

Reinventing Communications for the Digital Age



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Katie Delahaye Paine, CEO
Paine Publishing

What keeps CEO's up at night?

- ▶ According to TCB's C-Suite Challenge 2018
 - Failure to attract/retain talent
 - Failure to devise an effective internal performance measurement system for employees
 - Rebuilding public trust in business
 - All these ranked higher than trade wars, Brexit etc.

The Communicator's Biggest Challenge: Skepticism & Mistrust

- ▶ Truth Decay – the line between fact and fiction is fungible
- ▶ Trust collapse – lowest levels ever
- ▶ Influence is relative
- ▶ Lack of validated data
- ▶ Ridiculous numbers



What happened to trust?

- ▶ The '8s – '68, '98, '08
- ▶ Enron, VW, Wells Fargo etc.
- ▶ Income gap
- ▶ Politics
- ▶ Media
- ▶ Tribalism
- ▶ Propaganda
- ▶ Social Media



The Solution: Restore Trust

- ▶ Requires:
 - ▶ Consistency
 - ▶ Authenticity
 - ▶ Transparency
 - ▶ WIFM
 - ▶ Personal relationships
 - ▶ Audience centricity
 - ▶ Focus on points of personal contact



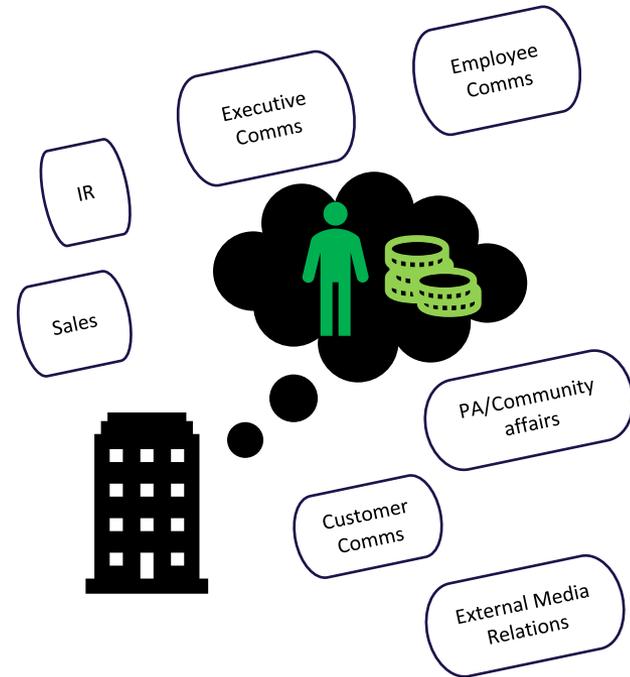
Communications is NOT a Reputation Janitorial Service

- ▶ Are you “protecting the Brand” or offering plausible excuses?
- ▶ Is social media helping or hurting?
- ▶ Is anyone being influenced by anybody?

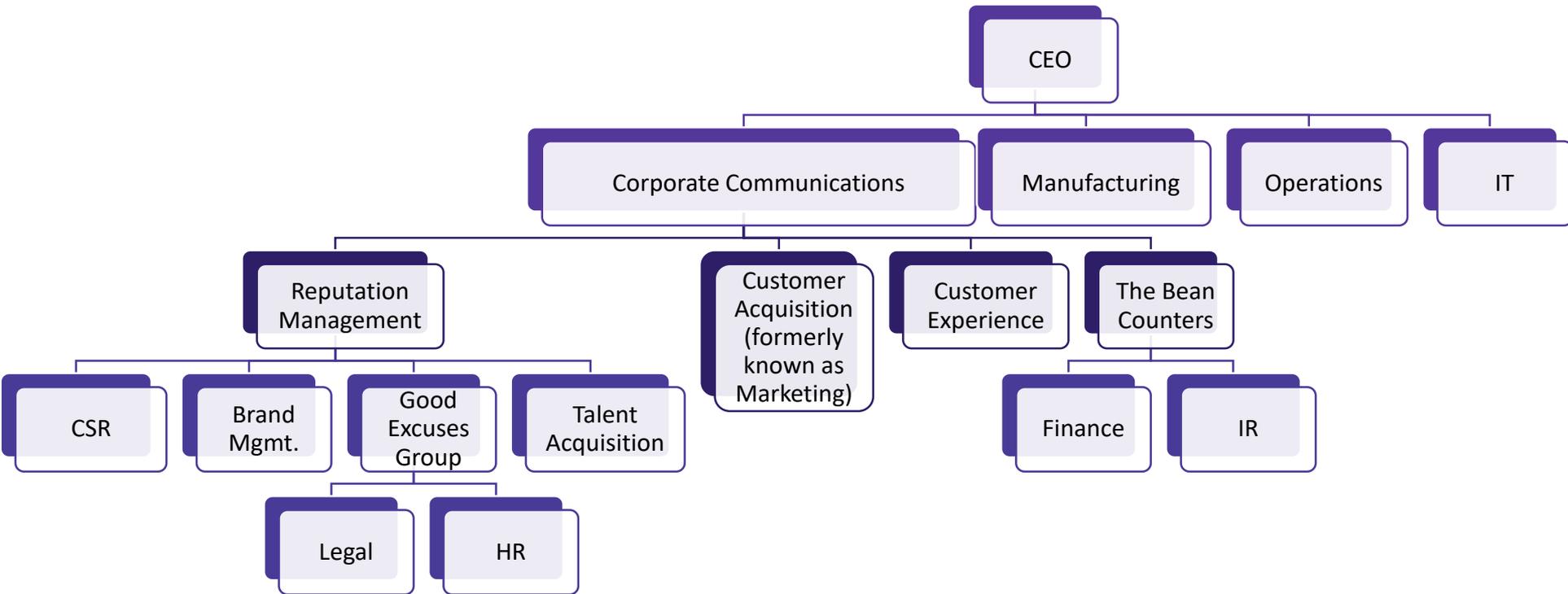


The Solution: Stakeholder Relationship Centricity

- ▶ Focus on what influences the audience
- ▶ Develop deep understanding of what motivates the audience
- ▶ Design credible, authentic campaigns that meet the audience where they are
- ▶ Focus on where and who influences their decisions



A New Org Chart based on how Communications Functions today



Why Communications needs to Manage Legal and HR

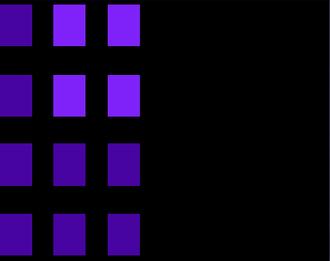
- ▶ Culture and Integrity are key to tracking and keeping talent, investors and customers.
- ▶ In crisis after crisis HR & Legal have undermined both
- ▶ The dichotomy comes from protecting the brand and reputation vs protecting individuals from lawsuits.
- ▶ To restore trust, Communications needs to be front and center to ensure that the messages are clear and consistent from Day1

The new Communications & Customer Acquisition/Retention Department

- ▶ It costs 5x to acquire a new customer than it does to keep an existing one, so why is the marketing budget five times bigger than customer service?
- ▶ Why do we “buy” engagement while engagement is most likely to happen after a sale?
- ▶ Why do we “buy” influencers, while ignoring customers on social media?
- ▶ Why do we spend so much more talking “at” people rather than listening to them when being heard is the most powerful motivator?
- ▶ Why do we spend less on maintaining long-term communal relationships than buying short-term exchange ones?

Why Communications needs to embrace the Bean Counters

- ▶ Finance is key to understanding the effectiveness of communications but they speak in a language that normal humans can't understand
- ▶ IR needs to be thinking less about numbers and much more about what the customer experience feels like.
- ▶ Even during the recession, companies with high customer experience indexes and high ESG scores saw far higher gains in stock performance, compared to those who scored low on those indexes.



Custom Quality Metrics



What IS a “good article”?

Desirable Criteria	Score	Undesirable Criteria	Score
Positive: Leaves reader more likely to purchase, work for, or invest OR less likely to oppose	1	Negative: Leaves reader less likely to purchase, work for, or invest OR more likely to oppose	1
Contains one or more positive messages	1.5	Contains one or more negative messages	2
Event/Program is mentioned	1	No Event/Program is mentioned	0
Dispels a myth	2	Perpetuates a myth	2
Positive headline	2	Negative headline	2
Third-party endorsement	1	Recommends competition	1
Contains desirable visual	1.5	Contains undesirable visual	2
Total Score	10	Total Score	-10

Owned Digital Content Quality Index (Social Media & Blog)

Success	Score	Unsuccessful	Score
Mentions an NGO or Influencers	1	Contains no visuals	-2
Contains a picture, visual or infographic or link to one	2		
Is People-focused	.5	Not relevant	-1
Contains a key message	1	Not timely	-2
Contains a call to action	1	No call to action	-1
Expresses authenticity	1.5	Contains jargon or is inauthentic	-2
Uses one of our hashtags	.5	No hashtag to Twitter or Instagram	-1
Contains a benefit i.e. "what's in it for me"	1	No "What's in it for me"	-1
Total	10		-10

What does an engaged employee do?

Metric	Weighting
Participation in Training	2
Eligible for award	3
Volunteers for Community Activity	2
Event Attendance	1.5
Comments	1
Videos watched > 50%	.5
Total	10

Employee Communications Quality Index

Success	Score	Unsuccessful	Score
People Focused	.5	No visuals /no graphics	-2
Contains Visual/Infographic	2	Contains Jargon	-2
Contains a key message: good growth, innovation or bold action	1.5	Poorly written	-1
Headline/deck contains “What’s in it for me”	2	No call to action	0
Authentic emotion	2	No key message	-2
Encourages engagement, call to action	1	Not timely	-1
Relevant and Timely	1	Not relevant	-2
Total	10		-10

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