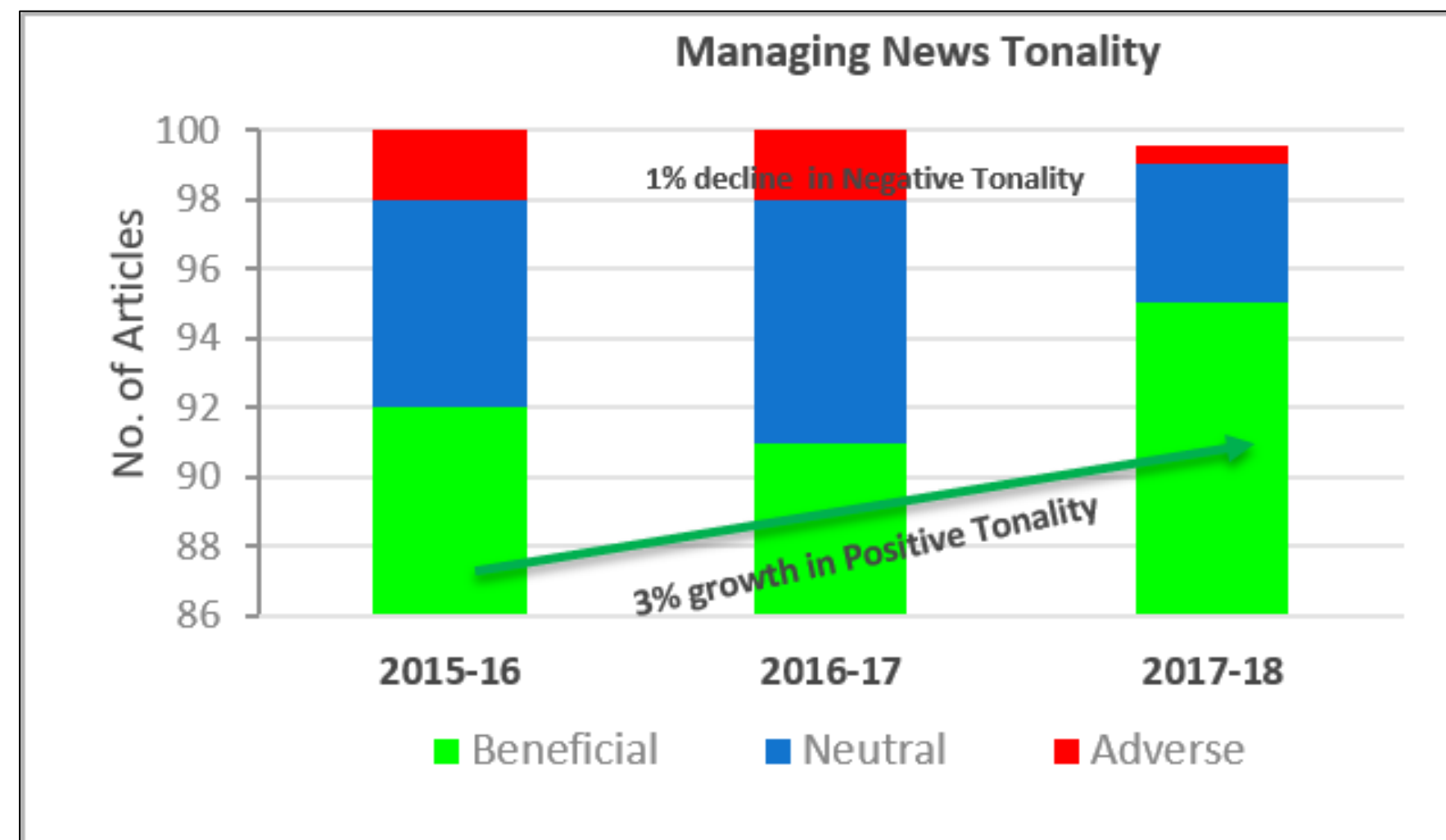
**Quantity of Exposure** = OTS (opportunity to see)

**Note: Net Tonality:** (B CCMs\*2)+(N CCMs)-(A CCMs\*4).

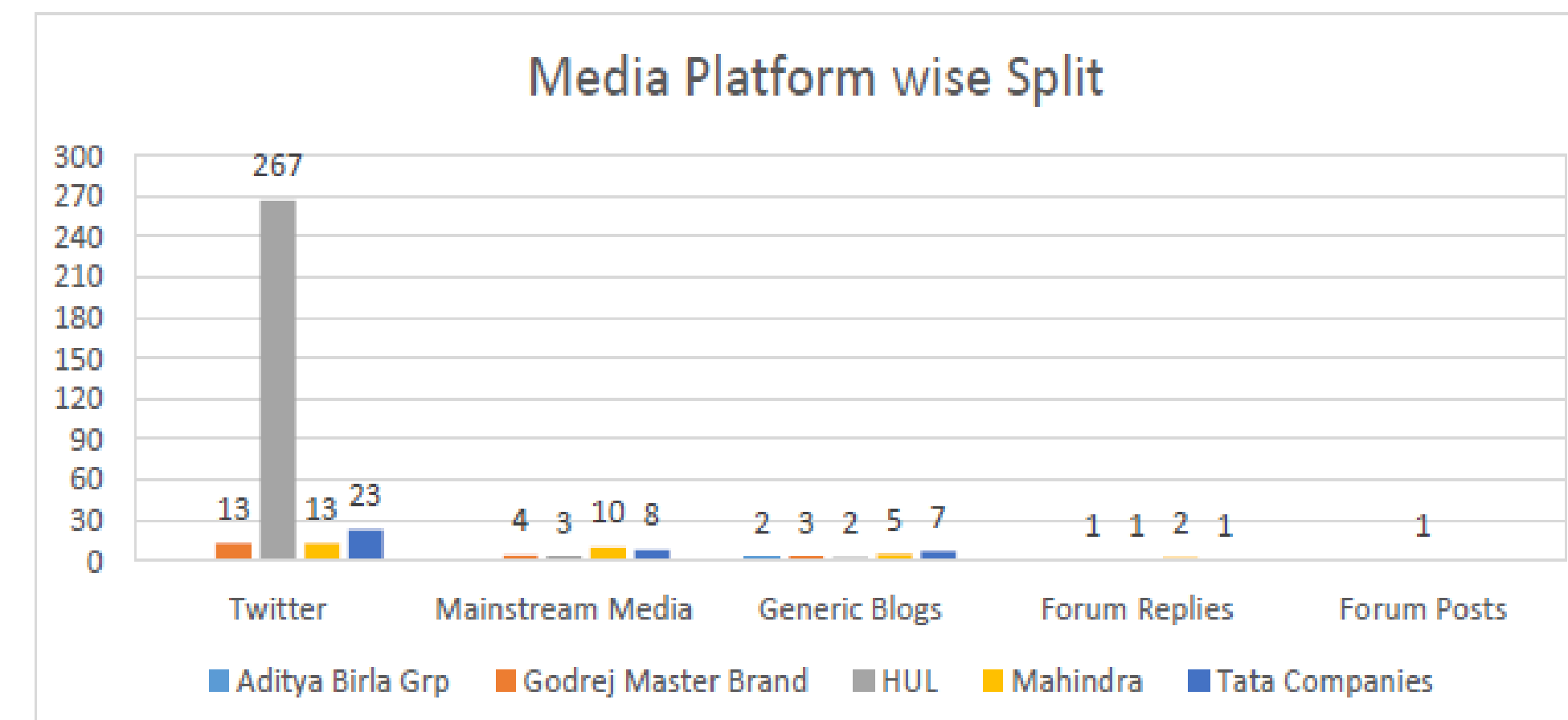
**OTS:** Circulation\*No. of Articles



# TRENDS FOR CORPORATE & EACH BUSINESS (VIS-À-VIS IDENTIFIED PEER SET)



## Maximum Share of voice with high positive tonality



# #5 Don't stop at the first step – analyse outcomes!

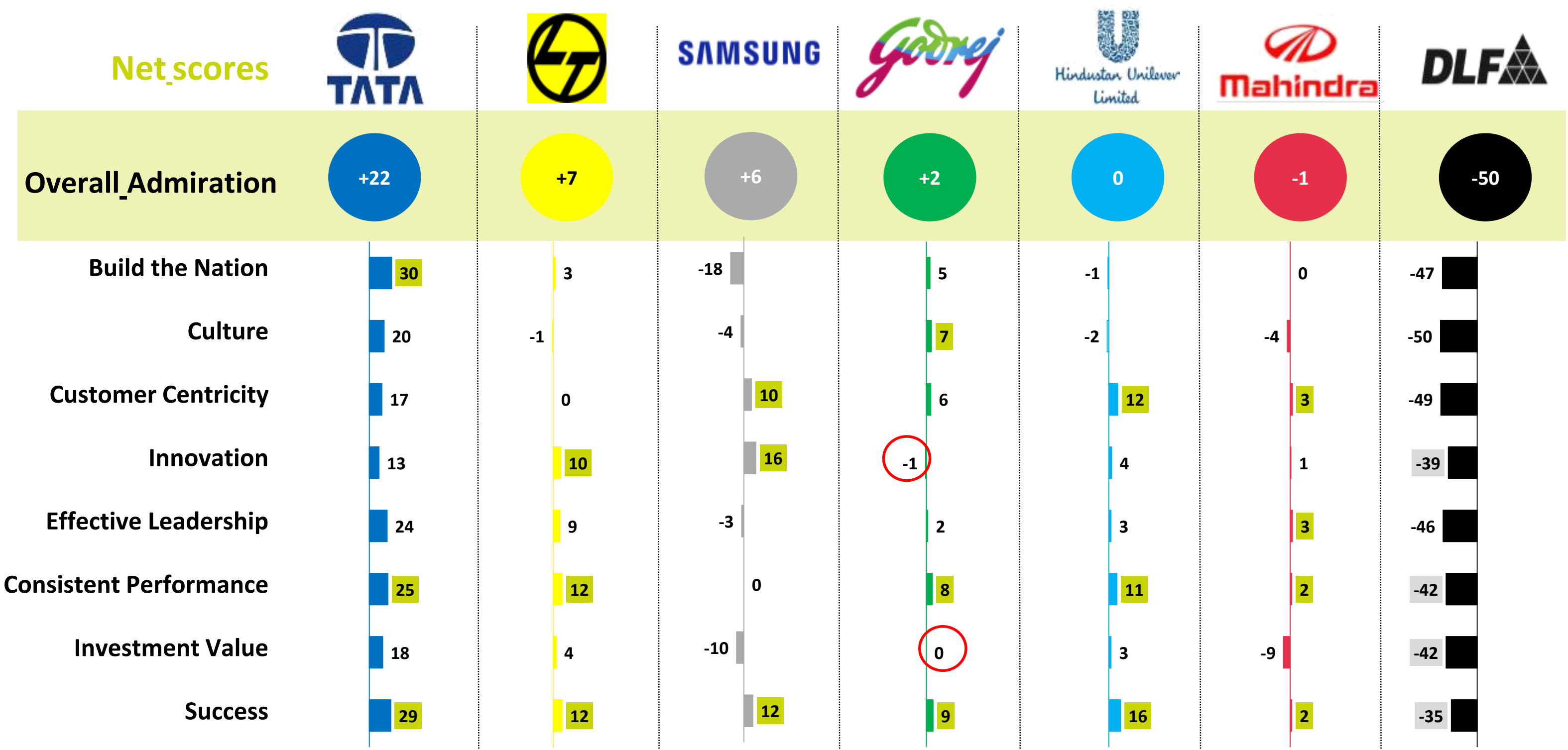




# BRAND ANALYSIS BASIS ADMIRATION DRIVERS (Correlation with Brand Reputation Scores)

## Performance of Pillars

We perform well on the communication pillars of Success, Consistent Performance & Culture.  
Innovation & Investment Value remain our key focus areas.



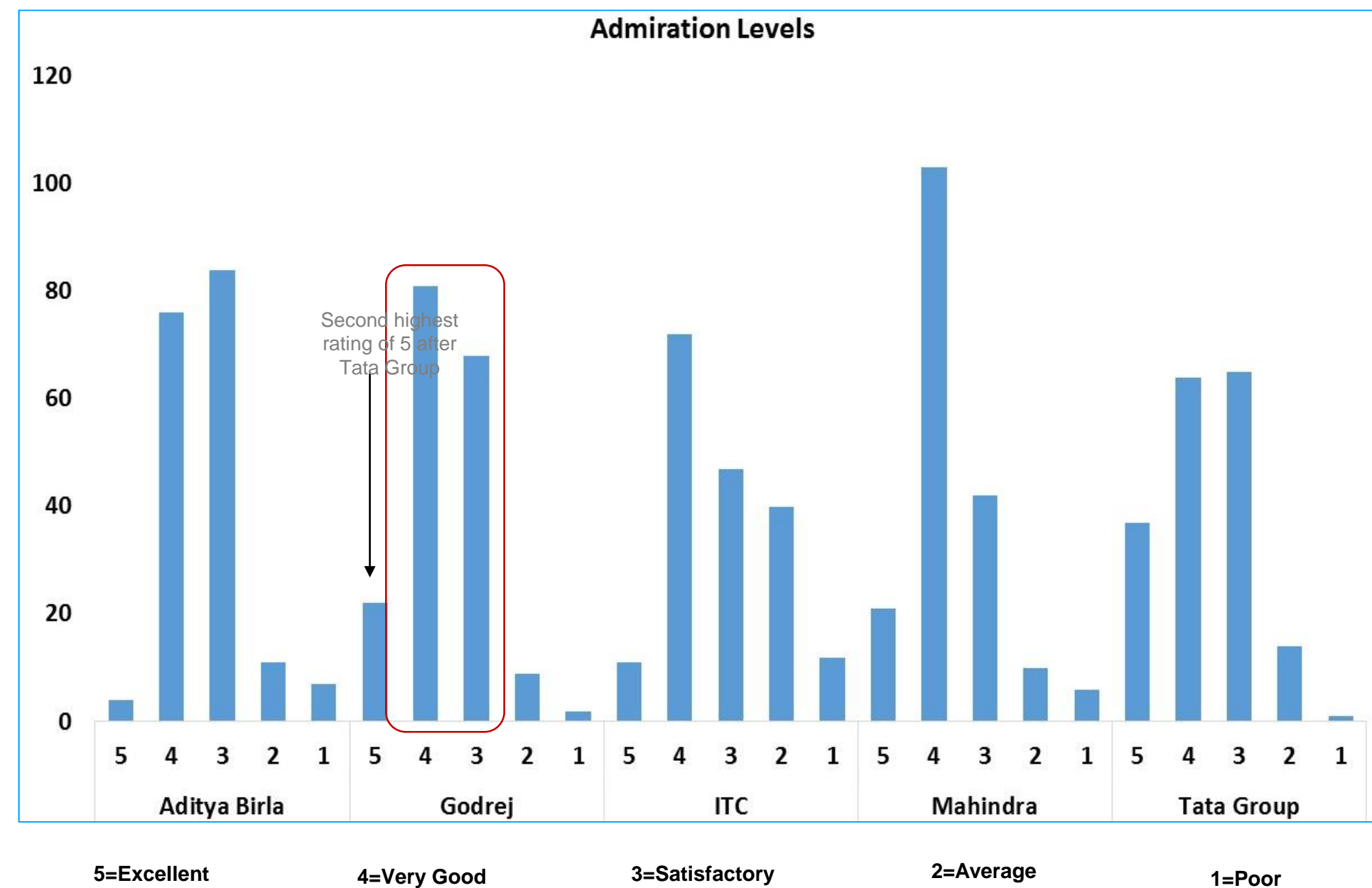
Measuring effectiveness of communication around admiration drivers vis-a-vis identified peer sets helps figure out messaging buckets that need more push.



# ANALYSIS BASIS STAKEHOLDER'S (EG.MEDIA) ADMIRATION FOR THE BRAND

Majority of the respondents rated Godrej 'Very Good' on the admiration scale

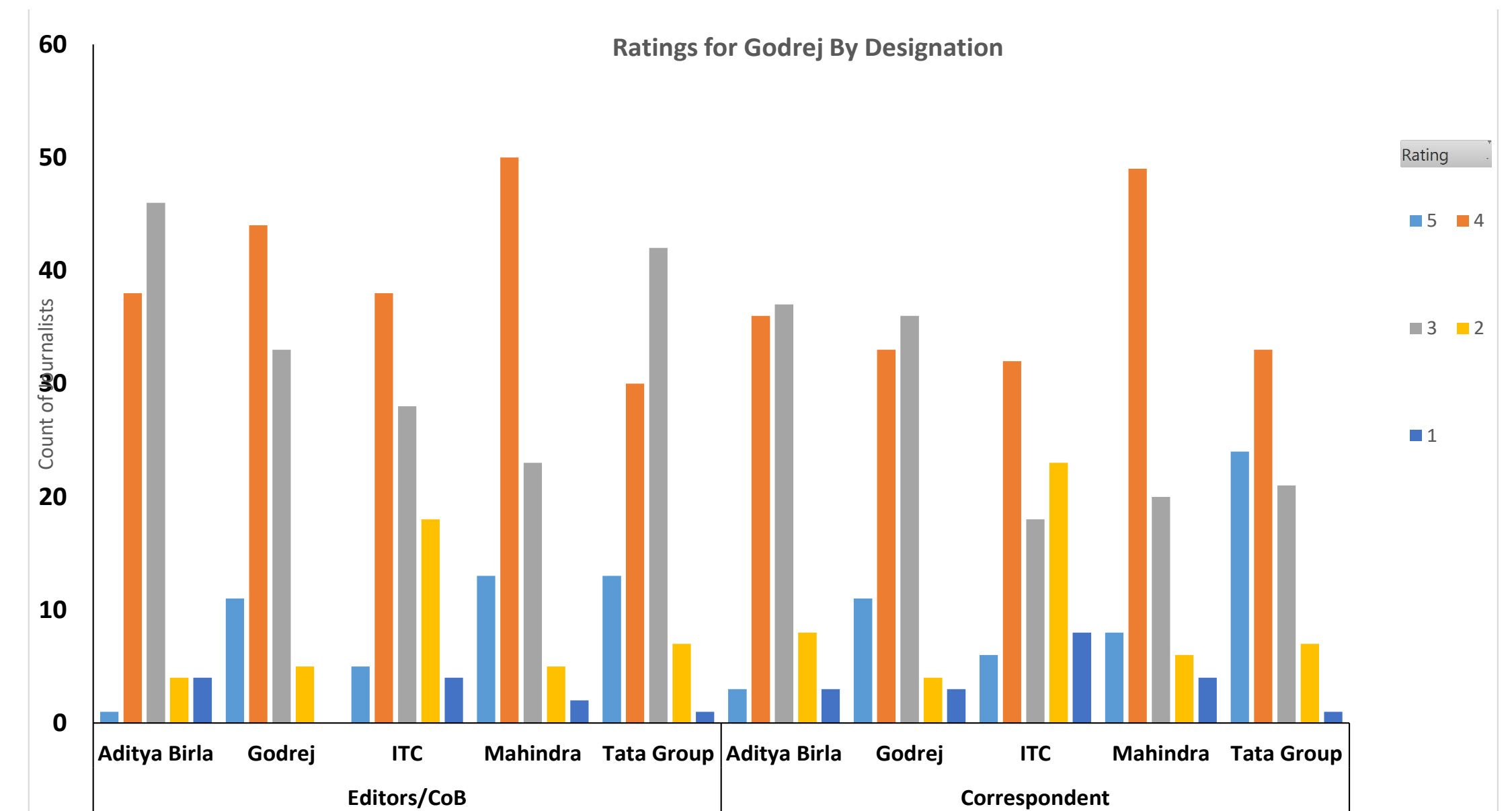
In terms of total respondents, Godrej was the second most admired company after Tata Group, with a respondent count of 22 journalists, Tata Group's count was 37 journalists



*Build on the concept of friends of Godrej*

The Editors/COB's ranked Godrej mainly at #4 in terms of admiration levels

Rank by the Reporters was mainly #3



*Reporters need to be tapped more to increase top of mind*



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## #6 Do PR for PR !

- **Educate your organization on what PR can deliver!**
- **Manage detractors!**
- **Celebrate milestones!**





# #7 Invest in measurement tools!



Cost of “not measuring” can be high!



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## TO SUM UP....

**#1 Crisp objectives linked to business imperatives are a strong foundation for any PR success story..... Rest is all noise!**

**#2 Measures are easy to attach if one knows, “what success looks like”**

**#3 Track progress using the qualitative and quantitative measures!**

**#4 Numbers orientation for the PR team is a must!**

**#5 Don't stop at the first step – analyse outcomes!**

**#6 Do PR for PR**

**#7 Invest in measurement tools**



# THANK YOU



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