

CREATING RESONANT INTEGRATED CAMPAIGNS BY USING EARNED MEDIA MANAGEMENT

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SUMMARY

Digitisation has broken down the traditional silos separating PR and comms, marketing and advertising. This evolution has allowed professionals from across the marketing mix to deliver harmonious and effective campaigns using a mixture of paid, owned and earned media.

However, the opportunities this presents also brings unique issues. Given that earned media professionals have traditionally gone about their work far differently to colleagues in paid and owned, how do you create a workflow which works for communicators, marketers and advertisers?

This white paper will examine the how the integration of marketing disciplines is changing the way campaigns are created and executed. It will discuss why communicators need to start using data like their colleagues in paid and owned media.

Finally, it will explore why adopting Earned Media Management and implementing its four tenets will allow comms professionals to demonstrate that their role is a business driver rather than an expense, as has already been demonstrated by colleagues in owned and paid sectors.

INTRODUCTION

Once-upon-a-time; PR, marketing and advertising were very much separate entities operating in business silos and focussing on very different activities.

PRs dealt with stunts, media relations and reputation management, all of which came through building relationships with print and broadcast media.

Advertising was something which appeared sandwiched between television and radio broadcasts, on billboards or in newspapers and magazines. Marketing encompassed brand-building activities, along with painstaking market research.

The internet, and the rise of digital variations of these traditional disciplines, has broken down the barriers between the three disciplines. The lines have become so blurred between them that professionals working across these sectors now find themselves doing a combination of all three.

This cross-pollination meant that rather than describing the sectors as *advertising, marketing and public relations*; *paid, owned and earned* became better descriptions because of the overlap between activities.

This integration of disciplines has intensi-

fied since the rise of social platforms, which are a true coalescence of paid, owned and earned media activity. Organisations can publish a tweet on their owned channel, use paid options to promote it, and have other users or media organisations interact with it, creating earned coverage.

This illustrates the power of developing integrated campaigns. Instead of using one channel to try to get a message across, harnessing a variety of media types across paid, owned and earned amplifies a message and increases its visibility.

Integrated versus non-integrated campaigns can be compared to sports teams. A team of individually talented players who play for themselves and do not subscribe to a team ethic are unlikely to be as successful as a team where players fulfil clearly defined roles to contribute to its overall success.

There might be one-off moments where the group of individuals are able to produce an excellent performance, but this will be on a far less consistent basis when compared with the team which works together.

By creating campaigns which harness paid, owned and earned media, communicators maximise their chance of engaging their target audience.

EXAMPLES OF GREAT INTEGRATED CAMPAIGNS

It's now very rare that resonant campaigns do not have aspects of earned, paid and owned contributions. Here are some examples of eye-catching campaigns which have successfully combined the three media types.

#01

GREGGS: THE VEGAN SAUSAGE ROLL

Perhaps the most visible campaign of 2019 to-date- Greggs' launch of its vegan sausage roll used aspects of paid, owned and earned. The bakery chain kick-started the campaign by creating its vegan sausage roll launch advert by imitating the launch of a new iPhone, releasing it across its social channels.

This owned and paid campaign then took on an earned element, with the tongue-in-cheek campaign becoming the talk of both social media platforms and real life. This was partly driven by a media relations campaign which saw samples of the sausage roll delivered to journalists and influencers in iPhone-style packaging.

The campaign's highlight came in the form of

Piers Morgan, who of course had an opinion on whether a vegan sausage roll was something the world needed.

After a back-and-forth between the two parties on Twitter (a combination of owned and earned media), Morgan eventually agreed to try it live on his *Good Morning Britain* show, helping the product reach millions of television viewers and leading to the creation of millions of Morgan-reaction memes - with the humble meme being the new holy grail of viral content.



#02

ESSITY LIBRESSE: #BLOODNORMAL

An example of PR and advertising agencies working together to produce a resonant campaign, **#BloodNormal broke down taboos about openly discussing periods**. The adverts used as part of the campaign were the first in the UK to use a real depiction of menstrual blood, rather than the blue liquid which has become a familiar part of sanitary product advertising.

Advertising agency AMV BBDO created a series of adverts which highlighted real-life scenarios depicting how women dealt with their periods to remove the stigma around them.

Sister PR agency Ketchum then developed an earned media activation to drive the societal

change vital to the campaign's goals.

By working together across the paid, owned and earned spheres, the agencies were able to create a stand-out campaign which started a conversation about how periods are portrayed.

#BloodNormal also took home prizes at a number of industry awards, including at the Cannes Lions International Festival of Creativity, where it won a Titanium Lion and a Glass Lion for Change Grand Prix.



#03

SAMSUNG QUICKDRIVE: SPIN CYCLE

While ad agencies are often heralded as the creative drivers in marketing campaigns, PR agency Taylor Herring managed an award-winning integrated marketing campaign to launch Samsung's Quick-Drive washing machine.

In spite of Taylor Herring operating predominantly in the earned media sector, the two pieces of creative which were central to the campaign sat firmly in the paid and owned spheres.

First, the agency **partnered with Channel Four to create an advert** which filled an entire ad break during *Cogglebox*. Based on research that a British adult spends on average 1,481 hours watching washing spin, the advert was a 3 minute 20 second shot of the washing machine spinning, the longest single shot advertisement ever featured on UK television.

Continuing in the same vein, the agency then enlisted Hollywood composer Michael Nyman to perform a piano score alongside the machine as it completed a 40-degree wash cycle. Entitled ***Washing Machine - The Feature Film***, the 66 minute production had its own cinema premiere and trailer.

As well as winning a number of industry awards, **the campaign had Samsung trending on social for one of its domestic appliance products for the first time, saw a 238% rise in sales and saw an increase in positive brand sentiment.**



#04

KFC: CHICKEN CRISIS

Crisis communications and reputation management very much fall under the traditional PR and comms remit. However, last year's best example of crisis management - by KFC - illustrated the benefits of using an integrated approach.

Its response used a combination of its in-house team, PR agency Freuds and advertising agency Mother. Rather than using the traditional PR tactic of issuing a corporate statement, the brand's initial response to the chaos was through its owned social channels and website. This included setting up a microsite to provide information to customers on which stores were open, given that many of the complaints KFC received were from people angry that they had wasted a journey to find that their nearby KFC was closed.

Of course, the most memorable part of the response was its famous 'FCK! bucket' response, but again, rather than a traditional earned media statement, it decided on a different method of apologising. The brand took out full-page print adverts in *The Sun* and *Metro* because national print newspapers still carry a lot of weight. This strategy succeeded, as the ad quickly went viral, ensuring the apology wasn't confined to the newspapers' readers.



WHAT CHALLENGES DOES THIS MORE INTEGRATED WAY OF WORKING CREATE?

As the previous examples show, fully integrated campaigns across the marketing mix not only have multiple points where they can engage an audience, they also act to amplify campaign messaging.

However, if coming up with brilliant integrated campaigns were so simple, everyone would be doing it with ease.

While there are many complexities which go into producing campaigns across the paid, owned and earned mix, perhaps the biggest is that typically earned media professionals have a different workflow and smaller budget compared to colleagues in paid and owned.

With different agencies and clients handling the various media types associated with an integrated campaign, there are significant challenges in trying to herd participants together to work on the same page. As with the sports team analogy, paid, owned and earned practitioners still often operate as individuals and not a team.



GABRIELA LUNGU, founder of WINGS Creative Leadership Lab, believes that while cooperation between the various parties who work on integrated campaigns “is improving and will improve”; the relationships are still “far from ideal”.

One solution taken by PR agency Threepipe was to acquire the components which would allow it to create truly integrated campaigns on its own, as CEO Jim Hawker explains:

“Through a merger and two acquisitions we have created an agency that is able to truly able to plan and integrate campaigns, using what is called the PESO framework across

paid, earned, shared and owned media. Our view of the world is that campaigns are only truly impactful and effective if all these channels are working together – whether with one agency or multiple agencies providing the support.

“Having the experts across all these channels is however only the start. Central to making this work is a rigorous planning team that is able to determine the correct mix and type of channel based on audience insight from first party and external data sources.”

While having one team handling all aspects of an integrated campaign simplifies processes, this is atypical. Lungu believes that it is down to in-house teams to facilitate cooperation between all parties to make a success of a campaign.

She thinks that teams working together collaboratively is a “utopia” which very rarely exists at present. Below, she lists her five tips for getting teams to work more collaboratively.

GABRIELA LUNGU'S TIPS FOR ENSURING CROSS-AGENCY COOPERATION INCLUDE ▼

- 01** Brief all agencies for the creative strategy and concept/creative platform at the same time; realise that big ideas are discipline agnostic, and there are great strategic and creative minds in every type of agency. The ad agencies are not “the creative agencies”.
- 02** Make sure people bond; beerstorming, not just brainstorming.
- 03** Turn briefing sessions into opportunities to align everyone and make them aware and excited about the ultimate goal.
- 04** Choose the best creative platform, and ask everyone then to execute in line with that core concept.
- 05** Make sure there are frequent meetings to ensure integration and alignment.

One problem with integrated campaigns is the budgetary differences between all media types. A report by analysts Burton Taylor illustrates this gulf; with paid media occupying 95% of all media spend. Earned media encompasses 0.5% of overall spend.

Lungu warned: “Budgets need to be split differently; currently ad agencies charge a lot for strategy and creative; but the same clients who are willing to pay ad agencies will be very resistant to pay a PR agency for creative concepts; that’s more than unfair; is also not very wise.”

However, part of the reason for this split is that paid media professionals are engrained in attributing their value to a business through every step of campaign planning and implementation. This is something earned media professionals must adopt, not just to integrate with paid and owned media operators, but also to gain ground in the fight for budget.



JASON FIDLER, director of PR and communications at Seismic Software, says: **“Sales enablement represents an enormous opportunity for PR leaders to expand the impact of their programmes within their company’s sales and marketing efforts.”**

However, he warns: “Unfortunately, too many PR leaders see the goal of their jobs as only being to raise awareness. They forget to build in the coverage they have secured into other integrated marketing campaigns in the form of letting sellers know about it, and how and when to share it in a way that will progress sales cycles.

“For PR programmes that learn to do this consistently within larger integrated market-

ing campaigns, the result is something that has evaded PR programmes for decades: a direct and quantifiable impact on assisting in closing deals.”



JIM HAWKER agrees, warning that PR and comms will need to change the way it measures itself to elevate its value when compared with paid and owned media.

Of course earned media is attractive – it tends to be a more cost effective channel which can drive powerful advocacy that the other channels struggle to match. However, there are many scenarios when earned media should not take the lead but be more of a supporting channel.

“In the case of PR, simply measuring the volume of coverage isn’t good enough anymore. All the other channels within the mix are being run by agencies which generally are much better at providing performance marketing-led reporting. That is a clear warning to agencies as we move into times with increased scrutiny on whether PR is generating positive commercial outcomes.”

One reason that paid and owned media professionals are better at attributing their value is down to data use. Being able to track audience journeys once they’ve engaged with an advert or email, for example, allows them to demonstrate how a campaign has benefitted an organisation’s objectives.

In the past, earned media professionals have not had access to data which enables them to track and measure campaigns, instead simply relying on volume and placement of coverage.

However, technology has now evolved to the point where PRs can accurately track what effect gaining coverage has had on key performance objectives.



NATALIE LUKE, founder & MD of data-savvy agency Aduro Communications, believes that being able to harness these insights will be crucial for PRs as their campaign align with those of colleagues in paid and owned.

Data and measurement are crucial ingredients in delivering the insights needed to build the strategic thinking required for an integrated approach.

To decide where to focus budget and resource across paid, earned and owned media, those insights form the structural integrity of our thinking that will then allow campaign creation to be delivering in the area of most return.

Post campaign delivery, it is then crucial to re-visit that measurement and evaluation system again to build on the learnings and continue to evolve your thinking using a constant test and measure approach.



BUT WHAT WOULD A NEW EARNED MEDIA MEASUREMENT FUTURE LOOK LIKE?



ANDY WEST group chief development officer at Hotwire, shares his view on the future direction of PR measurement.

At a time when the debate around positioning your agency as offering integrated communications or public relations rages, one constant remains. And that is the ongoing importance of media relations. Like it or not, there is still huge interest in high quality earned media and, as a consequence, the skills necessary to deliver on this are in high demand and will continue to be so for the foreseeable future.

This presents me with a conundrum. If media relations is so important, why hasn't the measurement of earned media advanced in line with the growing trend for data and insights in our profession? Let's face it, agencies are still evaluated against archaic metrics such as quantity which in old fashioned language equates to the weight of your clippings book. In today's digital first world, this should be an outdated concept.

One reason for this might be the continued lack of integration of the communications function within the marketing department. Sitting out on its own, often seen as a cost centre or the "publicity team", the most tangible measure for an unaware c-suite is the amount of coverage being generated. Putting aside the thorny issue of vanity metrics, this scenario is still played out in some companies. Fortunately, it's becoming rarer and we are seeing more and more integration and a sharper focus being placed



Let's look forward to an era of value in media measurement.



on media coverage aligning to marketing and overall business goals.

The second challenge faced by many is ring-fenced data. We operate in a data rich world but suffer from a lack of visibility into that data. Without access to the many streams of information that contain the keys to evaluation of earned media, PR teams will continue to operate in a vacuum. This is a situation that has to change.

The good news is that client-side marketers and communications professionals are increasingly looking for a more holistic approach to assessing the value of earned media coverage. Over the past few years, many have become 'bored' with the measurement debate – largely because the dreaded AVE topic has dominated column inches in the PR trade. This is now a red herring. The debate needs to shift to highlighting the opportunities for teams to use widely available tools to evaluate success and to inform ongoing media strategy.

AMEC, The International Association For

Measurement And Evaluation In Communications, recently unveiled its latest publicly available tool – the Measurement Maturity Mapper (aka M3). This platform links with AMEC's Integrated Measurement Framework to help PR professionals better plan and resource their measurement and evaluation programmes. While not limited to earned media, the tool provides practical advice to organisations looking to map their measurement journey using industry best practice.

It's initiatives like this combined with the rapid rise in what I call 'comm-tech' (SaaS platforms that provide communication teams with tech solutions that map impact and attribution) that will have the most impact on the future of earned media measurement. As these technologies proliferate and communications becomes ever more integrated, the days of quantity will give way to a future where value and impact will become the key currencies of media measurement.

USING EARNED MEDIA MANAGEMENT TO CREATE A FULLY INTEGRATED APPROACH

As you've seen, there are great opportunities and challenges for comms professionals as their work becomes ever-more integrated with their advertising and marketing colleagues.

However, paid and owned media practitioners have a completely different workflow to their colleagues in earned media, and given that they receive the lion's share of media budgets and can demonstrate ROI, they are not going to change their workflow in order to integrate with colleagues in PR.

That means that PRs are going to have to adapt their methods to hold their own in the integrated media landscape.

Fortunately, a model exists which communicators can follow to align their activity to mirror that of colleagues in marketing and

advertising: **Earned Media Management.**

Earned Media Management is the principle that PR and comms professionals should use standardised systems and processes, combined with the latest technology, to manage their workflow and power their activity. It encompasses everything from identifying and targeting influencers and journalists to attributing real value to the results.

In short, Earned Media Management aims to turn PR and comms from being viewed as an expense to a discipline which drives value to a company. It has four separate tenets which cover the full PR workflow, each of which can be applied to help earned media practitioners integrate better with colleagues in paid and owned.

#01 ▶ INFLUENCER GRAPH

When paid and owned media professionals devise a campaign, they will use a range of data sources to pinpoint the audience they want to reach. They'll then identify the best way to reach these audiences.

Earned media has traditionally done the reverse. PRs will identify target media based on readership figures or reputation. While this means their message will reach some of their desired audience, what it also means in practice is that they are expending energy, time and resources to reach people to whom their message will mean very little.



To align with colleagues in paid and owned, earned media professionals must adopt similar techniques when it comes to identifying a target audience. Rather than the traditional method of targeting the journalists and influencers with most readers, PRs should begin to target based on the end audience of earned content.

By constructing an **Influencer Graph** and overlaying available demographic and firmographic data, communicators can get a score to match journalists and influencers to their target audience. This ensures that they can focus their energy engaging with people and outlets which have a tangible effect on their campaigns, rather than a disparate range of people who happen to read a popular newspaper or follow a famous influencer.

In a world where attribution is everything, being able to pinpoint specific audiences targeted by a campaign levels the playing field for PRs when demonstrating their value in comparison to advertising and marketing colleagues.

#02 ▶ SMART ENGAGEMENT

The art of engaging journalists and influencers has always been fundamental to a PR's role. The advent of new distribution technology has been both a blessing and a curse for those working in the sector.

PRs are now able to reach journalists efficiently, rather than having to call them individually to pitch a campaign. However, the ability to reach multiple people at once has led to lazy "spray and pray" techniques, with PRs sending out a single standard email to an untargeted list in the hope that someone runs the story.

Using similar technological advancements, marketers have created segmented campaigns with differing call to actions to a variety of audiences.

Advertisers use data to choose the best spots to place targeted advertising with personalised messaging.

By adopting **Smart Engagement** techniques, such as personalised messaging to different influencer segments, and incorporating multimedia into media outreach, communicators will be able to attract influencers and journalists' attention and increase the chance of earning all-important coverage in target outlets.

63% OF JOURNALISTS still view press releases as the most valuable content source from PRs.

This illustrates that the tried and trusted method of media relations through press releases by communicators is still the right way to go, but the key is to make the press releases as attractive and engaging as possible to catch a journalist's eye.

By using Smart Engagement, communicators can use the precision targeting already adopted as standard by owned and paid counterparts. This will allow comms professionals to capitalise on the inbuilt advantage they have; that their content is something people seek out, rather than something they seek to avoid.

#03 ▶ TRUE MEASUREMENT

PRs have traditionally measured their performance by the amount of coverage earned, along with vanity metrics such as reach, impressions and share of voice. Compare this with paid and owned media professionals, who are able to attribute the value they bring to an organisation.

This difference in reporting has led to a huge investment imbalance, with earned media only receiving a fraction of the budget of paid and owned, despite being widely recognised as the most effective of the three mediums.

As Andy West and Natalie Luke have intimated, the number of comms professionals adopting robust measurement strategies is increasing, as the sector recognises that it needs to report in relation to organisational objectives, rather than simply the amount of coverage gained.

So what does True Measurement actually look like? Based on both the quality of coverage and how it drove specific organisational outcomes, it applies attribution analysis to measure the actual reach of a message. It also features monitoring and analysis of both text and images, all of which allows communicators to provide a direct correlation between coverage secured and business impact.



By demonstrating the ROI of the earned media aspect of integrated campaigns, communicators will finally be on an equal footing when presenting campaign results to the CMO, CCO or even CEO. By aligning results with organisational objectives, communicators will finally be using metrics which make an impression on their c-suite.

#04 ▶ COMMS TRANSFORMATION

As processes across PR and comms have grown, the technology used and platforms built to manage these processes have expanded hugely.

The range and variety of PR point solutions means that PRs often have a discombobulated tech stack of solutions which do not synchronise with each other and require training for every member of the team to use.

Added to this, these tech solutions are designed solely with communicators in mind. This was fine in a siloed world, but is of no use when earned media practitioners need to work with colleagues in paid and owned who are using completely different data sets and systems.

By being aware of the necessary changes required and adopting the principles of Comms Transformation, communicators will create a workflow which better aligns to the work their colleagues in paid and owned media already do.

Instead of using a range of earned media point solutions to accomplish different tasks, communicators embracing Comms Transformation will look to platforms which contain all the functions they require to do their job in one place, minimising the disruption of meshing data across different pieces of software.

When choosing tech stacks, PRs will consider not only which functions will help them in their role, but also whether platforms can easily integrate with technology used by colleagues in paid and owned to avoid systems issues when coming up with integrated campaigns.

Both paid and owned media have gone through a transformation in workflow and processes, securing increased budgetary contributions while doing so and gaining the attention of decision makers in doing so.

To integrate with colleagues across the marketing mix and demonstrate the value of their work, earned media practitioners must embrace a Comms Transformation.

CONCLUSION

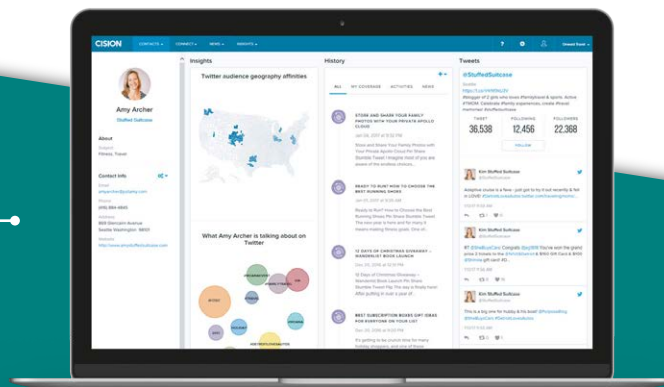
The integrated marketing genie is well and truly out of the bottle. The success of integrated campaigns and the added amplification they provide is now the blueprint for most successful campaigns.

Whether working with colleagues in paid and owned or managing a campaign across all three sectors as an individual brand or agency, communicators must harmonise how they work to take into account the practices used in paid and owned media.

With earned media technology finally evolving to provide communicators with

capabilities equivalent to paid and owned colleagues when it comes to audience identification, targeting and measurement to prove ROI, PRs now need to align their working practices to make full use of the technological power at their fingertips.

By adopting the principles of Earned Media Management and using advanced communications software, communicators will finally be in a position to demonstrate their business value and successfully push their case for a greater slice of the marketing budget.



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