

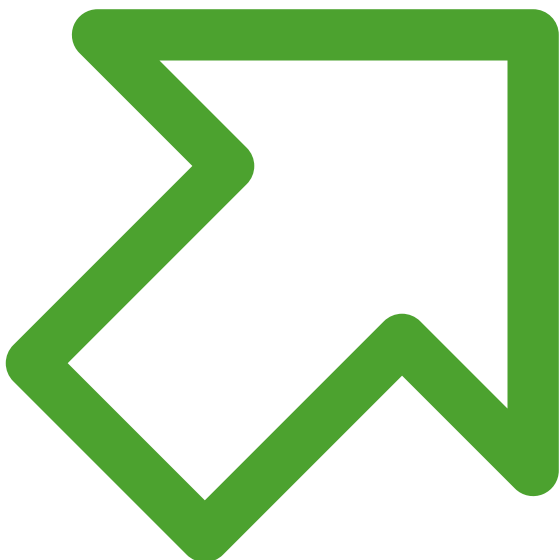


Summary from work groups

# MEASURING THE CONTRIBUTION OF COMMUNICATIONS TO COMPANY PERFORMANCE



**ENTREPRISES & MEDIAS**  
Association des directeurs de communication



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## INTRODUCTION

In its Manifesto shared with all members in 2015, “Entreprises et Médias” highlighted the role of the Communications director “engaged in sustainable performance and measuring their contribution to the company’s strategic objectives.”

To achieve this objective, the association initiated in 2016 the project “Measuring and steering Communication contribution to company performance.”

The objective was two-fold: reinforce the culture of performance in Communications departments and provide a benchmark of relevant indicators to measure the effective contribution of Communications to the company’s business and development.

This approach seeks to provide tools for the Communications director to strategically consider the steering and added value of actions, the management of teams and dialogue with the Executive Committee through the use of Key Performance Indicators (KPIs).

## INTRODUCTION



## AN ITERATIVE AND OPEN-FACING APPROACH

THE “ENTREPRISES ET MÉDIAS” WORKING GROUP, WITH THE “INSTITUT D’ETUDES OCCURRENCE” AND THE ASSISTANCE OF THE LITTLE WING AGENCY PRODUCED:

### A STATUS REPORT

on uses and existing references.

### SHARED WITH DIFFERENT EXPERTS, COMMUNICATIONS DIRECTORS MEMBERS

of the working group and representatives of other company functions such as CFOs and purchasing directors.

### AN ANALYSIS OF NEW TRENDS AND REFLECTIONS

considered by the community of Communications Directors on matters of reputation and the intangible value of the brand.

### A BOOT CAMP WITH 20 MEMBERS OF THE ASSOCIATION

on June 24, 2016, which made it possible to define the convictions of EM and to select the reference system indicators.



## MEMBERS OF THE WORK GROUP

**Steered by** Vincent Bocard (*Deloitte*), Anne Trotoux-Coppermann (*Ecole Polytechnique*), composed of Ana Busto (*Engie*), Véronique Creissels (*Airbus*), Corinne Wallaert-Lesaffre (*Lesaffre*), Anne-Gabrielle Dauba Pantanacce (*Google France*), Pascale Dubois (*Safran*), Pascale Giet (*Rexel*), Frédérique Granado (*Sanofi*), Laurence Mugniery (*RTE*), Agathe Sanson (*CNP Assurance*), Damien Rebourg (*Bouygues Construction*).  
**With** Assaël Adary, Pierre Chavonnet, Thomas Millard (*Institut d’Études Occurrence*)

### ALSO PARTICIPATING IN THE BOOT CAMP ORGANIZED ON JUNE 24, 2016:

Florence Andry (*La Macif*), Pierre Auberge (*Bouygues*), Gilles Babinet, Marianne de Battisti (*Icade*), Christophe Belorgeot (*Technip*), Louise Beveridge (*Consultante, Pdte Executive Master Sciences Po*), Sébastien Delerue (*Avril*), Christine Dollfus (*CGI*), Sophie Duhamel (*Entreprises et Médias*), Martine Esquiro (*Ram-*

*say*), Sandra Freeman (*Siemens*), Elena Garcia del Alcazar (*Sodexo*), Charlotte Garnier Peugeot (*Edmond de Rothschild*), Alexandre de Palmas (*Aréas*), Stéphanie Rismont (*Kronenbourg*), Julie de La Sablière (*Little Wing*).

### EXPERTS PRESENTING TO THE WORK GROUP

**Purchasing :** Marc Laloux (*Banque Postale*)

**Brand :** Edouard Chastenet (*IAE de Lyon, société ICBV*)

**Intangibles evaluation :** Thomas Gounel (*Deloitte*)

**Réputation :** James Minett (*Sodexo*) and Ángel Alloza Losana (*Corporate Excellence*)

**DOSI / Transformation :** Hélène Sadaka

**As well as :** Eric Lemaire (*AXA France - Communications director*), Sophie Vernay (*Confiance & Croissance - President*), Clay McConnell (*Airbus America - Communications director*).



## CONVICTIONS AND INDICATORS

USING ITERATIVE APPROACH, COMMUNICATION CAN PLAY A ROLE IN COMPANY PERFORMANCE:



Like any key company function, Communication evaluates its contribution to the company's performance.



It demonstrates that it creates value, particularly by serving the company's business objectives and improving its NPS (Net Promoter Score).



Assessing performance is not an end in itself; this assessment is used to make decisions to manage strategy and determine its investments.

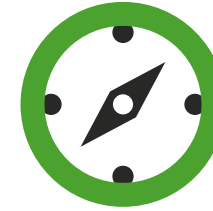


The company's reputation increases the brand's intangible value.



Communication supports the company's business in contributing to the appreciation of its image and, in certain cases, reducing the risks. In this, it contributes to the company's intangible capital.

To accompany and put into practice these convictions, the Communications director is interested in the indicators of other departments (HR, CSR, Marketing, etc.) and shares their own as a guarantor of reputation, an actor in stakeholder engagement, and a business partner.



## FOUR MAJOR FAMILIES OF INDICATORS

BEYOND PERFORMANCE INDICATORS BY ACTIVITY, THE WORKING GROUP SELECTED THE INDICATORS AND CONSTRUCTED ITS REFERENCE GUIDE AROUND THE FOUR THEMES THAT ARE CENTRAL TO THE CHALLENGES OF THE COMMUNICATIONS DIRECTOR:



### ENGAGEMENT INDICATORS

to measure the capability of Communication to activate audiences



### BUSINESS INDICATORS

to evaluate the support brought by Communication to the company's commercial activity



### RISK MANAGEMENT INDICATORS

to prevent threats to the brand and its reputation



### REPUTATION INDICATORS

to reflect the deployment and valuing of the company's image

In each of these categories, the working group developed a list of essential and secondary indicators that the Communications director must have "on his or her radar".

Beyond this first ranking, the work group produced the EM reference guide, which details about 30 KPIs.

Each indicator is analyzed through a definition, a protocol, notions of thresholds, and visual illustrations.

This reference tool can be consulted on the EM website [www.entreprises-medias.org](http://www.entreprises-medias.org)

# STEERING OF PERFORMANCE "ENTREPRISES ET MEDIAS"

36 KEY INDICATORS FOR STEERING COMMUNICATION



## ENGAGEMENT

**Participation rate**  
internal participation,  
number of journalists  
present / number  
of journalists invited

**Indicators of actual intranet usage**  
intranet penetration  
+ depth of visits

**Number of active communities on the company's social media networks**

**Quantification and qualification of visitors at events / trade shows**

**Audience origin**  
digital owner

**SOCIAL MEDIA ENGAGEMENT SCORE**  
WITH FOCUS ON INFLUENCERS

**INTERNAL NPS**

**DÉTRACTORS**      **PASSIVES**      **PROMOTERS**

## BUSINESS

**Reference indicators**  
site ranking on  
search engines

**Quantification and qualification of visitors at events / trade shows**

**Number of business-related media operations**

**COST TO CONTACT**

**NPS CLIENTS**

**Share of media voice on business subjects**

**GRP**

**Number of purchase / subscriptions**

**COVERAGE OF MESSAGES INVOLVING BUSINESS**

**TRANSFORMATION RATE INCLUDING LEADS GENERATED**

**Advertising equivalent**

## REPUTATION

**Ranking / awards**

**COVERAGE OF MESSAGES INVOLVING**

**FREQUENCY OF KEY MESSAGES APPEARING IN THE MEDIA AND SOCIAL MEDIA**

**Trust index**

**Share of media and social media voice**

**TONE OF ARTICLES AND AUDIENCES**

**IMAGE ATTRIBUTES**

**Number of media operations**

**AWARENESS LEVEL**

## RISK MANAGEMENT

**Number of negative messages and impact**

**CRS indicators**

**Claims volume**

**FREQUENCY OF anti-messages in the media and social media**

**PROACTIVE VS. REACTIVE PRESS STORIES**

**HR indicators of QVT and RPS**  
i.e. absentee rate or accidents

**TONE OF ARTICLES AND AUDIENCE**

**Weight of negative content conveyed by influencers / influencers map**

**Trust index with external stakeholders (shareholders, partners, customers) and employees**

USE OF INDICATORS

# 10 KEY RULES FOR STEERING COMMUNICATION



## COMMUNICATION MUST BE RESULTS DRIVEN

It is a question of recognition and credibility with regard to the company's other functions (sales, R&D, information systems, etc.).

It is also a question of the perceived value of Communication as a strategic function of the company.

But this contribution of Communication is complex to evaluate because its actions are, in essence, intertwined with other actions of the company.



### HOW DOES THE EUROPEAN COMMISSION EVALUATE THE RESULTS OF ITS INVESTMENTS IN COMMUNICATION?

For each of its Communication actions, the European Commission may dedicate part of the budget to their evaluation: 3% of annual evaluation, then 5% during the final phase (including an evaluation of the entire pro-

gram). In this way, the Commission accounts for the use of public funds towards improving its Communication practices from one campaign to the next.



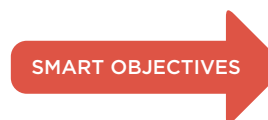
## WITHOUT AN OBJECTIVE, NO KPI

Communication is often confronted with objectives that are rather subjective and linked to perceptions or representations of audiences.

In this case, do not give up! A "subjective objective" can be divided into measurable sub-objectives.

To simplify the objectives and think "SMART," two questions can help:

- What are the indicators needed to measure your progression towards the achievement of your objectives?
- When should the company achieve this objective?



SPECIFIC  
MEASURABLE  
ATTAINABLE  
REALISTIC  
TIMELY

For example, "re-vitalize the brand" is not an objective because it cannot be measured. It is a vision, an ambition that must be broken down into sub-objectives:

**Cognitive: to make known, understood or preferred**

- Measured by rates of knowledge, understanding, or preference
- Measured by reach on social media
- Measured by share of the media

**Conative: to induce, attract, cause to use or inspire to buy:**

- Followed by attendance indicators
- Followed by engagement rate on social media
- Followed by the participation rate of employees in cross-cutting projects



## A STARTING POINT IS VITAL

**EVALUATING IS NOT EXPLAINING THE EFFECTIVENESS OF AN ACTION BY MEASURING THE MEANS WHICH HAVE BEEN DEPLOYED,**

**IT IS MEASURING ITS EFFECTS.**

### As a reminder, Communication aims to:

- Modify the opinion or behavior of its target audiences
- Evolve a situation from state A to state B
- Reduce the gap between the desired image and the perceived image

### To measure change:

- Measure the initial state ...
  - Where are we going?
  - How are we, and how are they, before the action?
- Then measure regularly to have milestones and means to compare



## THE QUESTION OF THRESHOLDS

Having thresholds, or a means of comparison, is essential to put each indicator in perspective.

### FOLLOW THE TREND!

It is essential to compare the results of an indicator from one period to another. In this way, once the measurement is made over several periods, the indicator is "calibrated" and it is possible to provide a history and to describe a trend. Pay attention to the comparability of periods!

### COMPARE!

Notably by "benchmarking" against industry standards.

### IN PRACTICE, IT'S USEFUL TO DEFINE TWO TYPES OF THRESHOLDS:

1. AN OBJECTIVE: THE VALUE TO BE ATTAINED
2. AN ALERT THRESHOLD: THE LEVEL BELOW WHICH IT BECOMES URGENT TO REACT



## SHARING YOUR INDICATORS

Company departments who share their indicators increase efficiency. Each department and each employee is concerned with reputation and the indicators of Communication. They objectify notions to which all company functions contribute through their actions (quality of products, exemplary production, after-sales service, etc.).

Communication must be based on existing indicators within the company. It is by considering as many elements as possible that Communication can deploy the most relevant and effective strategy.

**Example:** Corporate Social Responsibility (CSR), indicators of psycho-social risk and quality of work life indicators (such as absenteeism), and indicators of customer relations (number of complaints, average resolution time, etc.).



## INDICATORS OF DIFFERENT NATURES

(activity/audience/effect)

Classically, indicators differ in relation to their respective objectives.

### INDICATORS OF ACTIVITY

What the Communication does to achieve its strategy and its objectives.

**Example:** number of newsletters sent, trade shows attended by the brand, press releases sent...

### AUDIENCE INDICATORS

Quantifying and qualifying the audience affected by the Communications actions.

**Example:** number of unique visitors on a website or the advertising campaign GRP.

### EFFECT INDICATORS (or impact indicators)

Enabling the measurement of the impact of Communications actions on the audience.

**Example :** rate of awareness of the brand, rate of awareness of messages, or rate of attribution of a brand campaign.

VII

**CHOOSING MY KPIS:  
NECESSARY SINGULARITY  
REGARDING OBJECTIVES**

Generally, a dashboard consists of three main areas:

**An area of qualification:** name of the action, date, etc.

**A zone of activity:** time spent doing the action, related Communications budget, etc.

**An area of effectiveness:** indicators of effectiveness such as preference for example.

**Attention :** no two dashboards are identical from one structure to another. The degree of customization is extremely high. Insofar as it is intended to help measure the impact of Communications actions, the dashboard must be adapted to the specific situation of the company involved. Communications organization chart? Communications objectives defined or not? Target audience? Subsidiaries in the world? Etc.

VIII

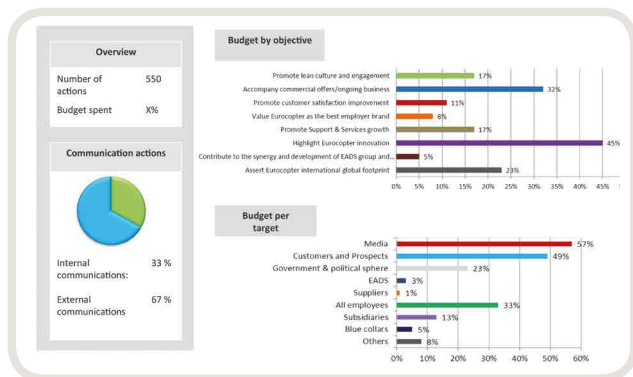
**THE ART OF THE DASHBOARD**

To optimize the appropriateness and readability of the entire activity of the Communications department, a dashboard with 10 to 15 indicators is appropriate:

Some companies present these dashboards with Microsoft Office tools (database on Excel and formatting on PowerPoint), others offer dynamic and shareable dashboards on the Web.

In addition, data visualization (the art of representing the data in a visual way) facilitates the sharing of data: a graphic, a key figure, or specific influencers.

**The Communications Director must be committed to presenting RELIABLE data, traceable data, and a justified and accessible data gathering protocol. CLEAR and understandable by all. PRECISE, with no approximation.**



Other examples of dashboards are available in the EM online reference guide at [www.media-companies.org](http://www.media-companies.org)

IX

**CUSTOMIZING YOUR KPIS  
ACCORDING TO STAKEHOLDERS**

The KPIs of Communication therefore have two main purposes:

**Steering Communications** actions to carry out a Communication strategy,

**Ensuring the reporting** of the activity and its performance.

**Useful and relevant data should be identified for sharing with various Communications department stakeholders:**

- For the Executive Committee or the management team, a macro and synthetic view of Communication activity
- For Communications teams, a more detailed view

X

**KEY COMMUNICATION INDICATORS**

During the working group's work, 30 key indicators were selected, of which 10 were considered essential to steering Communication activity.

Each indicator is detailed in the EM reference guide available online: [www.entreprises-medias.org](http://www.entreprises-medias.org)

● Circulation of messages sent	● Percentage of coverage in our core media (analysis of media coverage)	● Number of communities dedicated to company issues
● Awareness level	● Number of press operations	● Appearance rate
● Image attributes	● Number of journalists met	● Rebound rate
● Transformation rate	● Share of voice	● Trust rate
● Cost to contact	● Advertising equivalent	● Rate of intranet penetration
● NPS	● Quantification and qualification of visitors	● Number of employees navigating to three or more pages
● Social media engagement	● Amount of content published	● Site ranking on search engines
● Tone of articles	● Audience source	● Level of site's presence analyzed on the 20 first search results
● Percentage of media coverage pro-active vs. reactive	● Rate of agreement	● Number of occurrences in search engine news page
● Coverage rate of key messages	● Rate of attribution	
● Coverage rate of anti-messages	● GRP	





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This document summarizes the work of the “Entreprises et Médias” Working Group on “Measuring and steering the contribution of Communication to company performance.” In 2016, it brought together some 20 of its members, Communications directors, accompanied by the “Institut d’Etudes Occurrence”, and drew on interviews with experts from different backgrounds.

The ambition of this project was to provide tools for the strategic reflection of the Communications director in the steering and measuring of actions, the management of teams and the dialogue with the Executive Committee, through the use of Key Performance Indicators (KPIs).

This summary introduces a reference guide available online at [www.media-companies.org](http://www.media-companies.org). They are complemented by computer graphics that includes the key indicators selected by the association.



## ABOUT “ENTREPRISES ET MÉDIAS”

“Entreprises et Médias” is the association of Communications directors of large companies and organizations. A place for exchanges and proposals, its action is dedicated to the function’s evolution, its challenges and its practices.

The association promotes the profession and professionals, the strategic dimension of the Communication mission in supporting the evolution of companies and their environment, and the creation of value.

“Entreprises et Médias” offers its 160 members moments of debate and openness around the sharing of peer experiences, meetings with stakeholders (media, political, academic and association entities, study institutes, etc.) on tangible and forward-looking topics, both national and international.



35 rue d’Aboukir – 75002 Paris  
@EM\_Dircom  
01 44 50 12 00

[www.entreprises-medias.org](http://www.entreprises-medias.org)