



AMEC Communication Effectiveness Awards 2009

More Th>n Just Measurement!

Company Name: Media Measurement Ltd (MML)
Category: Best Use of Media Evaluation: Business to Business

Client/Campaign: RSA

Objective/Brief:

RSA is a leading, FTSE 100-listed, British general insurance company. Formerly Royal & Sun Alliance, the company rebranded in May 2008. It provides insurance products and services to over 20 million policyholders, and was the first carbon-neutral insurer in the UK. RSA provides insurance to a wide variety of businesses in many sectors, including construction, marine, public services, hospitality, retail and manufacturing. It owns the More Th>n direct insurance brand in the UK, which provides insurance products, such as travel, home and car, to individuals.

In 2006, RSA decided it wanted more detail from its media evaluation. Media Measurement Ltd (MML) won the contract as it offered a more comprehensive evaluation than had previously been undertaken. This entry covers the work undertaken between January and May 2009 when following a meeting between MML's Account Manager and RSA in November 2008 the RSA's evaluation was refocused and there was a change in the competitors being tracked. The RSA Communications Team's key objectives for media evaluation were now:

- 1. Prove PR effectiveness to senior stakeholders through the use of Key Performance Indicators (KPIs)***
- 2. Identify key media outlets and journalists with a view to more effective targeting in future***
- 3. Achieve more, and better quality, coverage than identified competitors***

Strategy:

It was important to RSA's PR Team that it could prove the value of its work to senior stakeholders. A series of Key Messages were drawn up, which RSA would seek to communicate via its PR activities. By identifying a series of KPIs, such as the volume of beneficial mentions¹, proportion of items containing a Key Message, and the proportion of comments made by RSA spokespeople, the company would be able to compare its performance by month. If the performance improved, then RSA could prove the worth of different PR methods to its stakeholders. RSA also wished to show the stakeholders how its PR activity reflected the different business sectors it provided insurance to.

The identification of the most effective media outlets and journalists would enable RSA to focus its resources on communicating with them, and thereby help to generate coverage for each of their business sectors. More effective relationships could then be established with these targeted journalists or media outlets.

RSA identified its main competitors which it wished to benchmark its coverage against. The company felt that it did not receive as high a volume of coverage as its competitors, and that the coverage generated by these competitors was of a superior quality. By evaluating its competitors' coverage, RSA sought to benchmark its own performance in order to improve their future coverage.

Execution/Implementation:

MML provided RSA with a monthly one-page Report Card and more detailed quarterly Reports. Coverage was tracked by product area, and broken down into messages relating each of these areas, thereby enabling RSA to gain a greater insight as to why some product areas had greater or lesser coverage, vital intelligence in supporting the client's business priorities and focus. Initially the product coverage was simply broken down into personal insurance (insurance sold to individuals), commercial insurance (insurance sold to businesses) and generic issues (generic industry matters, such as insurance fraud). However, with the stronger commercial refocusing from January 2009, the commercial section was divided into specific sectors, including marine, construction, manufacturing, and public sector insurance. This allowed the evaluation to be more detailed, and the performance of each product sector to be individually tracked ([Appendix 1](#)). Special attention was paid to

¹ Mentions reflect the number of times messages are identified within context

coverage in the national and trade press, a critical area for the RSA audiences and so getting coverage of their products and services was of paramount importance. The KPIs were monitored each month and were compared against a year-to-date average ([Appendix 2](#)). Tracking KPI data allowed RSA to see trends over time, as well as monitoring their performance against that of their competitors, a key tool in monitoring communication effectiveness ([Appendix 3](#)).

MML provided a table of top individual spokespeople used by individual journalists, enabling RSA to target and track the most prolific journalists, while also reacting to any negative coverage they may have received. Comments made about RSA were included in the Reports, which provided further insight into specific stories.

RSA's performance against its competitors was tracked ([Appendix 4](#)). A changing marketplace was reflected in the search and analysis criteria; the competitors tracked could be modified as a reaction to any such change. This demonstrated MML and RSA's effectiveness in communicating with each other and the ability to respond to a dynamic marketplace.

Conclusions:

1. MML's Reports are included in the monthly status updates which RSA sends to its senior stakeholders, providing tangible proof of the effectiveness of its PR activity. The format of the Report Cards, especially the KPI table, was particularly effective in giving stakeholders an overview of the work carried out by the PR Team (see [Appendix 2](#)). Reports are also discussed at internal board meetings and with the PR Team, enabling objectives to be set more effectively and providing motivation for Team Members. In addition, MML's Lead Analyst twice received special requests from RSA to produce a unique, ad hoc report for a specific meeting. This would contain extra data not usually included in a Monthly Report Card or Quarterly Report. This demonstrated MML's flexibility and the strength of data.

2. The individual spokespeople table provided by MML proved highly valuable as the company was able to effectively identify the most appropriate journalists to target. Strengthening personal contact with journalists who provided beneficial coverage became a key strategy. Journalists who wrote about RSA negatively could also be targeted, so relationships could be built and developed. Jon Sellors, UK Head of External Communications at RSA said, *'the feedback regarding spokespeople has led to an improvement in the engagement of stakeholders, and RSA found that its spokespeople became more willing to invest time speaking to journalists in national and trade media outlets.'* This improved attitude has helped increase the company's beneficial coverage, as RSA employees were seen to be offering their expert opinion to the media on a more regular basis.

RSA was able to track the volume and tone of coverage with major media outlets and this was used to monitor the strength of the relationship between RSA and the media outlets tracked. It benefited RSA's PR strategy because, as a result of the evaluation, it focused attention on some media outlets more than others, thus increasing the media exposure of the company.

3. Before commencing evaluation with MML, RSA had worked under the misconception that its competitors were more effective in generating higher volumes of coverage and in producing a higher quality of content ([Appendix 4](#)). However, between January and May 2009, RSA appeared in more items and prompted more beneficial coverage than its competitors each month, thereby providing substantial evidence that their perception was completely unfounded ([Appendix 3](#)). MML's Reports provided an accurate insight into the market, further proving the PR Team's worth to stakeholders and Team Members. Jon Sellors said, *'Media Measurement provided us with valuable, comprehensive media evaluation that demonstrated that RSA was the leading general insurance company.'*

Going forward, MML will continue to provide RSA with thorough and helpful intelligence to enable RSA to maintain its leading edge in the industry, and generate proof which reflects the successes of the PR team.