Don't confuse objectives and communications strategies

- **Objectives** tell you where your audience needs to be – the **end state**
- Objectives have **specific elements**:
  - **Specific target audience**
  - **Intended outcome** or nature of intended change – what do you want to change about what they know, think, feel, believe or do (do, not do, let you do)
  - **Ending metric** (preferably starting and ending metrics)
  - **Time frame**
- **Strategies** tell you **how (the means) to get there**

If you see verbs like these used in "objectives", they are probably strategies, processes or tactics, but NOT objectives

Administer	Consult	Employ	Initiate	Provide	Set/Adjust Expectations
Advertise	Contract	Engage	Introduce	Publicize	Stimulate
Advocate	Contribute	Ensure	Investigate	Recognize	Streamline
Build	Coordinate	Expand	Launch	Re-engage	Subsidize
Call attention	Deliver	Feature	Leverage	Re-invigorate	Support
Celebrate	Develop	Focus	Manage	Report	Use/Utilize
Collaborate	Distribute	Highlight	Partner	Reposition	Work with
Communicate	Educate	Identify	Position	Research	
Conduct		Inform	Promote	Resource	

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Measurement and evaluation: start with the end in mind

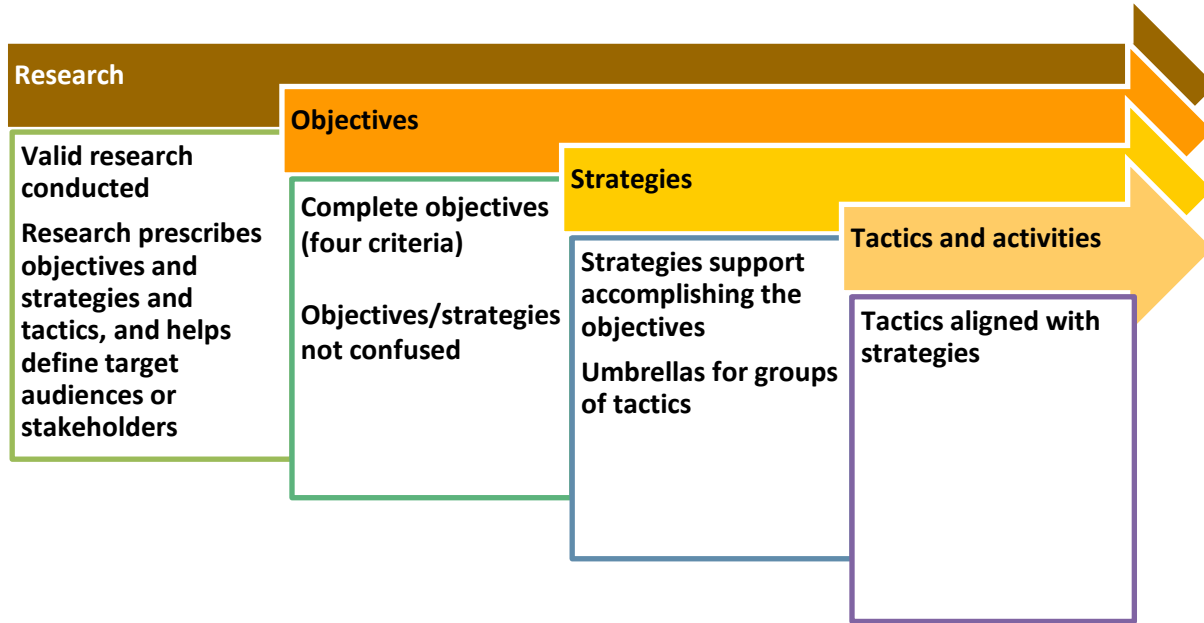| Five PR/Communications Measurement Categories				
Inputs (Measures of Investment and Planning)	**Outputs** (Measures of Work And Efficiency)	**Out-takes** (Measures of Intermediate Outcomes)	**Outcomes** (Measures of Behavior)	**Outgrowths** (Measures of Relationships)

• Planning (Development of objectives, strategies, tactics, budgets, etc.)
• Internal and external market, organizational environment (environmental scan)
• Market, opinion research
• Target audience baselines, starting metrics
• Budget
• Execution efforts and activities
• Staffing
• Businesses and operational processes
	• Execution efforts and activities
	• External business and engagement processes
	• Completion of activities
	  – Program execution (completion, timing)
	• Effectiveness of completion
	  – Media metrics (hits, "impressions, audience reach, etc.)
	  – Web metrics (hits)
	  – Social media metrics (likes)
		• Changes in awareness, knowledge
		• Recall and recognition
		• *Willingness* to recommend/Net promoter score on *willingness*
		• Social media metrics (likes, etc.)
			• **Changes in behavior!** (metric changes)
			• Changes in attitudes, opinions, beliefs, opinion (metric changes)
			• *Actively* recommend (behavioral)/Net promoter score on *active, actual recommendations*
			• Social media metrics (advocacy, conversions, actual recommendations)
			• Changes in editorial position, tone, volume of discussion
			• Responsive action to social and traditional media
			• Freedom to act/operate
			• Supportive actions
				• New or deeper **organizational relationships** (may be unintentional)
				  • Control mutuality
				  • Trust
				  • Engagement
				  • Partnerships
				• New programs, activities arising from the campaign or program
				• Brand loyalty, affinity
				• Positioning (audience perception of positioning**)**
				• **Organizational, brand and issues advocacy**
				• **Reputation**

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Metrics can be applied to social media frameworks

	Exposure	Engagement	Influence	Impact	Advocacy
Paid: Pay to leverage - Paid search, display ads, sponsored Tweets	Impressions Reach GRPs CPM	Interaction rate Click-throughs Time viewing Completed plays	Purchase consideration Change in opinion	Visit website Attend event Sales Downloads	Mentions in earned media
Owned – Own and control - Website, Twitter, Facebook, Blog	Unique visitors Page views Reach Impressions CPM	Interaction rate Return visits Time viewing Subscriptions Links	Tell a friend Change in opinion Association with key attributes	Download paper Download app Sales Request info Cost savings	Recommendations Ratings
Earned – Customers become channel – WOM, viral, proactive influence, media coverage	Impressions Clip counts Number of followers CPM	Comments/posts Shares RTs/1000 Followers Number of inbound links	Purchase consideration Tell a friend Likelihood to recommend	Visit store Attend event Sales Vote for issue	Ratings Reviews Recommendations

Look at the planning elements side-by-side

Research

Valid research conducted

Research prescribes objectives and strategies and tactics, and helps define target audiences or stakeholders

Objectives

Complete objectives (four criteria)

Objectives/strategies not confused

Strategies

Strategies support accomplishing the objectives

Umbrellas for groups of tactics

Tactics and activities

Tactics aligned with strategies

Evaluate accomplishment of objectives

Research

Valid research conducted

Research prescribes objectives and strategies and tactics, and helps define target audiences or stakeholders

Objectives

Complete objectives (four criteria)

Objectives/strategies not confused

Strategies

Strategies support accomplishing the objectives

Umbrellas for groups of tactics

Tactics and activities

Tactics aligned with strategies

Measurement and Evaluation

Evaluate against <u>objectives</u>, not strategies and tactics

Focus on <u>outcomes</u> and <u>outgrowths</u>, not inputs, outputs and out-takes

Link media metrics to target audience behaviors

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