



LESSON GUIDE 1:
Why Measure?

This is **Lesson Guide 1** of Paine Publishing's Measurement 101 Curriculum Package. The entire package includes:

- a **Syllabus**,
- a **Reading and Resources List**,
- six Measurement 101 **Video Lessons**,
- six Measurement 101 **Lesson Guides** in pdf format to accompany the videos,
- Paine Publishing's **Standards Compliance Curriculum package**,
- a subscription to *The Measurement Advisor* newsletter, and
- access to "**Ask Katie Paine**" monthly online measurement hours.

The six Measurement 101 Lessons include:

Lesson 1: **Why Measure?**

Lesson 2: **How to Set Measurable Goals**

Lesson 3: **How To Define And Prioritize Audiences**

Lesson 4: **How To Define The Right Metrics**

Lesson 5: **How To Select The Right Tools**

Lesson 6: **How to Get Insight From Your Data**



Introduction to Paine Publishing's Measurement 101 Curriculum



Hello! I'm Katie Paine, CEO of Paine Publishing. I've been helping people to design and implement communications measurement programs for more than 25 years. Consider this six-lesson Measurement 101 Curriculum your Personal Navigation System on the road to the perfect measurement program. We take you right through the measurement process—from setting goals to interpreting results.

Welcome to Lesson Guide 1...



Why Measure at All?

What is measurement?

Measurement is a way of giving your activities a precise dimension, generally by comparing your results to some benchmark. Measurement should not be confused with *monitoring*, which is what you should do every day to keep tabs on what others are saying and writing about you. And measurement is different from *evaluation*, which should be your goal. Evaluation allows you to determine the effectiveness of one campaign or tactic relative to another.

Why does measurement matter?

In any organization, what isn't measured isn't managed, and probably doesn't count in the eyes of senior leadership. In today's environment you might be using any of a myriad of tactics and strategies to communicate. Measurement is critical to determining which of these are the most and least effective.

A better question is...



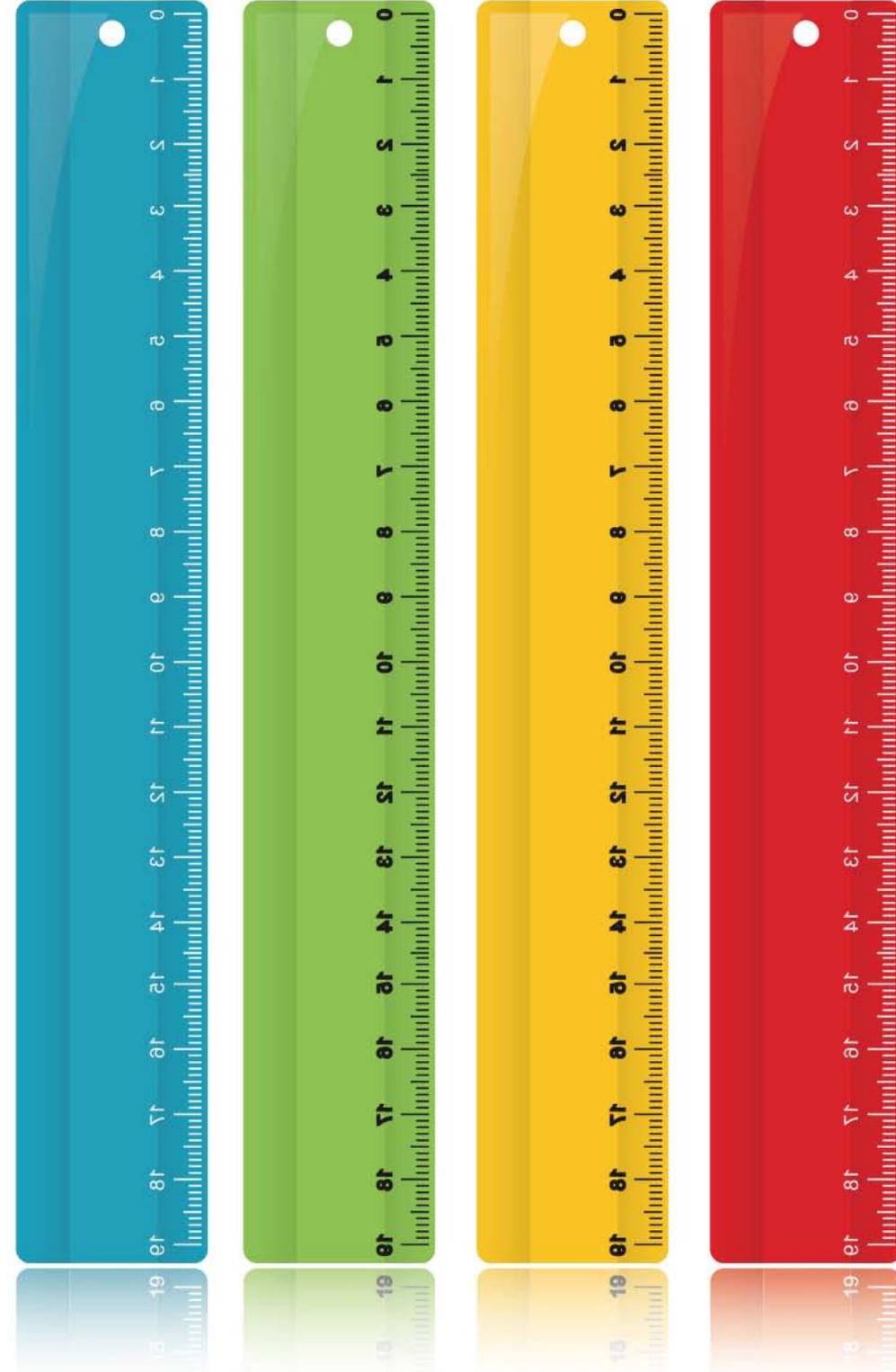
Why should PR people care about measurement?

The short answer is that you have no credibility without it.

The longer answer is that for too many years PR people focused on *activities* rather than *outcomes*. They evaluated their work in terms of column inches, the height of a stack of press releases, and the famous “Thud Factor”—as in the decibel level of the sound of the clip book when it lands on the bosses’ desk. In today’s terms, that’s the equivalent of how many likes you got for a Facebook post.

The result of these over-inflated yet empty metrics is that PR has come to be defined by what it shovels out, rather than the relationships it builds. It’s no wonder that, to most people, PR means the somewhat shady process of getting





the media to pay attention to whatever it is you're trying to push on them, while distracting them from whatever bad stuff your organization is doing. Contrast that to PRSA's lofty definition: "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics." Behind this perception gap is decades of bad metrics and weak measurement. It's time to clean out the cobwebs and start fresh.

So how do you build a good measurement system?

You start with what matters to your organization. Things like market share, profitability, efficiency, sales growth, and employee retention—all things that can be impacted by PR. Begin from the perspective that PR builds relationships. In today's environment, having good



relationships with your publics is more important than ever. The last decade has given PR the ability to talk directly to and build relationships with all your stakeholders, not just the media. Those relationships today are more likely to start via a Tweet, a connection on Linked-In, or a video on YouTube as they are through traditional media channels.

Those good relationships bring value to your organization by lowering your costs of doing business (see [Fussell, et al.](#)). The local community stops bringing lawyers to every meeting, and your neighbors raise fewer objections to your expansion plans. Your sales force spends less time explaining your company to customers and has a better ability to listen to the needs of the marketplace, so your sales cycle gets shorter. Your turnover rates go down and thus you spend less on recruitment.

Six steps to a perfect measurement system

Step 1: Define your goal(s).

What outcomes is this strategy or tactic going to achieve? What are your measurable objectives?

Step 2: Define the parameters.

Who are you are trying to reach? How do your efforts connect with those audiences to achieve the goal?

Step 3: Define your benchmarks.

Who or what are you going to compare your results to?

Step 4: Define your metrics.

What is your Kick Butt Index? What are the indicators to judge your progress?

Step 5: Select your data collection tool(s).

Collect your data.

Step 6: Analyze your data.

Turn insight into action, and measure again.





There are many different ways to measure success. Which metrics would you say are the best?

There are no “best” metrics, because there is not one goal for all of PR. Some programs are designed to generate leads, others are created to generate awareness, still others may be designed to drive traffic to a website. The best metrics begin with clearly defined goals of your program or campaign. Then you can tie your efforts back to the organization’s business goals.

That all sounds kind of intangible, how do I put numbers around those things?

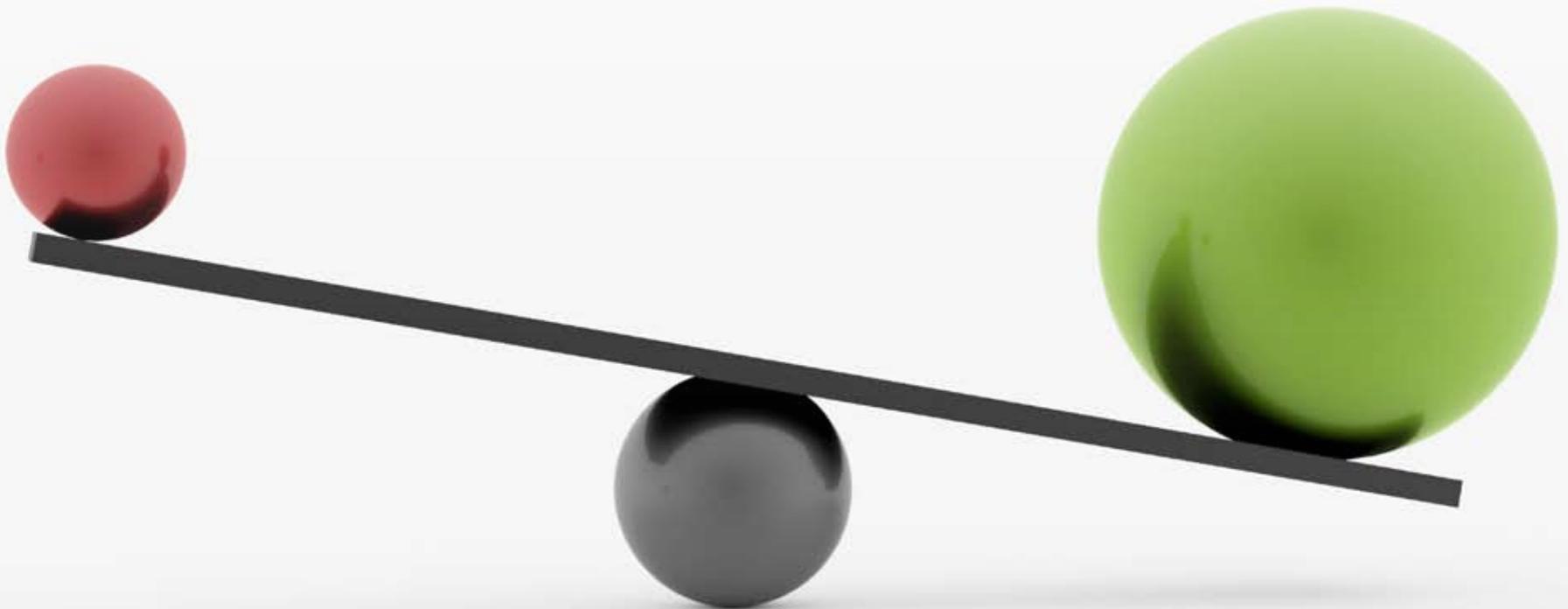
With a combination of measurement and analytics. We’ll get into the specific steps in later lessons, but you start with clear objectives. Get consensus around what constitutes success in your organization and then judge all your efforts against that definition of success.

One of the core principles of measurement is that you need to always be comparing your results to something: Your current program with prior programs,

your performance relative to the competition's, one tactic vs. another. What you will do is conduct lots of A/B tests to determine the impact that you are having on your goals.

What's an A/B test?

A/B testing, at its simplest, is a comparison of the results of two different campaigns or events. So you might do one launch with a social media component, and one launch without social media, and then compare the results to decide what worked and what did not.



I'm afraid that measurement will show that my program isn't working.

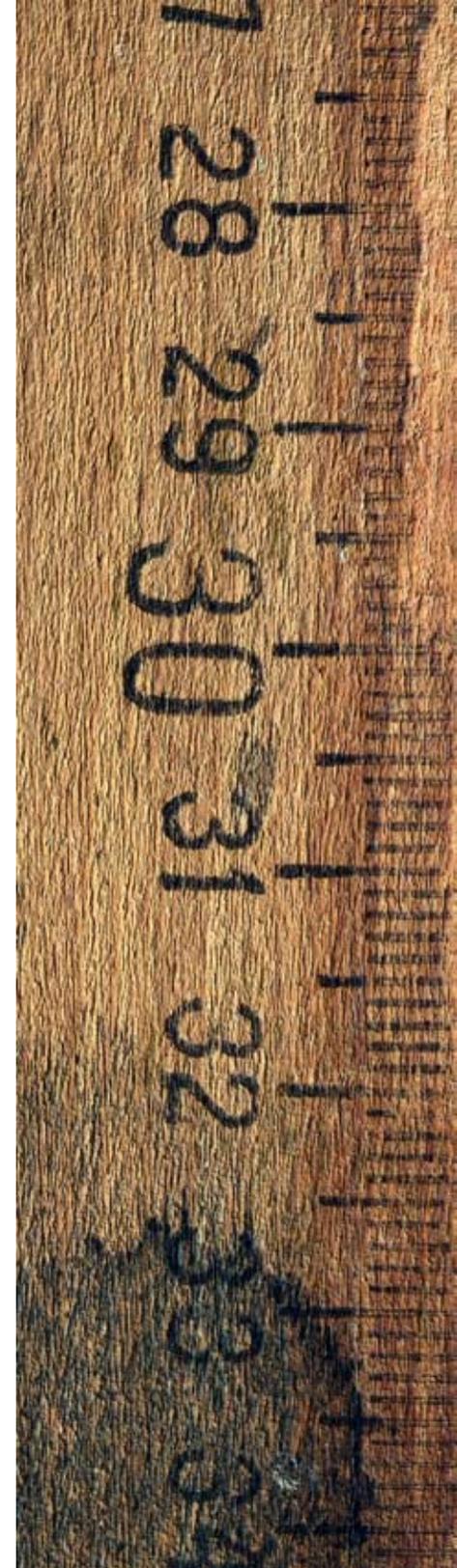
Do you really expect all programs to work equally well? Most programs work to some extent. Don't you want to quickly identify those that *aren't* working? What measurement does is to give you a scale to judge your programs, from highly successful, to average, to poor. You'll learn a lot more from those failures than you will from your successes—and you'll very likely save time and money in the process.

Isn't measurement expensive? I don't have any budget for it.

Good measurement saves money. It saves your budget from being wasted on the things that don't work. With it, you identify the things that are working and shift your resources accordingly. Doesn't it make sense to spend 10% of your budget finding out whether the other 90% is working?

OK, you've convinced me to measure. Where do we go from here?

First, download [Katie Paine's PR Measurement Checklist](#), a handy cheatsheet for your measurement process. Then sit down and watch the rest of our video Lessons and read the rest of these Lesson Guides.



Lesson One Study Questions

1. What are some ways you can get value out of your measurement program so that it becomes a net revenue gain rather than an expense?
2. What do your CEO or board see from other departments for their measures of success? How does your department compare?
3. List some of the programs you've done or tactics you've used in the past year. Rank them in order of what you perceive is their relative success. Now put a dollar or resource figure next to each one. How would you evaluate each one's worth?
4. Where can measurement improve your program(s)?
5. What is keeping your CEO or board up at night that measurement can provide a solution to?
6. How might measuring relationships with your stakeholders improve the effectiveness of your communications strategy?
7. Who within your organization needs to help define results or give input on what to measure?
8. Do you need outside help to get started? Do you need help defining results and SMART objectives, developing a robust strategy and tactics, or focusing on specific metrics? How about setting up systems for data collection and a method for generating insights?

Lesson 1 Suggested Readings

Chapter 1: Paine, K.D. (2011). *Measure what matters: Online tools for understanding customers, social media, engagement, and key relationships*. Wiley, 2011.

http://www.amazon.com/Measure-What-Matters-Understanding-Relationships/dp/0470920106/ref=sr_1_1?s=books&ie=UTF8&qid=1397600758&sr=1-1&keywords=Paine+Measure+What+Matters

Chapters 1, 3, and 4: Kanter, B. & Paine, K.D. (2012). *Measuring the networked nonprofit: using data to change the world*. San Francisco: Jossey-Bass.

http://www.amazon.com/Measuring-Networked-Nonprofit-Using-Change/dp/1118137604/ref=sr_1_1?s=books&ie=UTF8&qid=1397600656&sr=1-1&keywords=kanter+and+paine

Barcelona declaration of measurement principles (2010).

<http://painepublishing.com/full-text-and-description-of-the-barcelona-principles/>

You, Too, Can Show How PR Drives Business Results, in *The Measurement Advisor*.

<http://painepublishing.com/measurementadvisor/2014/02/26/you-too-can-show-how-pr-drives-business-results/>

New Year's Resolutions for PR People Who Want a Promotion, in *The Measurement Advisor*. <http://painepublishing.com/measurementadvisor/2014/01/16/new-years-resolutions-for-pr-people-who-want-a-promotion-or-at-least-to-keep-their-jobs-in-2014/>

<http://painepublishing.com/measurementadvisor/2014/01/16/new-years-resolutions-for-pr-people-who-want-a-promotion-or-at-least-to-keep-their-jobs-in-2014/>

What is Paine Publishing?

Paine Publishing is an educational publishing company that helps organizations establish effective, meaningful communications measurement programs that are in compliance with industry standards.

- We publish [*The Measurement Advisor*](#), the newsletter for professional communicators who want data and information to continuously improve their measurement programs and bring standards into their organization.
- We offer measurement education packages that include specific case studies, white papers, presentations, and checklists, on the following topics:
 - [Best Practices and Measurement Standards Compliance](#)
 - [Travel and Tourism Best Practices and Standards Compliance](#)

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