ENTREPRISES ET MÉDIAS REFERENCE GUIDE

MEASURING THE CONTRIBUTION OF COMMUNICATION TO COMPANY PERFORMANCE

ENTREPRISES & MEDIAS
Association des directeurs de communication

March 2017

CONTENTS

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 the contribution of Communication to company performance"

The objective was two-fold: reinforce the culture of performance of Communications departments and provide a benchmark of relevant indicators to measure the effective contribution of Communication 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).**

Two other sources that complement this document are available on the site www.entreprises-medias.org:

- A **summary table** of indicators by category in the form of infographics
- A **detailed summary** of the essentials of the initiative.

This interactive document develops definitions, measuring protocols, representations, etc., for a selection of indicators to **facilitate their adoption.**

The selection will evolve as other indicators emerge that are important for assessing Communication's performance and its contribution to business.

Note: Indicators are presented similarly, more or complete depending on their complexity.

ENGAGEMENT

"Activating our audiences"
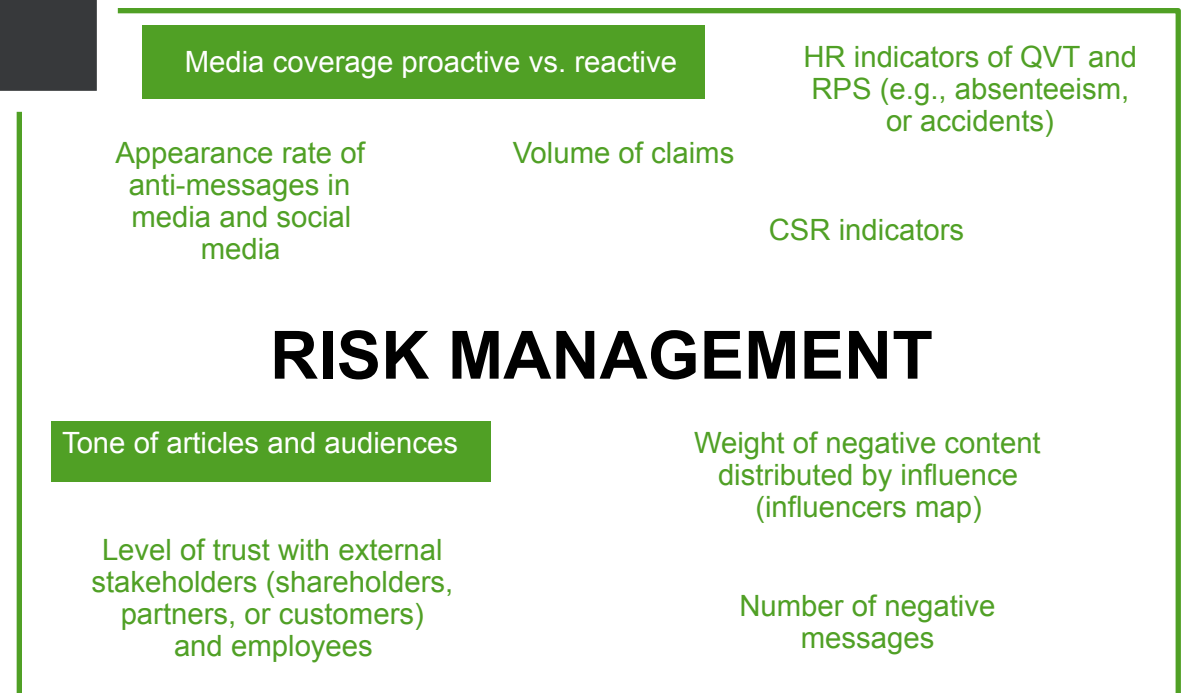
BUSINESS
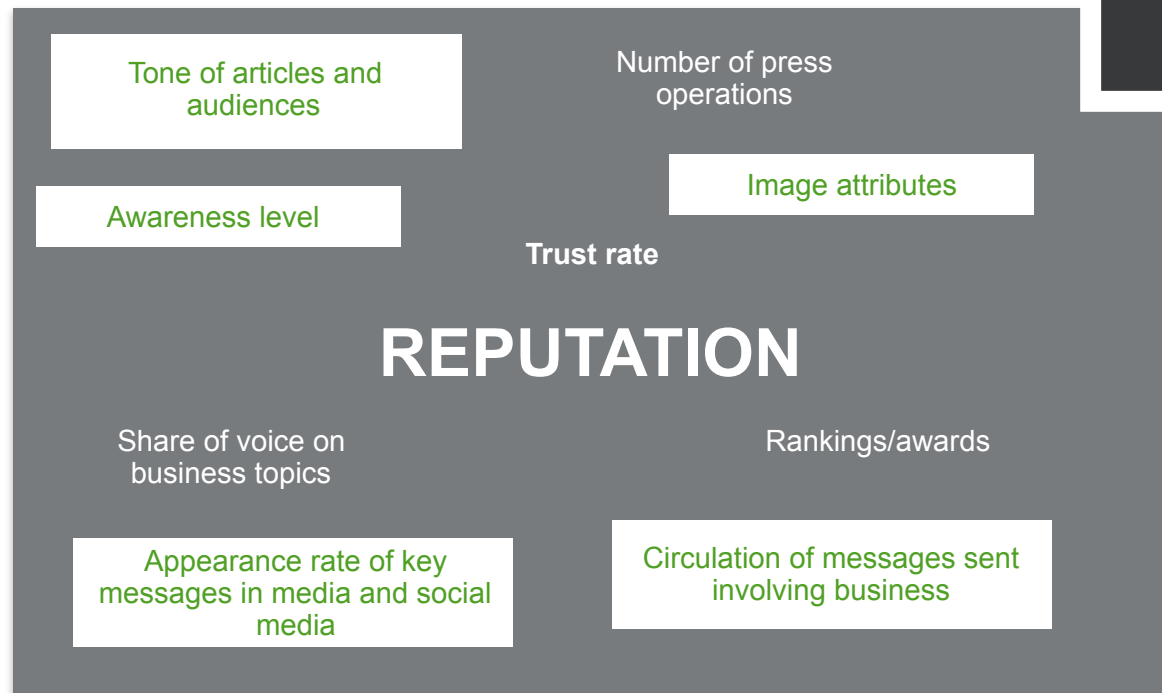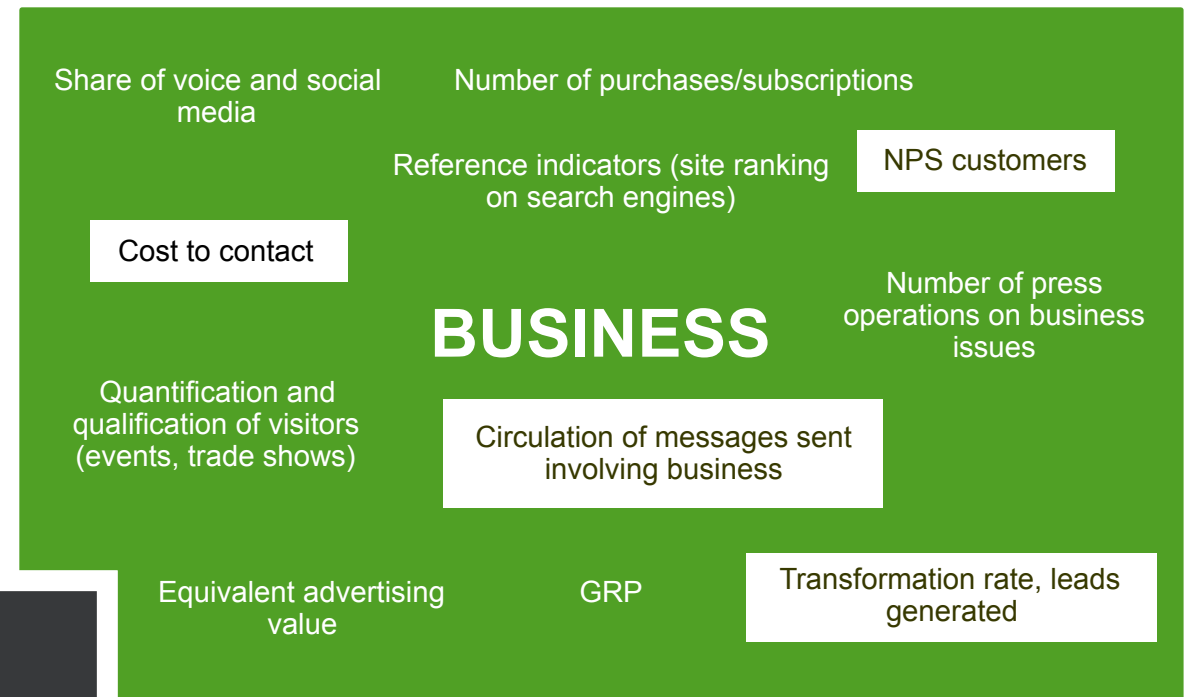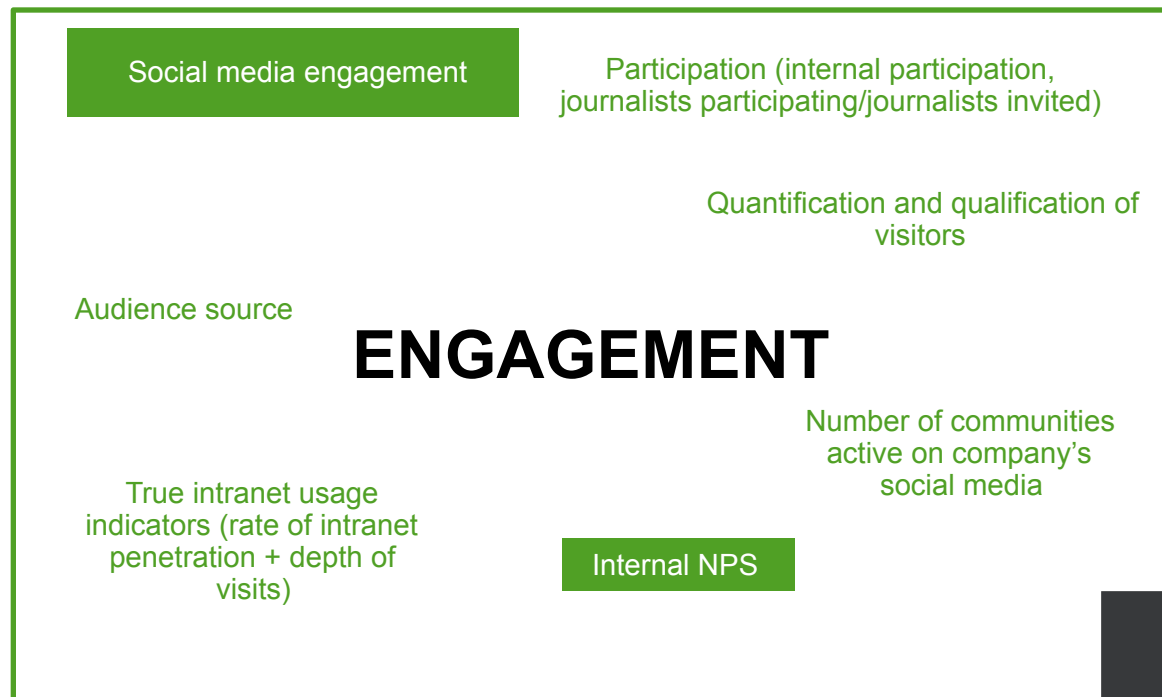
"Support the company's commercial activity"

REPUTATION

"Strengthening and enhancing the company's image"

RISK MANAGEMENT

"Anticipating threats and managing crisis"

ENTREPRISES & MEDIAS
Association des directeurs de communication

SUMMARY TABLE OF INDICATORS

ENGAGEMENT

- Social media engagement
- Participation (internal participation, journalists participating/journalists invited)
- Quantification and qualification of visitors
- Audience source
- Number of communities active on company's social media
- True intranet usage indicators (rate of intranet penetration + depth of visits)
- Internal NPS

BUSINESS

- Share of voice and social media
- Number of purchases/subscriptions
- Reference indicators (site ranking on search engines)
- NPS customers
- Cost to contact
- Number of press operations on business issues
- Quantification and qualification of visitors (events, trade shows)
- Circulation of messages sent involving business
- Equivalent advertising value
- GRP
- Transformation rate, leads generated

REPUTATION

- Tone of articles and audiences
- Number of press operations
- Image attributes
- Awareness level
- **Trust rate**
- Share of voice on business topics
- Rankings/awards
- Appearance rate of key messages in media and social media
- Circulation of messages sent involving business

RISK MANAGEMENT

- Media coverage proactive vs. reactive
- HR indicators of QVT and RPS (e.g., absenteeism, or accidents)
- Appearance rate of anti-messages in media and social media
- Volume of claims
- CSR indicators
- Tone of articles and audiences
- Weight of negative content distributed by influence (influencers map)
- Level of trust with external stakeholders (shareholders, partners, or customers) and employees
- Number of negative messages

The boxed indicators are considered as essential indicators.

ESSENTIAL

DEFINITION: The engagement score measures the quality of interactions of fans / followers with content offered by the company on social networks.

MEASURING PROTOCOL: This can be expressed by the engagement rate. It corresponds to the number of people who saw a publication and who liked it, shared it, clicked on it or added a comment.

Engagement rate = (engaged users / scope of publications) x 100

The calculation is based on either a specific content or on all publications for a given period (day, week, or month).

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ESSENTIAL

REPRESENTATION

Engagement rate (Q2 – 2016)

0,70%   on 149 tweets

0,52%   on 19 posts

0,20%   on 15 posts

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ESSENTIAL

COMMENTARY

It is possible to compile the engagement scores for different social networks to establish an overall engagement score for the brand on social media over a given period even if the terms of engagement are different from one social network to another.

This indicator is relatively new and the market has not yet fully stabilized measurement methods. Some feel that a "like" is insufficient to mark engagement, which begins with a "share" or "RT."
It is therefore essential to define commitment criteria in order to make them sustainable over time.

The engagement score is rarely, if ever, combined with the content of the exchanges.

Engagement is not always positive for the company. Click here

DEFINITION: Record of the number of press releases, press kits, press trips, press breakfasts organized by Communications.

MEASURING PROTOCOL: Month by month (period adaptable to company's specific issues: week, quarter, or year).

THRESHOLD: The threshold is determined by the goals set in the communications plan and then compared with the activity of the previous year.

COMMENTARY: This indicator can be refined through segmentation of target media (consumer or trade press).

DEFINITION: Number of journalists met in breakfasts, on the sidelines of an event, in meetings, etc.

MEASURING PROTOCOL: Month by month (period adaptable to company's specific issues: week, quarter, or year).

THRESHOLD: The threshold is determined by the goals set in the communication plan and then compared with the activity of the previous year.

TO GO FURTHER: A map of the network of journalists encountered can be useful.

ESSENTIAL

DEFINITION : This indicator analyzes the breakdown of messages from the company's communications activities by objective and ultimate intended target.

MEASURING PROTOCOL: The indicator is constructed by establishing a dashboard that lists actions and their associated objective and target audience. Each line corresponds to an action.
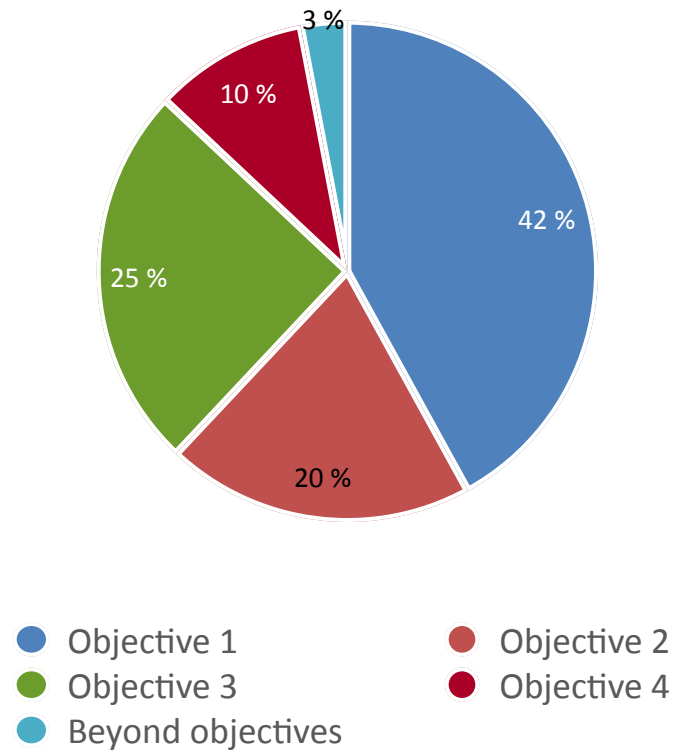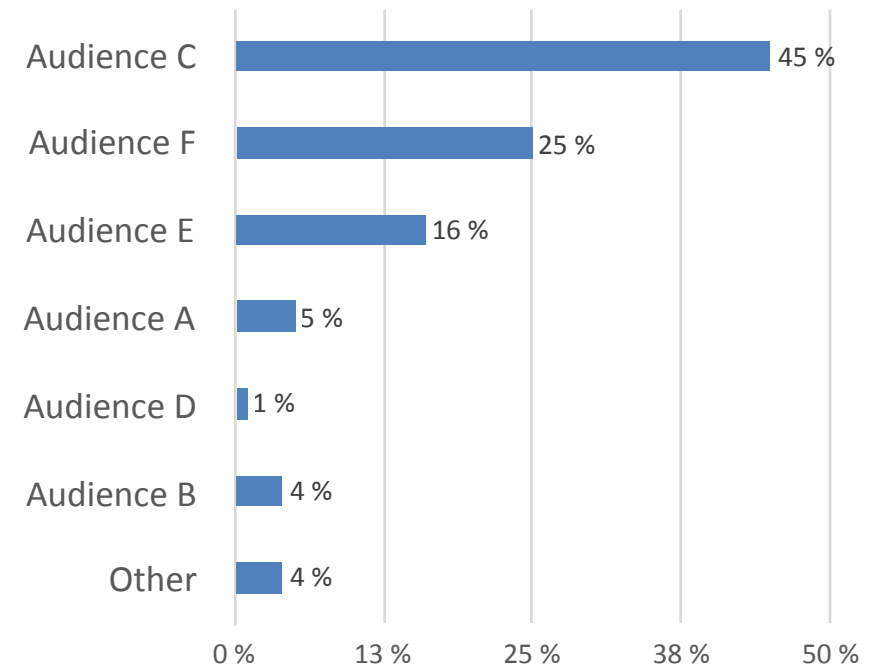At the end of the selected analysis period, the dashboard is analyzed to determine the message coverage.

THRESHOLD: The threshold is determined by the goals set in the communication plan and then compared with the activity of the previous year.

1/2

ESSENTIAL

REPRESENTATION

Coverage of messages sent by objective

- 42 %
- 20 %
- 25 %
- 10 %
- 3 %

- ● Objective 1
- ● Objective 2
- ● Objective 3
- ● Objective 4
- ● Beyond objectives

Coverage of messages sent by audience

Audience	%
Audience C	45 %
Audience F	25 %
Audience E	16 %
Audience A	5 %
Audience D	1 %
Audience B	4 %
Other	4 %

0 %   13 %   25 %   38 %   50 %

Base : 109 communications actions

2/2

ESSENTIAL

DEFINITION: The analysis of media coverage is used to enter four key indicators:

- Tone of articles
- Percentage of proactive vs. reactive media coverage
- Level of key messages / level of anti-messages
- Percentage of coverage from target media

The tone of articles measures the journalistic treatment of the company's news.
The facts themselves are not characterized. What is analyzed is the tone of the media coverage. For example, a fact may be negative and the journalist's treatment neutral.

Tones are distinguished as:
- Favorable
- Unfavorable
- Mixed
- Neutral (Factual)

The percentage of proactive media coverage vs. the percentage of reactive coverage

It compares the percentage of media coverage obtained as a result of a press action (press release, press kit, press trips, etc.) and the percentage of media coverage independent of the press service's activity.

The level of key messages indicates their presence in the company's media coverage. It can then be used to assess the potential audience for key messages.
The percentage of coverage in the core target media indicates the share of media coverage obtained in the media targeted by the company.

1/6

ESSENTIAL

MEASURING PROTOCOL:

The tone of articles:
Over a given period, media coverage is defined as favorable, unfavorable, mixed or neutral.
Rate of favorable or neutral articles = (amount of favorable or neutral media coverage / total media coverage) x 100

The percentage of proactive media coverage vs. the percentage of reactive coverage:
From all the media coverage, the percentage generated by the different press actions is calculated.
By deduction, the percentage of press coverage independent of press service activity is obtained.

The level of key messages / level of anti-messages:
Over a given period, media coverage of the company being studied is defined whether key messages are covered or not.
Level of key messages = (media coverage containing the key messages / total media coverage) x 100

The percentage of coverage in core target media:
From all the media coverage, the percentage of coverage obtained in the media targeted by the company is calculated.
Percentage of coverage in our core target media = (amount of media coverage obtained in the core target media / total media coverage) x 100

ESSENTIAL

THRESHOLD: Because company media messages are by their nature very different, the threshold for the percentage of proactive media coverage vs. the percentage of reactive coverage is set by a sectoral benchmark and / or compared to the results obtained the previous year.

For the other indicators resulting from the analysis of media coverage, the threshold is determined in relation to the objectives set by the communication plan or compared with similar studies from previous years.

COMMENTARY: Regarding the percentage of proactive media coverage vs. the percentage of reactive coverage, the choice of terms for this indicator can include messages such as: "incited" coverage vs. "submitted" coverage, and coverage "at the initiative of the press service" vs. "non-incited".
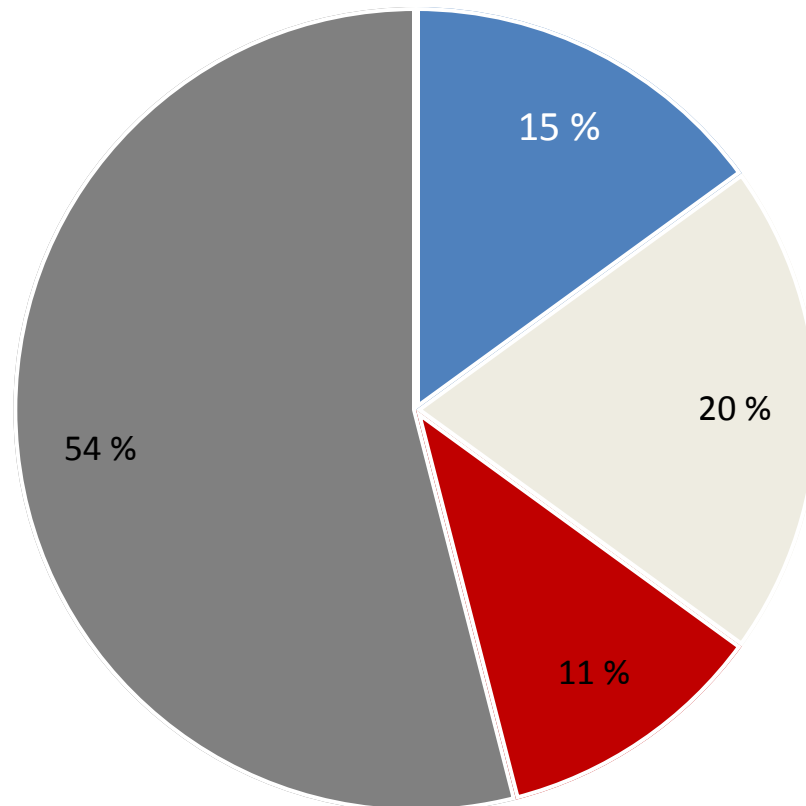
3/6

ESSENTIAL

REPRESENTATION

Proactive vs. reactive media coverage 2016

- Reactive
- Proactive

4/6
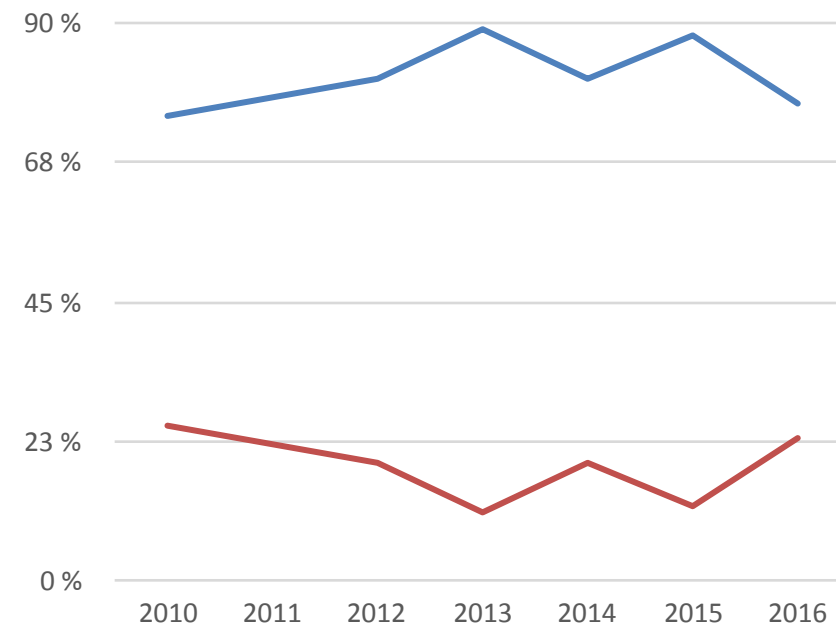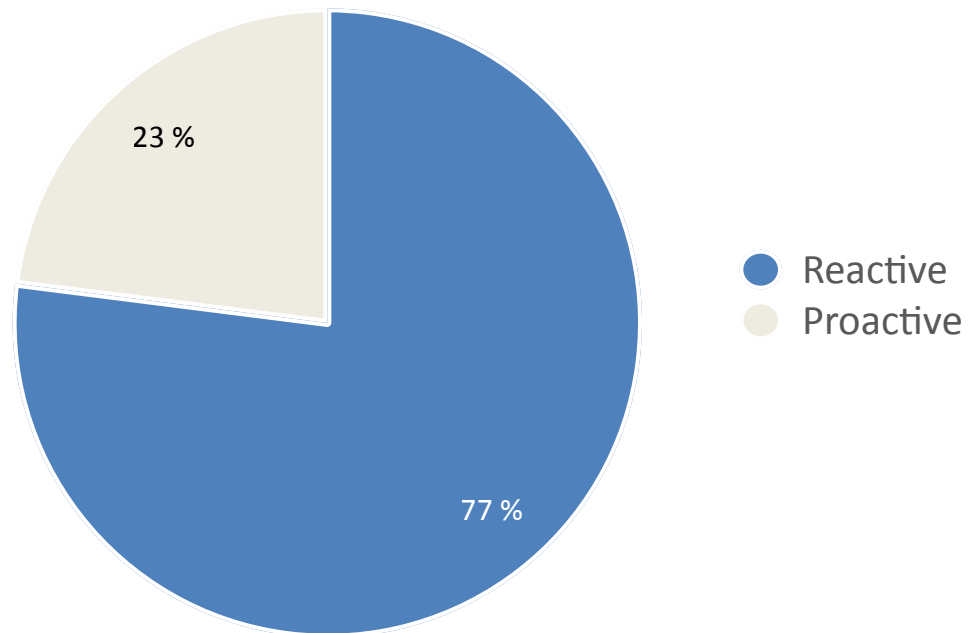
ESSENTIAL

REPRESENTATION

Tone of articles about our company (Q2)

- Positive
- Mixed
- Negative
- Neutral

15 %

20 %

11 %

54 %

Base: 533 articles

5/6

ESSENTIAL

REPRESENTATION

Presence of at least one key message

Base : XXX stories
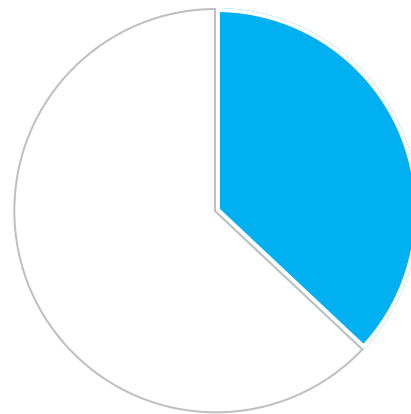
Key message 1	XX ret. / **21%**
Key message 2	XX ret. / **7%**
Key message 3	XX ret. / **4%**
Key message 4	XX ret. / **3%**
Key message 5	XX ret. / **2%**
Key message 6	XX ret. / **1%**
Key message 7	XX ret. / **1%**
Key message 8	XX ret. / **1%**

Methodology note: a story can relay one or several key messages.

ESSENTIAL

DEFINITION: The cost to contact assesses the budget required to reach an individual target.

To be easier to read, the cost to contact can be expressed in cost per thousand (CPT). (Example: "reaching 1,000 contacts via this operation cost us € XXX")

MEASURING PROTOCOL: Cost to contact = budget for communications action / sum of potential audiences* of the coverage obtained.

*In some fields of communication, the audience is called "potential" because it is difficult to assess the actual audience, for example in PR.

COMMENTARY: This indicator compares the costs between different communication's operations.

The definition of the cost is a prerequisite for comparing the various costs to contact. For example, should the salaries of permanent staff at a booth be included in the calculation for a trade show?
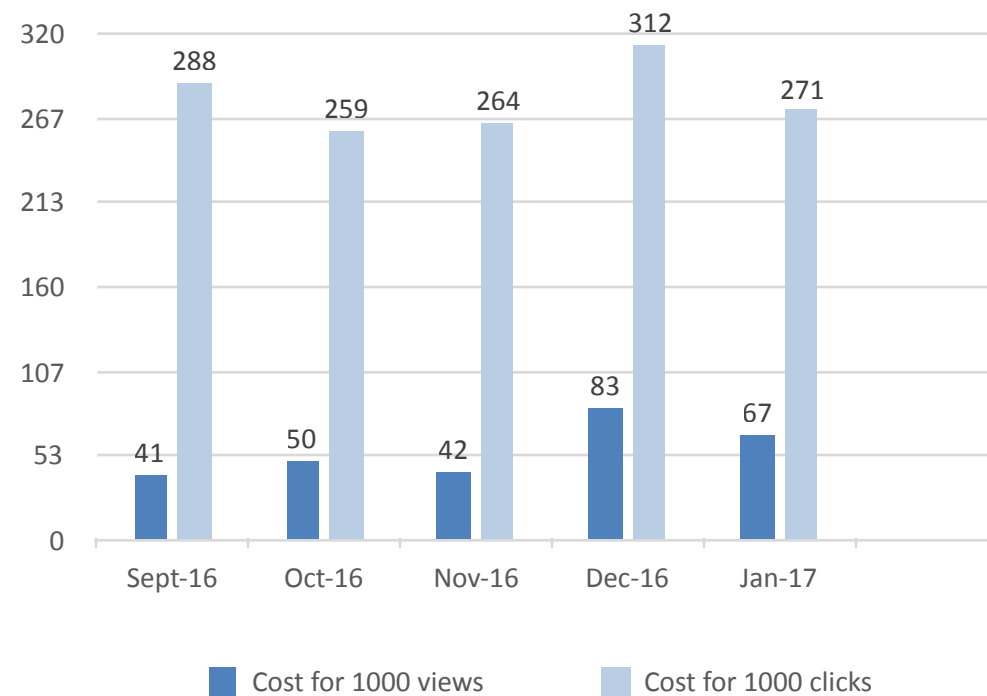
1/4

ESSENTIAL

REPRESENTATION

Example of social media

ROI of sponsored tweets
€ 1,000 of sponsored tweets / month

Example:
In September 2016, 1,000 views of the sponsored tweets
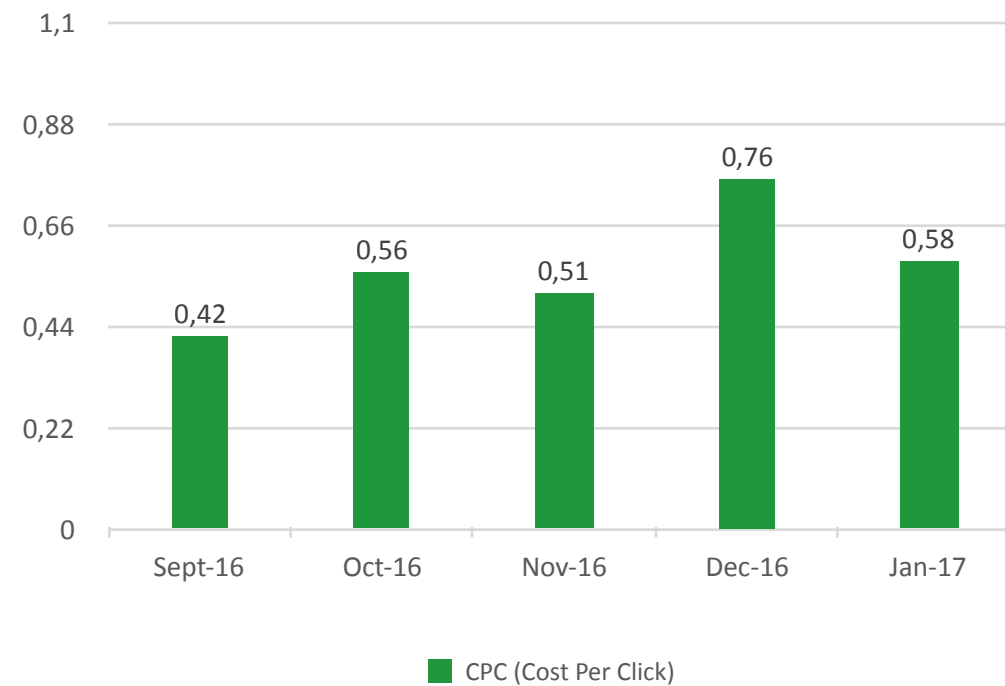_cost € 41 while 1,000 clicks cost € 288._

2/4

ESSENTIAL

REPRESENTATION

Investments for referencing

Google

ROI of sponsored adwords

CPC (Cost Per Click)

Example:
In September 2016, 1,000 clicks on our link (Google adwords) cost € 420.
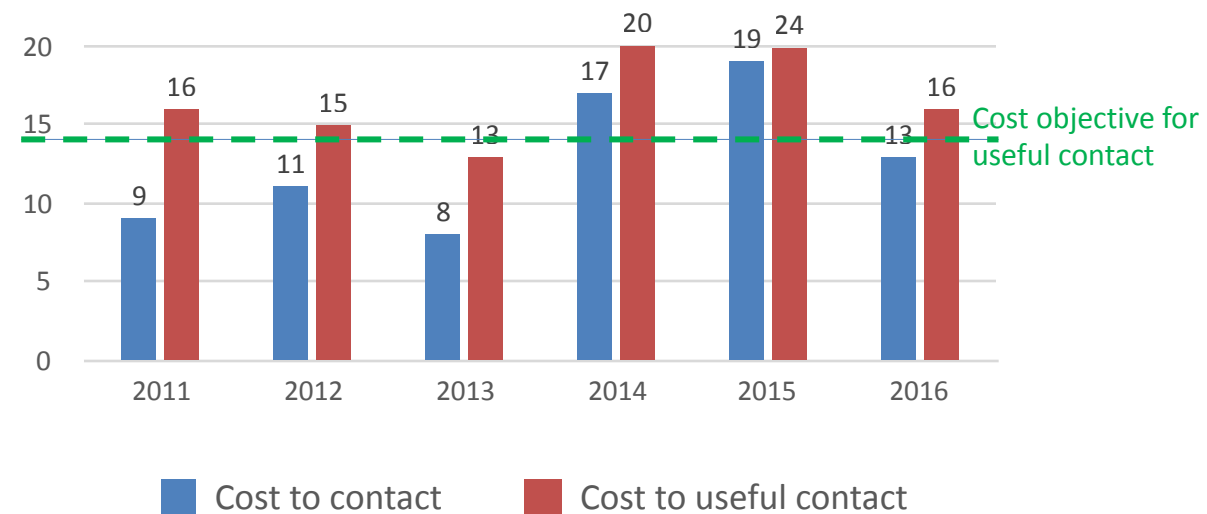
3/4

ESSENTIAL

REPRESENTATION

Event example

ABC TRADE SHOW 2016
XXX visitors to our booth.

➜ **€ 16 / useful contact and € 13 /** contact came to our booth.

Cost objective for useful contact

■ Cost to contact　　■ Cost to useful contact

4/4

DEFINITION: Share of voice is an indicator that measures the visibility of a company on a topic or area relative to its competitors.

It makes it possible to highlight the company's competitive advantage or weakness.

MEASURING PROTOCOL: Share of voice (SOV) is calculated with the following formula:

SOV = (amount of media coverage citing the analyzed brand / amount of media coverage on the subject or industry) x 100

THRESHOLD: The threshold is determined by the goals set through the communications plan and then compared with the activity of the previous year.

The indicator for the company's share of voice can also be compared with those of its competitors.
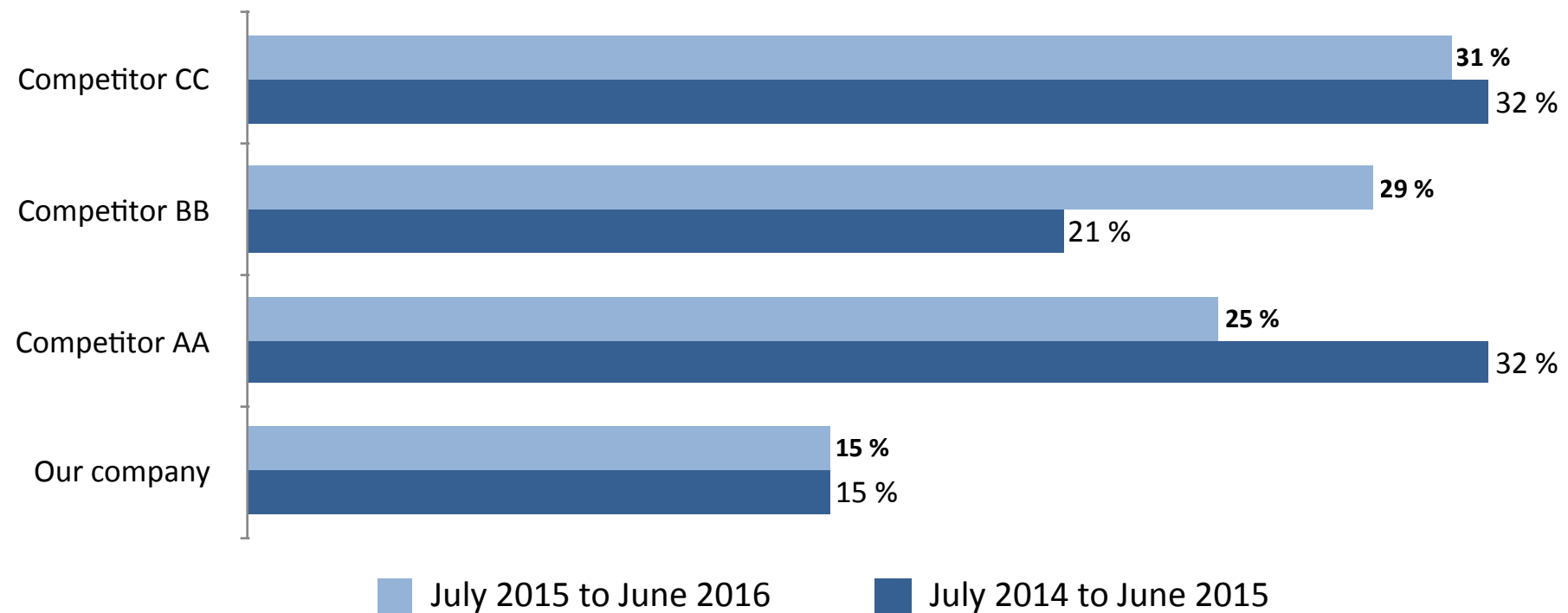
REPRESENTATION
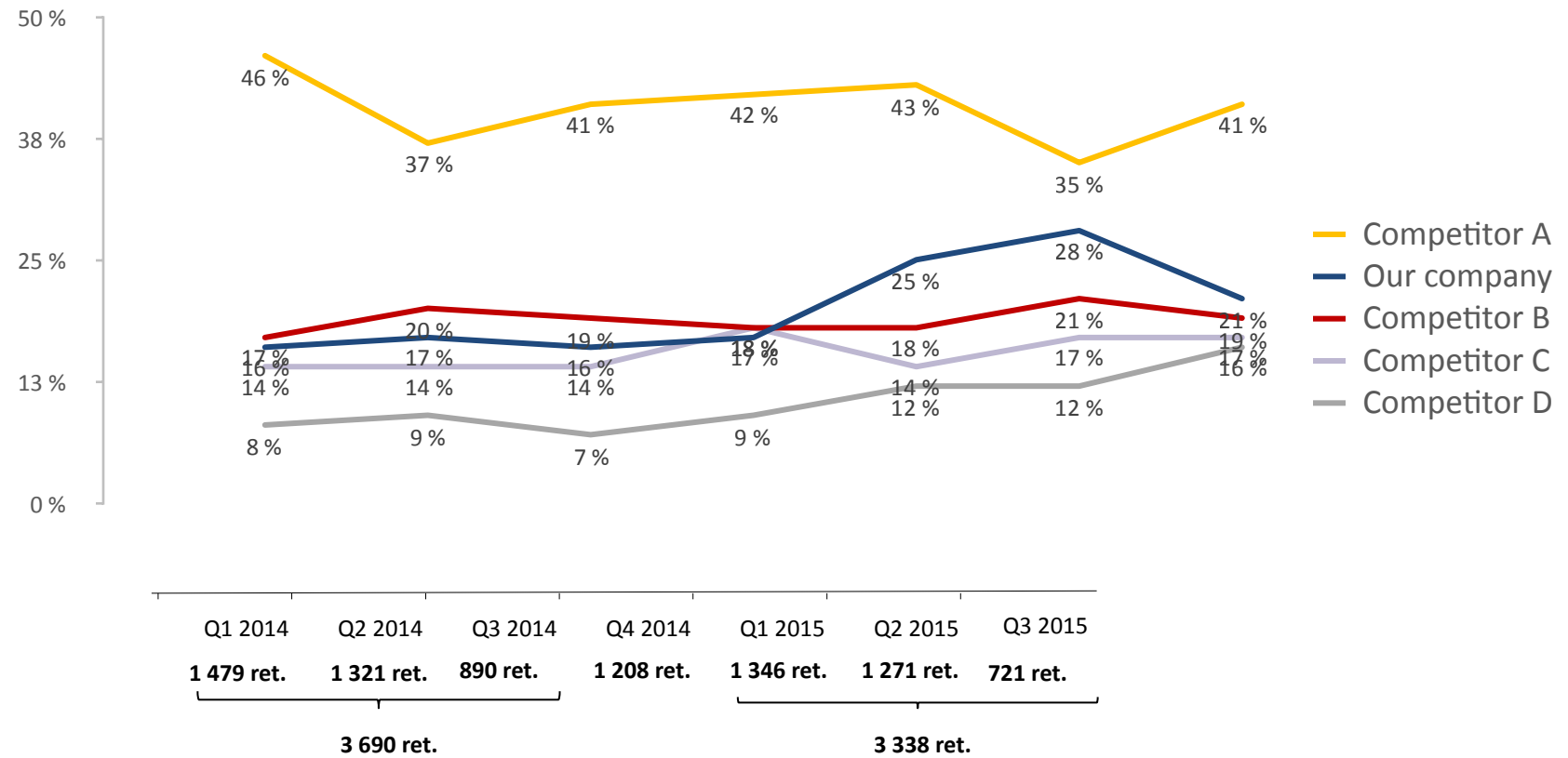
Example: Of the 721 stories from 2015 Q3, 41% cite the competitor AA. Note: Base > 100% because coverage can mention one or more actor (s).

REPRESENTATION

No. of mentions per competitor reported on the total number of mentions

Competitor CC	31 %	32 %
Competitor BB	29 %	21 %
Competitor AA	25 %	32 %
Our company	15 %	15 %

■ July 2015 to June 2016 ■ July 2014 to June 2015

3/3

DEFINITION: Equivalent advertising value (EAV) is the monetary value of the media coverage obtained through a non-advertising campaign (i.e. campaign event or public relations).
In other words, equivalent advertising value provides the cost of the coverage of media placements obtained.

MEASURING PROTOCOL: Equivalent advertising value is calculated by taking the characteristics of the media coverage (surface, location) and by applying current advertising rates.

Some prices are available online.

The sum obtained can be conceived as an absolute value or as a multiple of the euro effectively invested.
Example: We invested € 50,000 in a press trip. We counted an equivalent advertising value of € 200,000, i.e., € 4 of equivalent advertising value for each € 1 invested.

THRESHOLD: Equivalent advertising value is compared to the investment in the action giving rise to media coverage to judge effectiveness.
Qualitative elements relating to press coverage must also be taken into account.

TO GO FURTHER

Examples of insertion rates:

- from TF1 / click here
- from Radio France / click here
- from Le Monde / click here

The method of calculating equivalent advertising value explained by Augure: click here

Example of the Dexter brand (motocycle helmet) : click here

A disputed indicator, Blog PR Room - Why using EAV online wastes money! 2013 : click here

"Advertising Values to Measure PR: Why They Are Invalid" : click here

2/4

REPRESENTATION

Equivalent advertising value for the XX press trip:

€ 50,000 investment
€ 200,000 equivalent advertising value in the press

ROI : **€ 4** for each **€ 1** invested

COMMENTARY

Equivalent advertising value (EAV) is a contested indicator which accounts for the effective allocation of the article to the brand, nuanced tone, and the sharing of space with other companies. It should be used with caution.

Equivalent advertising value can also be calculated by applying sponsorship prices to brand appearances.

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DEFINITION: The indicator enables characterization of the audience for an event-action.

Quantifying and qualifying a trade show audience (booth or event) can be done by complementary means such as: number of visitors coming to our booth/at our event, number of leads generated, and number of contacts added to the CRM.

MEASURING PROTOCOL:

Indicators are selected according to the defined objectives:
- Number of visitors
- Number of leads generated
- Contacts added to CRM

The count is done according to criteria decided prior to the event. Some examples of counting methods are visits to the site, persons badged, cards distributed / recovered, documents returned, giveaways, or documents distributed.

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with similar events in previous years.

TO GO FURTHER:

These figures can be used to calculate ROI.
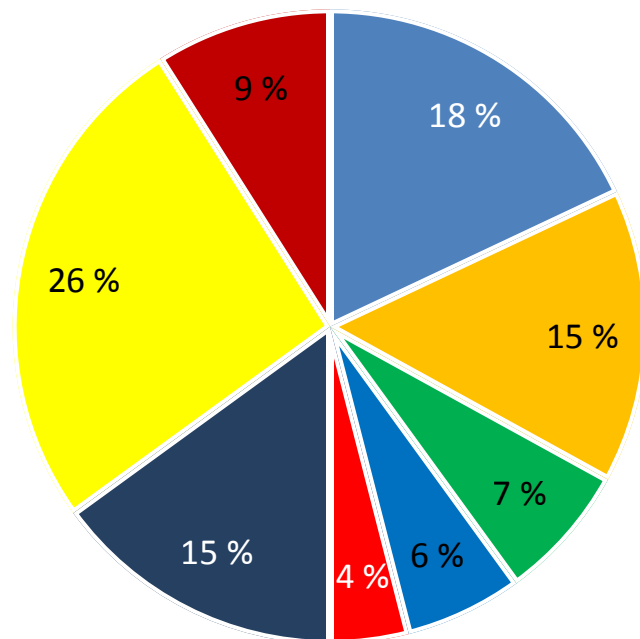
UNIMEV (French Trade Events Union): click here

"How to increase the number of visitors to a booth?" (Petite entreprise - 2014): : click here

1/3

REPRESENTATION

ABC Trade Show
- **770** visitors to our booth ➜ **10%** of the trade show audience
- **356** leads generated ➜ added to CRM

Visitors to our booth:

At our booth:

Category	%
Other	10 %
Environment	27 %
Goverments and municipalities	5 %
Transportation / logistics	14 %
Energy	7 %
Commerce	4 %
Building	10 %
Industry	23 %

2/3
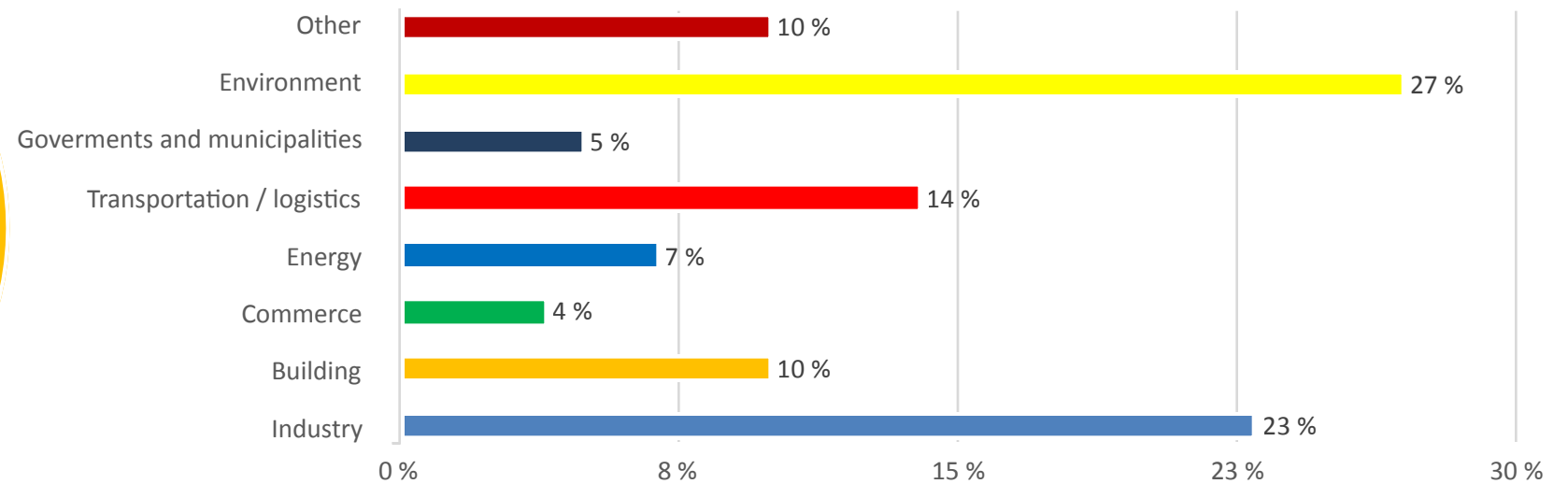
COMMENTARY

A particular focus can be made on "useful visitors" (the main target of the analyzed event).

Percentage of "useful" visitors = (number of core target visitors / total number of visitors) x 100

ESSENTIAL

DEFINITION: The transformation (or conversion) rate expresses the proportion of the target having made the defined response after being exposed to the company's communication action.

This may include, for example, the percentage of respondents to a questionnaire sent to a list of contacts.

MEASURING PROTOCOL: The calculation of the transformation rate depends on the final or intermediate target set, which could be contact requests, signatures obtained, or positive feedback.

It is calculated as follows:
Transformation rate = (persons having made the defined response / number of people reached by the event action) x 100

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with similar activities in previous years.

COMMENTARY: Widely used in events, this indicator also exists for other communications (e.g., digital ownership).

DEFINITION: This indicator measures the amount of content published and broadcast on digital media managed by the company.

MEASURING PROTOCOL: The measurement of this data is done according to a frequency that is set at the time indicators are established (e.g. month, quarter, semester or year).

THRESHOLD: The threshold is determined by the objectives set by the communications plan or compared with the activity of the previous year.

COMMENTARY: The indicator can be integrated into a dashboard combining other digital communication's indicators to establish relationships.

The engagement rate can thus be compared with the amount of content published over the same period analyzed.

DEFINITION: The indicator of the audience source defines which media brings visitors to the company's web spaces (site, defined pages, social networks, etc.).

These sources can be social networks, sites mentioning the company, search engines, or commercial/event banners.

This makes it possible to measure the performance of the actions that connect the audience to our site and our SEO strategy (natural referencing).

MEASURING PROTOCOL: The measuring of this indicator is done using outside tools (Google Analytics, XiTi, etc.) or that are integrated with media used (Facebook statistics, Twitter, Instagram).
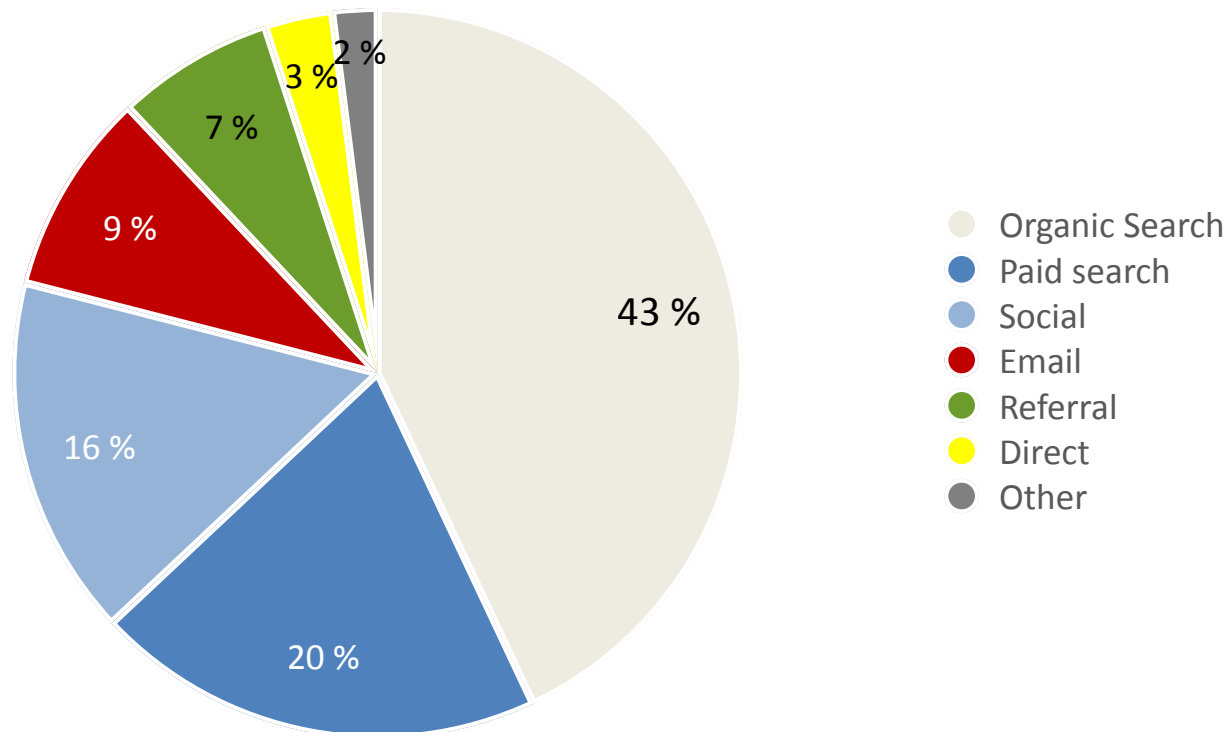
Adding these audience assessment tools to the company's media may be necessary (such as websites).

TO GO FURTHER: Tagging plan - Definitions – Marketing, 25/04/2016 :
click [here]

COMMENTARY: The monitoring of this indicator can lead to a ranking of the effectiveness of actions to attract audiences (sponsorship of posts on networks, purchase of keywords, SEO strategy ...)

1/2

REPRESENTATION

Origin of our visitors in Q2

- Organic Search
- Paid search
- Social
- Email
- Referral
- Direct
- Other

43 %
20 %
16 %
9 %
7 %
3 %
2 %

Source : Google analytics
99,000 unique visitors on our site in Q2.

Caption:
Organic Search: from a Google link (SEO)
Paid Search: from a Google commercial link (fee = adwords)
Social: from a link in a social network FB, LinkedIn, or Twitter
E-mail: from a link in an email
Referral: from a third-party site
Direct: address typed directly into the browser (with website prioritized)

2/2

DEFINITION : Reference indicators analyze the referencing of the company's digital media on the web.

Work on these referencing indicators is in the field of both search engine optimization (SEO) & search engine advertising (SEA), which are the work of naturally referencing a site, web page, or application in the first natural results of search engines and the act of performing paid referencing work (sponsored links, purchase of keyboards, etc.), respectively.

MEASURING PROTOCOL:
Indicators include:
- Ranking of the website on search engines (Google, Yahoo, Qwant, or Bing)
- The coefficient of the site's presence analyzed on the first 20 results of a request
- The number of occurrences in the search engine's news pages

It may be interesting to include the number of unique visitors to the sites studied.

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with the activity of the previous year.

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TO GO FURTHER

Definition of SEO on definitions-marketing : click [here](#)

10 SEO tips:

Anthedesign : click [here](#)
Pixelium : click [here](#)
Webmarketing : click [here](#)

Figures on Google search and SEO in 2016, OnCrawl: click [here](#)

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REPRESENTATION

Ranking in Google queries by keywords:

	Our company	Competitor AA	Competitor BB	Competitor CC
Keyword 1	**1st**	8th	4th	3rd
Keyword 2	**7th**	2nd	4th — 5th	1st
Keyword 3	**3rd — 6th**	4th	7th	1st
Keyword 4	**3rd**	1st — 5th	2nd	7th — 8th

3/4

COMMENTARY

The desired position is to be in at least the first page of results. For the majority of queries, this is the only page viewed. More than 60% of clicks are on the first five results.

It is important to note that 90.35% of web searches worldwide are done on Google: click [here](#)

4/4

DEFINITION: The approval rate indicates the percentage of people declaring that they like the communication campaign.

MEASURING PROTOCOL: The following question is posed to a sample: "did you like this spot/poster/message?" Sample then chooses to agree or disagree by selecting answers like "yes absolutely, yes, not really, not at all".

The approval rate is the percentage of those who answer "yes absolutely" or "yes."

Agreement rate = (number of people answering "yes absolutely" or "yes" / total respondents) x 100

THRESHOLD: The approval rate can be compared with results from previous campaigns to highlight trends in terms of defined image objectives.

TO GO FURTHER: Advertising attribution influences recall and perception of the promoted brand: click here

COMMENTARY: The approval rate can also be estimated to some extent through the rate of "likes" or the use of other positive emotions on social platforms.

The rate of disagreement is calculated in the same way, with the number of people answering "not really" or "not at all."

REPRESENTATION

Advertising Campaign 2016
attribution rate

74%

70% Objective

42% Standard
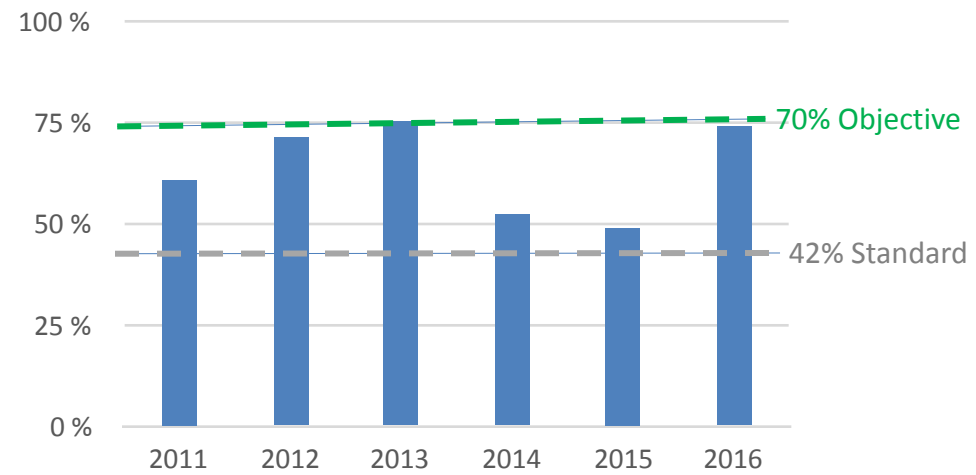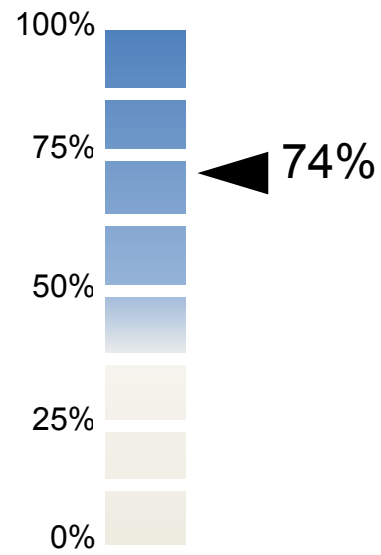
ESSENTIAL

DEFINITION: Image attribution evaluates the part of the audience having characterized the image of the company with a certain adjective..

MEASURING PROTOCOL:
The following question is posed to a sample : "Would you say that this ad gives the company an image of (adjective to choose according to the objectives of the message)? Sample then chooses to agree or disagree by selecting answers like "yes absolutely, yes, not really, not at all".

The image attribution score is the percentage of those who answer "yes absolutely" or "yes"

Image attribution = (number of people answering "yes absolutely" or "yes" / total sample) x 100

It can also be asked in the form of multiple-choice questions:
"Among the qualifiers, which correspond to the company that issued this ad?
• Innovative
• Respectful of the environment
• Close to customers
• Responsible

The answers are then presented as a coefficient.
Image attribution = (number of times adjective used/total respondents) x 100

THRESHOLD: The image attribution can be compared to image attribution results of previous campaigns to highlight trends with regard to defined image goals.

1/2

ESSENTIAL

REPRESENTATION

	Q1 result	Q3
Innovative	88%	90%
Proximity	85%	87%
Responsible	86%	87%
Listens to customers	80%	85%

2/2
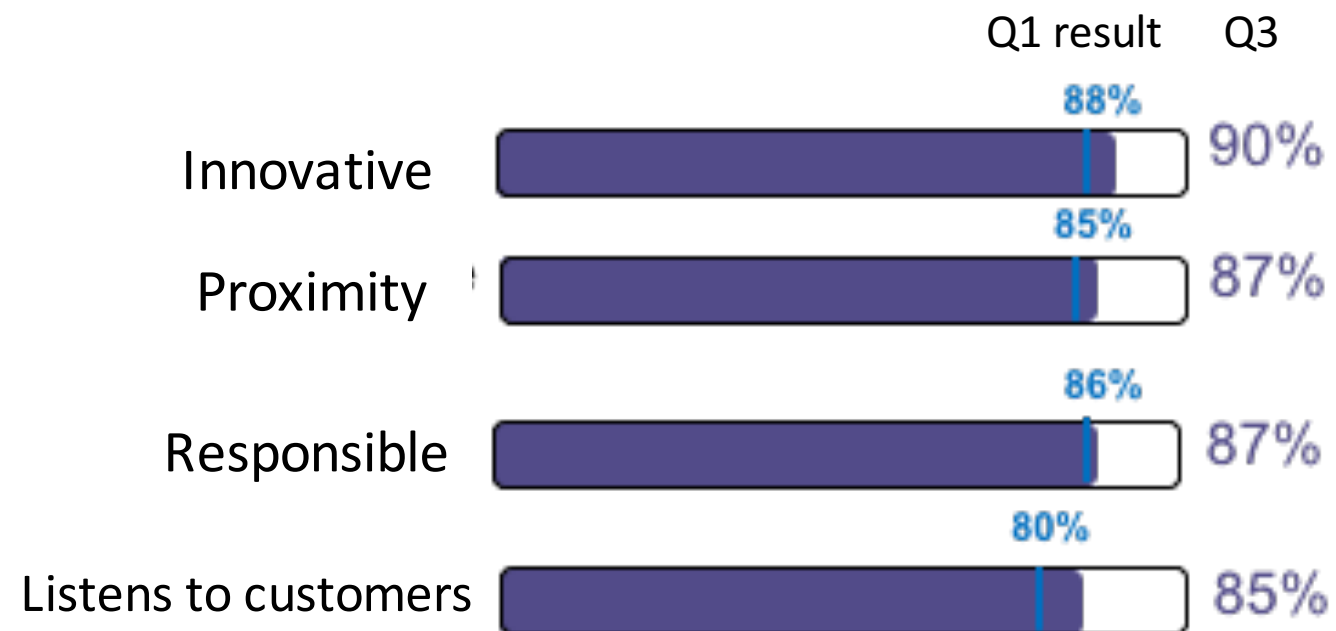
DEFINITION : The attribution rate is the share of respondents who correctly attribute the campaigns studied to the issuer.

MEASURING PROTOCOL: The attribution rate is obtained by asking the question "To what business do you attribute this campaign?" and presenting the responses as a percentage.

Attribution rate = (correct answers / total respondents) x 100

THRESHOLD: The attribution rate can be compared to those of previous campaigns to highlight trends with regard to defined image objectives.

1/2

REPRESENTATION

Advertising Campaign 2016 attribution rate

100%

80%

75%

50%

25%

0%

100 %

75 %

50 %

25 %

0 %

2011   2012   2013   2014   2015   2016

2/2
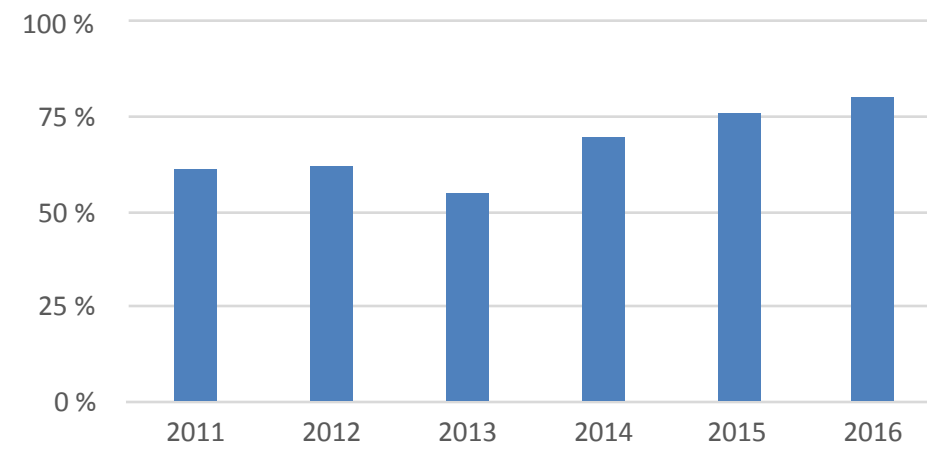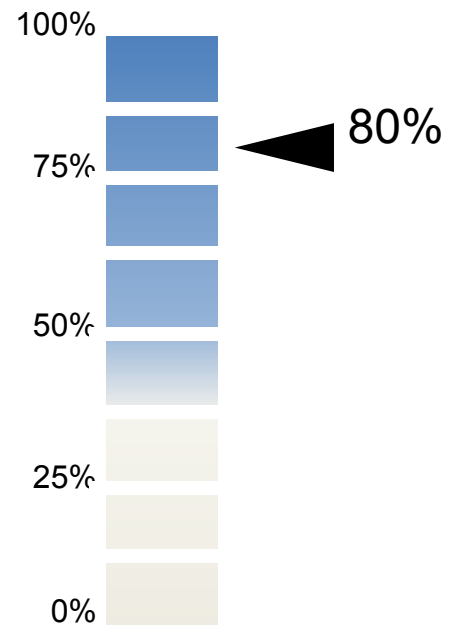
DEFINITION: Gross Rating Point (GRP) is the average number of contacts obtained with 100 individuals of the targeted audience.

MEASURING PROTOCOL: The GRP combines the audience coverage and the average number of times an individual from this audience is exposed to the message.

GRP = (coverage in %) x (average repeat of message)

The GRP can only be calculated by media agencies that have the necessary databases.

THRESHOLD: : The GRP can be compared to the GRP of previous campaigns to highlight trends with regard to defined audience objectives.

COMMENTARY: This indicator is very specific and very intuitive.
It is mainly used for messages broadcast via television.

REPRESENTATION

GRP Advertising Q2 : **400**

(coverage in %) x (average repetition)
50% of coverage x **8** repetitions on average

DEFINITION:

To evaluate the actual use of the intranet, two indicators should be taken into account:
- Rate of intranet penetration
- Rate of employees having visited three or more pages

Over a period of time, the intranet penetration rate evaluates the use of this channel by employees.

The rate of employees who visited three or more pages quantifies the percentage of unique visitors who have browsed three pages or more. This threshold of three pages assumes a certain commitment to the tool.

MEASURING PROTOCOL:

The intranet penetration rate evaluates the use of this channel by employees.
It is calculated by reporting the number of unique intranet visitors over a given period (days, weeks, months) to the number of connected employees.
The number of unique intranet visitors is obtained through a tool to measure the audience such as Google Analytics or XiTi.

Intranet penetration rate = (number of unique visitors to the intranet / number of connected employees) x 100

Rate of employees visiting three or more pages:
Over a given period, the percentage of unique visitors visiting three or more pages is studied. This threshold of three pages assumes a certain commitment to the tool.

It is calculated by comparing the number of visitors who have completed a session of three pages or more over a given period (days, weeks, months) to the number of connected employees.

The number of visitors is obtained through a tool for measuring the audience such as Google Analytics or XiTi.

Rates of employees visiting three pages or more (number of unique visitors having completed a session of three or more pages / number of employees connected) x 100

THRESHOLD: The threshold of these two indicators are determined by the objectives set in the communications plan or compared with similar activities in previous years.

COMMENTARY: With regard to the rate of employees who visited three pages or more, in some companies, the internet browser opens automatically on the page of the intranet. In such cases, measuring the rate of employees who visited four or more pages is appropriate.

REPRESENTATION

Intranet penetration 2016   91%
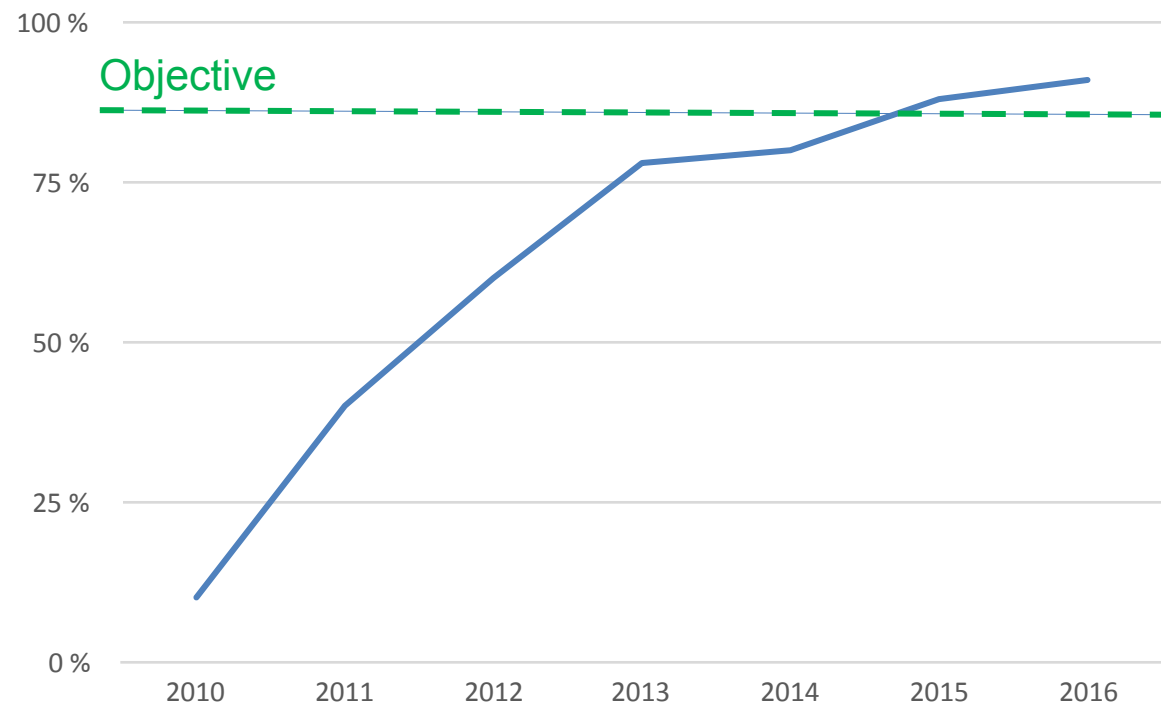
REPRESENTATION

Rate of employees visiting 3 or more pages

Intranet –
Employees visiting 3 or more pages

50%

2015 level: 47%
Objective: 60%

DEFINITION: The number of communities dedicated to company issues on the intranet.

MEASURING PROTOCOL: The number of dedicated communities is obtained through a count. Depending on the intranet, shortcuts may exist.

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with the activity of the previous year.

TO GO FURTHER: Founding a community on your Intranet site in 5 steps (Webmarketing - 2013): click here

ESSENTIAL

DEFINITION: The NPS (Net Promoter Score) indicates the extent to which the target audience is prepared to recommend the company. The score is used to assess the audience's affinity with the brand.

MEASURING PROTOCOL:

The following question is posed: "How likely are you to recommend company/brand/product to a friend, colleague, or family member?"

Respondents give a score of 0-10 (with 0 being the "most unlikely" and 10 "very likely") and are classified into three categories:
  • "Promoters," respondents giving a score of 9 or 10
  • "Passives," respondents giving a score of 7 or 8
  • "Detractors," respondents giving a score from 0 to 6.

The Net Promoter Score is calculated by taking the percentage of "promoters" and subtracting the percentage of "detractors."
NPS = % Promoters - % Detractors
The NPS is not expressed as a percentage. This is an absolute value that lies between -100 and +100. For example: 25% of promoters, 55% of passives and 20% of detractors equals an NPS of +5.

1/3

ESSENTIAL

THRESHOLD:

A positive Net Promoter Score (> 0) indicates satisfaction of target audiences.

The NPS is a measure that can be used to compare with:
• temporal segments
• another predetermined audience
• other NPS

NPS varies considerably across sectors, contexts and businesses. According to Reichheld, the average NPS for US companies is less than +10, with the most successful organizations between +50 and +80.

COMMENTARY: NPS can be shared internally to indicate the extent to which employees recommend coming to work in their company.
Unlike a simple recommendation rate, the NPS score takes into account those not recommending the company.
The question then becomes: "what is the probability that you would recommend to a friend / colleague / family member to come to work in your company?"

TO GO FURTHER: "How to use the NPS (Net Promoter Score) to improve quality of service?" (Conseilsmarketing): click here

"Net Promoter Score (NPS) in B2B – the Evidence" (Business To Community - 14/07/2016) : click here

"Is Net Promoter Score the ultimate metric?" (CustomerThink - 29/06/2016) : click here

CheckMarket Blog: click here

2/3

ESSENTIAL

REPRESENTATION

Net Promoter Score = % Promoteurs − % Détracteurs

Ex :   **22**   = 37% - 15%

DÉTRACTEURS   PASSIFS   PROMOTEURS

0 1 2 3 4 5 6   7 8   9 10
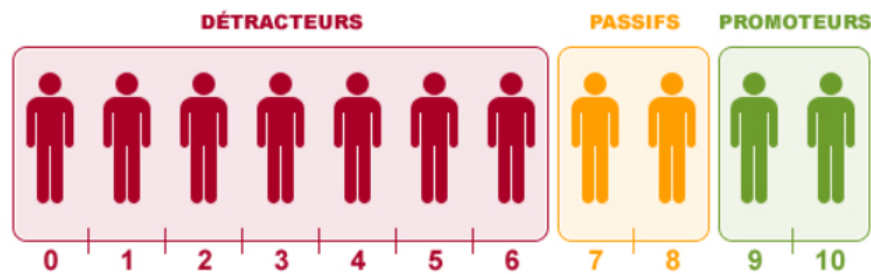
Net Promoter Score = % Promoteurs − % Détracteurs

NPS evolution during 2016

Objective

Alert threshold

3/3

ESSENTIAL

DEFINITION: The customer NPS assesses whether the respondent recommends a certain company, product or service to friends, relatives or colleagues. The idea is simple: if you like to use a product or doing business with a particular company, you want to share that experience with others. Specifically, the respondent is asked the following question:

How likely are you to recommend company / brand / product X to a friend / colleague / family member?

The answers are given on a rating scale of 11 points, from 0 (highly unlikely) to 10 (very likely).

MEASURING PROTOCOL: The customer net promoter score allows you to categorize your customers into three categories according to their degree of enthusiasm:

"PROMOTERS" = RESPONDENTS GIVING A SCORE OF 9 OR 10
"PASSIVES" = RESPONDENTS GIVING A SCORE OF 7 OR 8
"DETRACTORS" = RESPONDENTS GIVING A SCORE FROM 0 TO 6.

The customer Net Promoter Score is calculated by taking the percentage of promoters and subtracting the percentage of detractors.
The customer NPS is not expressed as a percentage but rather as an absolute value between -100 and +100. For example: 25% of promoters, 55% of passives and 20% of detractors equals a customer NPS of +5. A positive customer Net Promoter Score (> 0) is considered a good indication of customer satisfaction.

1/3

ESSENTIAL

THRESHOLD: You can follow the evolution of the customer NPS across time or compare it to a predetermined target. You can also compare different sectors or products, or determine where your company is positioned relative to the industry average, if available.
To give an indication: according to Reicheld, the average customer NPS of US companies is less than +10, while the most successful organizations are between +50 and +80. These values may vary considerably, however, between different sectors and cultures

TO GO FURTHER:

"How to use NPS (Net Promoter Score) to improve service quality?" (Conseilsmarketing): click here

"Net Promoter Score (NPS) in B2B – the Evidence" (Business To Community - 14/07/2016) : click here

"Is Net Promoter Score the ultimate metric?" (CustomerThink - 29/06/2016) : click here

CheckMarket blog : click here

2/3

ESSENTIAL

REPRESENTATION

| Net Promoter Score | = | % Promoteurs | − | % Détracteurs |

Ex :   **22**   = 37% - 15%

NPS evolution during 2016

DÉTRACTEURS   PASSIFS   PROMOTEURS

0 1 2 3 4 5 6   7 8   9 10

| Net Promoter Score | = | % Promoteurs | − | % Détracteurs |

Objective

Alert threshold

T1   T2   T3   T4

3/3
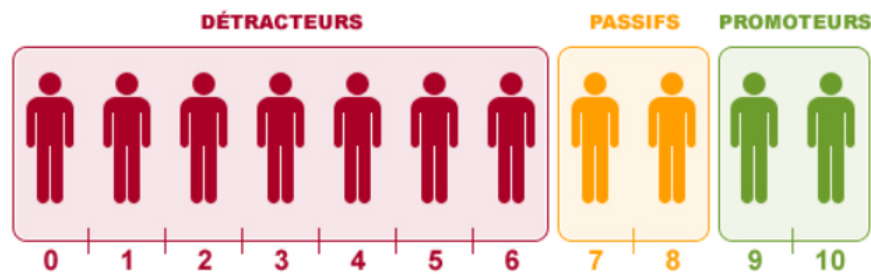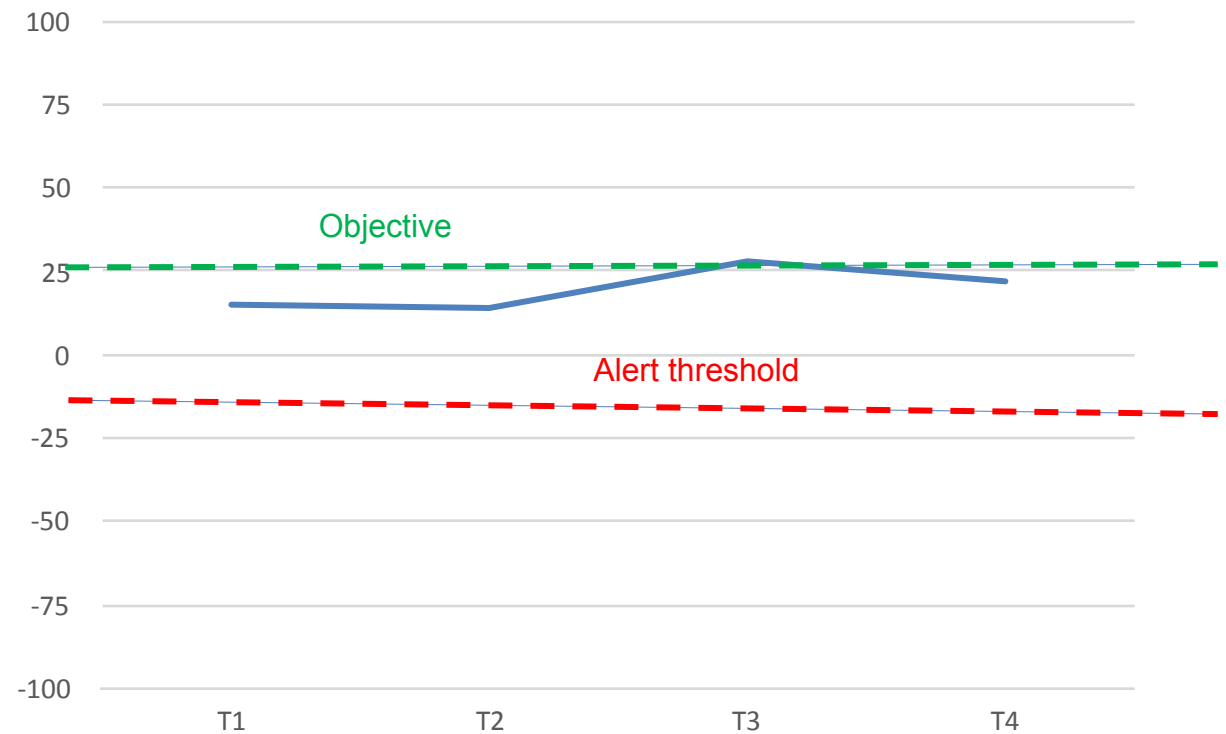
ESSENTIAL

DEFINITION:
The awareness rate indicates the percentage of people who know the studied brand and is expressed as:
- Spontaneous awareness, knowledge of the brand without suggestion
- Aided awareness, once the brand is suggested, the person expresses knowledge of it

MEASURING PROTOCOL: For spontaneous awareness, the question posed is: "among brands in this sector, which brands do you know?"
Spontaneous recognition rate = (number of brand mentions / number of respondents) x 100

For aided awareness, the question is: "among the list of brands, what brands do you know?"
Aided awareness = (number of brand mentions / number of respondents) x 100
Or, more rarely, "do you know this brand?"
In this case, assisted awareness rate = (number of affirmative responses / number of respondents) x 100

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with the activity of the previous year.

TO GO FURTHER:

Illustration with the awareness rate of Apple's iPad in 2010: click here
Toute la Franchise, Bureau Vallée recognition rate : click here

1/3

ESSENTIAL

REPRESENTATION

Awareness rate (barometer 2016)

Spontaneous awareness
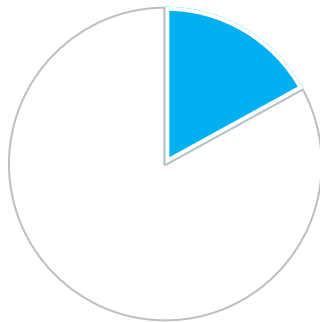
Aided awareness
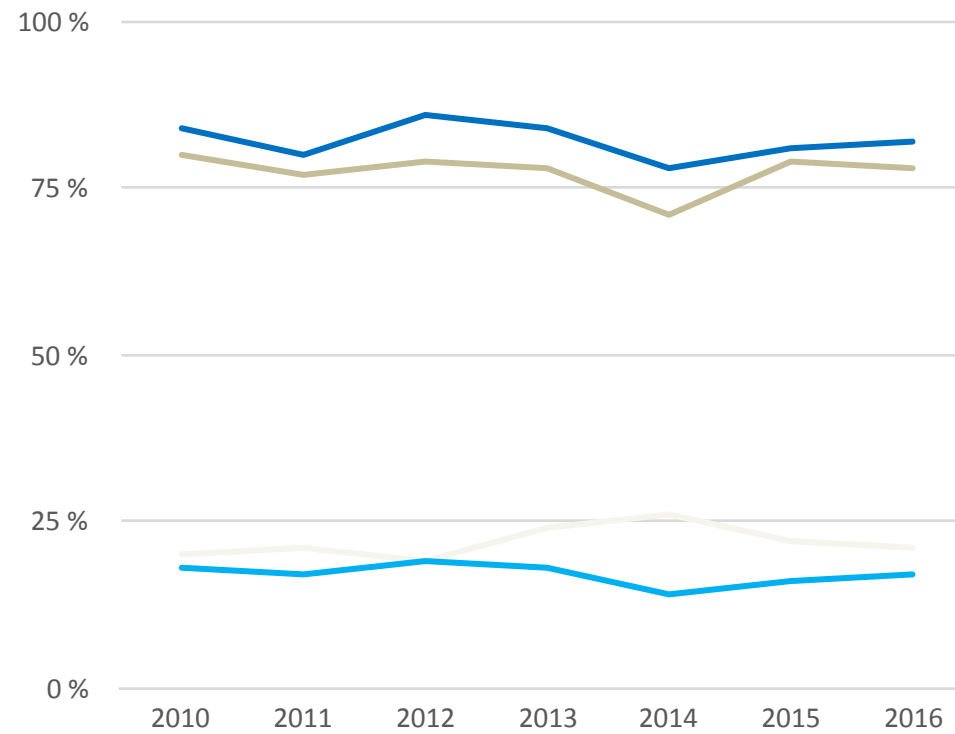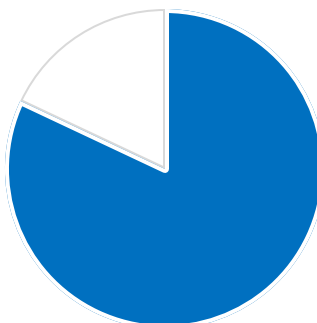
- — Our company - spontaneous awareness rate
- — Our company – aided awareness rate
- — Competitor AA - spontaneous awareness rate
- — Competitor A – aided awareness rate

2/3

ESSENTIAL

COMMENTARY

There is no "global" awareness rate but instead there is a spontaneous awareness rate and aided awareness rate. Moreover, they cannot be combined.

DEFINITION: The rate of presence measures the number of contacts invited and actually present.

This may be journalists at a press operation or the actual participation of employees at an internal event.

MEASURING PROTOCOL: This is the percentage of contacts invited and actually present:
Attendance rate = (number of contacts invited and present / number of contacts invited) x 100

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with the activity of the previous year.

DEFINITION: Bounce rate is the percentage of users who entered the website (homepage or not) and who left the site without consulting another page.

MEASURING PROTOCOL: The measuring of this indicator is done by external measuring tools such as Google Analytics and XiTi.

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with the activity of the previous year.

DEFINITION: The trust rate measures the trust in the company by its publics.

MEASURING PROTOCOL: To measure the level of trust, the question posed is: "Overall, do you trust company XXX?" Sample then chooses to agree or disagree by selecting answers like "yes absolutely", "yes," "not really," "not at all."
Trust rate = number of people who answered "yes absolutely" or "yes" / number of respondents) x 100

THRESHOLD: The threshold is determined by the objectives set in the communications plan or compared with the activity of the previous year.

COMMENTARY: The confidence level can be completed with a level of attribution with the strategy of the company or a recommendation rate.
It can also be extended to specific topics. Example: "Do you trust company XXX to provide this service?"

DATA INDICATORS FROM OTHER DEPARTMENTS

Some data that the Communications director must integrate in their analysis of risk and contribution to the business come from other departments.

Risk management

The company's Social Responsibility Indicators: These indicators often compile data from many departments and are consolidated, for listed companies, in a chapter of the annual reference document. These indicators are also becoming more credible if they are presented as thresholds (see. booklet p12).

Claims volume: Indicator from customer service department.

HR indicators of QVT and RPS, (e.g., absenteeism rates, accidents): The HR department develops these indicators (including for the company's social report) which is found in part in the CSR indicators.

Business

Number of purchases / subscriptions: Any communication action (online and offline campaign, event, or website) can have business benefits. It is necessary therefore to include upstream operations filters with sales management and / or marketing in order to identify them.

CONVENTIONAL MEDIA ANALYSIS INDICATORS

Some existing data in KPIs of media analysis need to be followed from another angle or more frequently in order to prevent any risk to reputation.

Risk management

Number and weight of negative messages: the media analysis provides the indicator for the tone of coverage: positive, neutral and negative (see slide : [here](#)). It is necessary to extract from it to "guide" the audience and themes of negative messages in order to develop appropriate responses.

Weight of negative content distributed by influences (mapping of influencers): Social media now requires real-time control of content distributed by influencers. Their guidance requires upstream mapping of these influences and implementation of monitoring tools necessary for their identification and evaluation (especially in terms of audience and public engagement).

Reputation

Rankings / awards: "There is no harm in doing good!" Yes, the different trophies and awards received by the company for its products, services, communication actions or social commitments, deserve a KPI as they contribute to its reputation, particularly through their media coverage.

ALREADY EXISTING REFERENCES

ACTIONS (for each target country)	1st year	2nd year	3rd year	TOTAL
Action 1				
Action 2				
Action N				
Total costs linked to broadcast time and ad space (1A)				
Total costs excluding costs linked to broadcast time and ad space (1B)				
Total for actions (1)**				
Execution guarantee fees				
Fees of the executing body for media ad space buying (max. 5% of 1A, appendix III, point B.1.2 of the contract)				
Fees of the executing body (maximum 13/15% of 1B, appendix III, point B.1.2 of the contract)				
Measure of the results of actions (maximum 3% of 1, appendix III, point C.5 of the contract)***				
Total direct costs for the program (2)				
Overhead (maximum [3/5 internal market][4/6 outside countries] % of 2, appendix III, point A.2 of the contract)				
PROGRAM TOTAL				

2.8 Budget
The budget must be presented in the form of a summary table of all actions planned in the program, indicating their annual and total cost. There are places to detail the costs by action, by year and by target country. Costs of actions should not exceed current market rates. If a program includes several proposing countries and/or organizations, a single coordinated budget covering the entire program must be presented.

*Including fees invoiced based on hourly rates (appendix III, point B.1.1, of the contract).
** To be completed only in the case of a retainer fee
*** 3% for the annual evaluation, 5% for the evaluation of the final phase including an evaluation of the entire program.

Download here

FINANCE BRAND

Brand Finance grades each brand on various factors, such as loyalty, promotion, marketing investment, employee satisfaction and company reputation. Based on this score, brands are given a rating of D to AAA + based on company statements.

Brand Finance®

Value date: January 1st, 2016

Brand	Brand Value (USDm)	Enterprise Value (USDm)	Brand Value Rank	Brand rating
	$XXXXX	**$XXXX**	**n** N-1	**AA**
	Brand Value (EUR) **YY**	Enterprise Value (EUR) **YY**	**2016** 2015	70/100

Historic brand value performance

17 000
12 750
8 500
4 250
0

2016 2015 2014 2013 2012 2011 2010

Peer Group Comparison

Brand Value by Product Segment

Utilities & Energy

1

Brand Value / Enterprise Value %

Brand Value

Enterprise Value

xx%

Brand Value by Geographic Segment

- France
- Rest of the World / Other
- North America
- Europe
- Belgium

0,0513
0,1141
0,3727
0,1627
0,2992

"**Intangible Capital represents all of the assets of an organization that are neither financial nor physical.** They are often excluded from the balance sheet of the company, yet they are distinctive creators of competitive and sustainable value. The Intangible Capital presents itself in the form of three asset classes:

Human Capital, "All that is in the heads of employees" (experience, education, leadership ability, interpersonal skills, motivation, values, founder legend, etc.)

Structural Capital, "All that remains in the company at the end of the day" (governance, processes, tools & methods, rituals, intellectual property, internal communication, organization, etc.)

Relational Capital, "Anything that connects the company to its environment" (relationships with shareholders, partners, customers, suppliers, society, branding, employer branding, etc.)"

*

[Download here](#)

* Learn to measure your intangible capital

Référentiel de **LA MESURE** *des* **RP**

LA MESURE DES RELATIONS PUBLICS COMME LEVIER DE CRÉATION DE VALEUR

EDITION SEPTEMBRE 2016

2nd édition, updated in September: download here

EDITION 2016

DOCUMENT DE CADRAGE À L'USAGE DES PROFESSIONNELS DE LA COMMUNICATION QUI SOUHAITENT MESURER L'EFFICACITÉ DE LEURS ACTIONS DE RELATIONS PUBLICS ET DE LEURS INVESTISSEMENTS ASSOCIÉS.

*
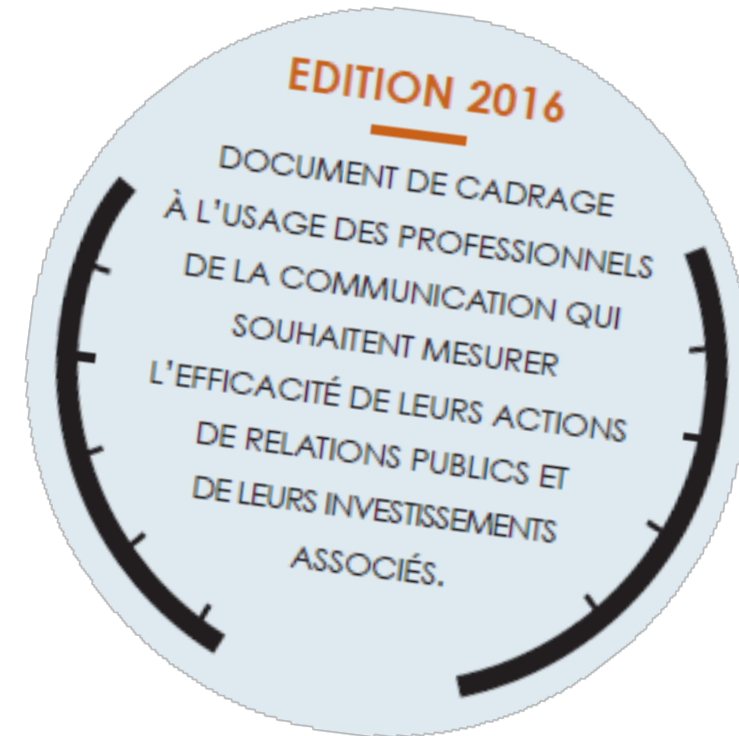
Référentiel approuvé par les organisations professionnelles :

SYNTEC Conseil en Relations Publics — Communication et Entreprise — Communication PUBLIQUE — INFORMATION PRESSE & COMMUNICATION — synap — union des annonceurs

amec

et les instituts de veille et de mesure :

L'ARGUS DE LA PRESSE — CISION — KANTAR MEDIA — LAUNCHMETRICS — occurrence

* DOCUMENT FOR USE OF COMMUNICATIONS PROFESSIONALS WHO WISH TO MEASURE THE EFFECTIVENESS OF THEIR PUBLIC RELATIONS ACTIONS AND THEIR ASSOCIATED INVESTMENTS.

> 7 standard indicators to choose from among 20, according to event type

Attribution —> Can you tell me who was the event's organizer/sponsor/benefactor?
Attachment —> After attending the event, are you favorably impressed with the messages delivered?
Agreement —> Was participating in this event a good experience?
Word of mouth —> To about how many people have you discussed your participation in this event?
Motivate to purchase —> Did participating in this event make it more likely that you will purchase the product?
Originality —> Did you find the event original?
Satisfaction —> On a scale of 10, how satisfied were you with this event?
Value —> Would you say that it was worthwhile to have participated in this event?
…

> 3 questions to measure the strategic objectives
Examples [responses: agree, disagree]

Having participated in this event… motivates me to give product X a prominent place in my sales
After having participated in this event… I better understand the strategy for the year ahead
I am convinced of the expertise of X
I believe that X is a true partner for our business

> 2 profile questions
Examples : Customer/non-customer // Male/Female // Younger than 35/35 or older

DASHBOARDS
EXAMPLES

EXAMPLE 1

Activity

Budget: XX, Z M €

Budget spent
to date 10 %

Remaining
budget 90 %

No. of actions carried out: 717

Internal resources

No. of Staff – end 2014: **XXX**
No. of Staff – end Q1: **XXX**

External Costs

No. of mobilised providers: ~**XXX**
Budget: **X, XXX M €**

Main topics:

- XXXXX
- YYYYY
- ZZZZZ
- AAA
- BBBB

- CCCC
- DDDDD
- EEEEE
- FFFFFF
- GGGGGG

Impact

Total audience: XXX Millions

Breakdown

External

1 690 millions reach occasions
0,5 % via advertising
99 % via press activities
0,03% via web and social media

no figures available for events at the moment

Internal

3.025.200 reach occasions
=75 times per employee

Overall performance

External

Trust: 37%

Understanding: 47%

Awareness: 23% end 2014

Internal

Trust: 67,6%

Understanding: 67,4%

Awareness: nc

EXAMPLE 2 - OBJECTIVE-BASED ASSESSMENT – Q1 2015

Strategic objective #1

Advertising
67% Campaigns
80% Publications
91% Audience out of XX

Media audience
27 % articles published out of XX

Twitter account
46% followers out of XX

Website
38% visits from out of XX

Internal news
16 % intranet news and On-Air articles about out of XX

Trade shows – Conf.
63 % held out of XX

Public opinion
37% Good Opinion of our Internationality Barometer # 1

Strategic objective #2

Press actions
34% releases and interviews
80% articles related to core products and business

Twitter account
82% of tweets and retweets related to core business

You-Tube channel
155 videos
90.000 views
463 likes
Top 10 = XXX

Website
90% news and features on core business and campaigns

8 major Coms actions out of 10 on core campaigns and business

Tools
30 new videos
2 new brochures on flagship products

Strategic objective #3

Press actions
12% releases and interviews on Innovation
Some positive articles on XX, ZZZ, AA,

Intranet
21 % Intranet news related to Innovation and Technology

Internal events
6 out of 21 internal events and actions about Innovation

External events
• Global XXXTechno.
• Munich XXX Sum.
• XXX 2015
• Cyber Security Challenge
• World XX Congress

38% good opinion of Innovativeness on Public Opinion Barometer 2014
72% on External Reputation survey 2014
50% share of voice on Q1 Coms Impact Benchmark

Tools
1 new brochure about Zephyr

Strategic objective #4

Media image
85 articles on Work-place environment:
neutral in January
negative in February
positive in March

Internal coms
8 internal news and several actions related to Engagement Survey

Engagement survey
77% participation rate
74,5% engagement rate linked to Coms activities

31% good opinion on our Attractiveness on Public Opinion 2014 Barometer
81,5% on External Reputation survey 2014

Award
21st best employer in France with 8,03/10

Tools
1 Flyer and 2 Posters about Engagement Survey

Strategic objective #5

Media image
1.700 articles on Leadership and Products & Services:
positive for Leadership
neutral for Prod.& Serv

Engagement survey
51% internal satisfaction rate about Top Management

Customer events
30% average of attendees when invited to big events

34,5% Good Opinion of our Reliability on Public Opinion 2014 Barometer
76,5% on External Reputation survey 2014

Advertising | Media Relations | Social Media | Website | Internal Coms | External Events | Transversal | Tools