COMMUNICATIONS METRICS, WEB ANALYTICS & DATA MINING

A.A. 2023/2024

Lesson n. 2

Fulvio Ferrari

“The Key to the “Next Normal” is Measurement, as usual”

Katie Paine, Queen of measurement, Paine Publishing

Your TARGET: Yesterday vs. Today

- Yesterday the customer and the stakeholder were far, today however they are everywhere anytime. Everyday they write, comment, like, share, so the company has to publicly dialogue with them and on real time.

- Yesterday Communications Function always knew clearly who were its stakeholders and where they were. On the contrary today it has to be able to identify them even on the general and generic buzz of the network.

Yesterday vs. Today

- **Yesterday** every area of the Communications Function had its own audience and a specific & coded language to speak to each of their segment. There were «fixed» and consolidated models to manage relations with media, customers, etc.

- **Today** the areas are still the same, but the models and the languages are on a continuos evolution. We have access to an overflow of data through which we may target precisely our customers and define specific messages (leading to a following cost increase to develop dedicated projects to each channel). Languages and models therefore needs an ongoing evolution in line with new channels and audiences.

- **Yesterday** media relations were: press release, phone call to the journalist (or even to the Editor in Chief), press clipping.

- **Today** anybody may read the press release of a company and become a positive or negative company stakeholder, publishing all or part of the content for instance on a blog, or also on a twitter account or facebook page or on a LinkedIn profile.

A multistandard approach

MEDIA

WIDER GLOBAL MEDIA MIX TO INCLUDE TECH, AUTO, LIFESTYLE, BUSINESS, SUSTAINABILITY

INSTITUTIONS

CREATE AMBASSADORS OF NISSAN INTELLIGENT MOBILITY PROMOTING NISSAN STRATEGY

B2B

THIRD PARTY TO HELP STORYTELLING TOWARDS CUSTOMERS

INFLUENCERS

DRIVE MASS AWARENESS WITH KEY PERSONALITIES

EMPLOYEES

TAPPING THE ENERGY OF EMPLOYEES AMBASSADORS TO CONVEY MESSAGES

INDUSTRY

KEY INDUSTRY PLAYERS IN SEVERAL FIELDS WHO CAN HELP ADVANCE OAO

PR Communications AREAS

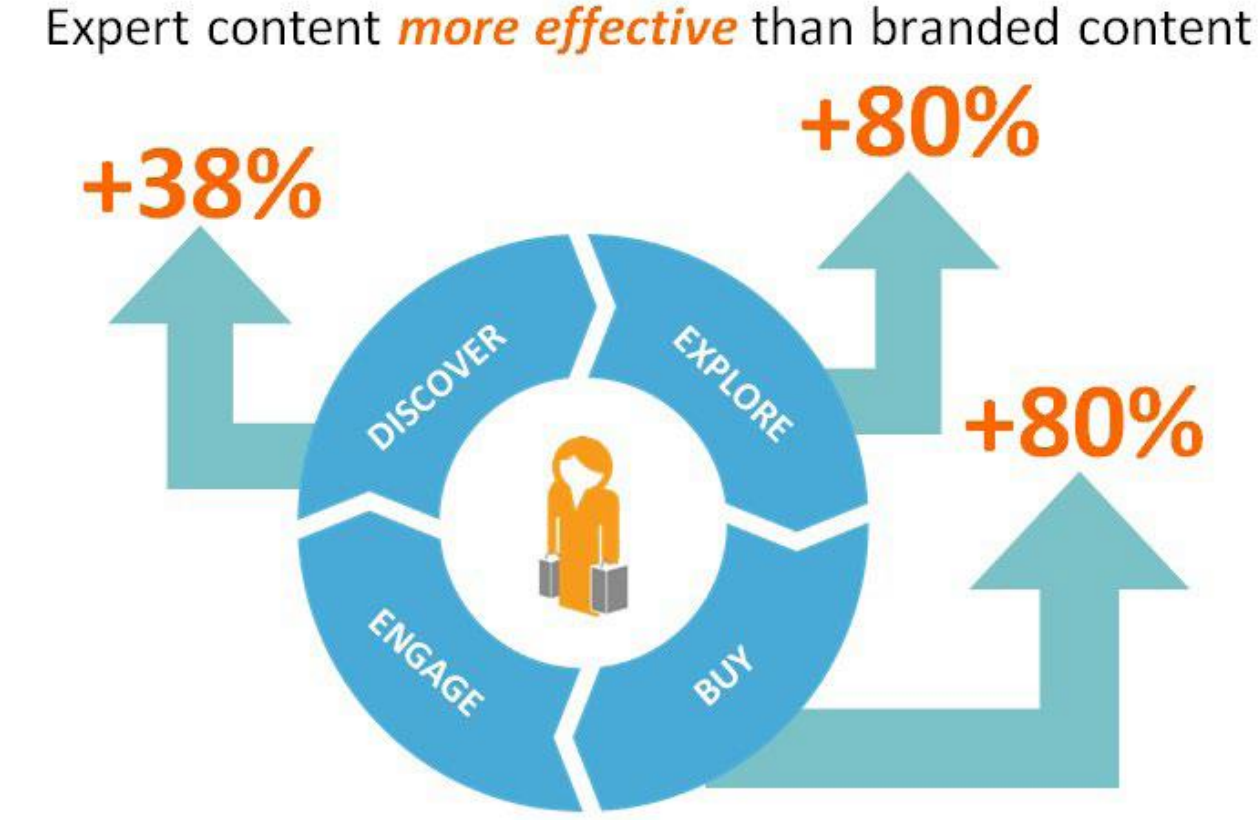
From tactical to strategic

- The lines between PR, marketing, and demand generation are increasingly blending together. As a result, PR practitioners who were traditionally tasked with raising awareness and visibility now also increasingly need to drive revenue.
- The good news is that these shifts are creating an opportunity to elevate PR from a purely tactical function into a strategic one.
- While PR has historically been a tactic for delivering reputation and mindshare through earned media, today it has also become a way to reach consumers directly. In fact, it has morphed into an essential tool for driving the traffic, leads, and conversions necessary to fill your clients' pipeline and ultimately generate revenue.
- Instead of a supporting function it has evolved to build brand reputation, shaping environment, creating foundations and reducing risks.

PR content more effective

- Even in this era when every company is a publisher, storyteller, content marketer (pick your term), it's worth noting that modern **audiences still prefer and trust the earned media and expert content created and distributed by third-party experts** versus the organic content churned out by brands themselves.

- In other words, the content expertise of PR remains as powerful as ever.



Source: In-lab study by Nielsen, commissioned by inPowered, March 2014

Multichannel business intelligence

- Effectiveness of PR marketing efforts, in finding balance between expert and marketing content delivering the right content to the right individual at the right time in a shape and a format of their choosing.

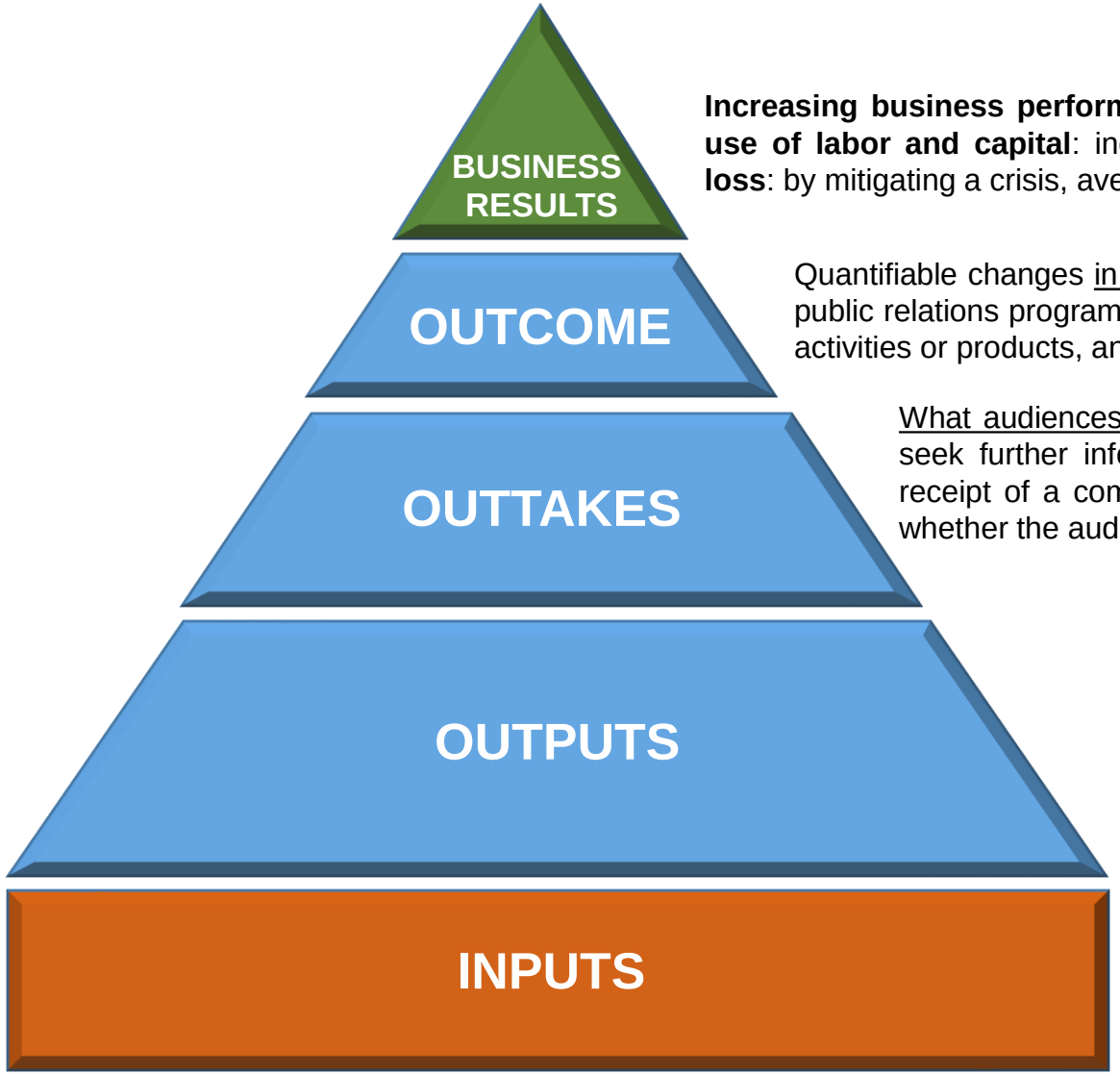
- For example, no longer it is enough merely to fire off a press release and report back distribution counts or contacts. Today PR needs to tie those initial touches to **deeper stages of the customer journey, to connect the dots with corporate KPIs, to allocate resources based on performance.**

Content and data: ensuring the right balance

- Today's PR organization needs to rethink and reprioritize the data they think are most important.
- Surveys show that many of the criteria esteemed by PR managers no longer jibe with their marketing counterparts, as seen in the chart.
- In an era when more and more marketing efforts are being transitioned to the digital realm, for example, conversions are a far more valuable metric to marketers eager to connect the dots between content and KPIs.

COMMUNICATIONS OBJECTIVES

PR OBJECTIVES



Increasing business performance: profitable sales, market-share, stock-price, earnings per share. **Optimizing the use of labor and capital**: increased productivity, greater efficiency or employee retention. **Avoiding catastrophic loss**: by mitigating a crisis, averting calamitous reputation damage or protecting market capitalization.

Quantifiable changes in awareness, knowledge, attitude, **opinion and behavior** levels that occur as a result of a public relations program or campaign; in effect, the consequence, or impact of a set or program of communication activities or products, and may be either short-term (immediate) or long term; the dependent variable in research.

What audiences have understood and/or heeded and/or responded to a communication product's call to seek further information from PR messages prior to measuring an outcome; audience reaction to the receipt of a communication product; recall and retention of the message embedded in the product; and whether the audience heeded or responded to a call for information or action within the message.

What is generated as a result of a PR program or campaign that impacts on a target audience or public to act or behave in some way … the final stage of a communication product, production, or process resulting in the production and dissemination of a communication product (brochure, media release, Web site, speech, etc.); the number of communication products or services resulting from a communication production process; the number distributed and/or the number reaching a targeted audience.

Newsletter, Releases, Teasers, Events, Conferences, Posts, Tweets, Images and Videos, Spokespersons Interviews, Design and content for the newsroom, websites and social media channels, PR campaign or communications program.

Definitions by: "The Dictionary for Public Relations Measurement and Research" by Dr. Don Stacks of the University of Miami, available through the Institute for Public Relations, www.instituteforpr.org.

OUTPUTS

- Output refers to the content and PR activities that are created and distributed in pursuit of the brand's goals. This is where all of that initial planning is put to use. In other words, while the most obvious metrics (e.g. distribution counts, ad placements, blogs, social media campaigns, phone calls, interviews, in-person visits, etc.) are recorded, this also is where those first connect-the-dot conversions are discovered (website and landing page traffic, PPC and ad click-through, organic search keywords, number of blog or email subscriptions, and so on.

- Particularly for organizations with limited PR backgrounds, the data here is **early engagement** (first-touch engagements). Thus a brand's awareness-building campaign built on a PR-driven social media campaign would look for evidence of Facebook likes, comments, and shares; spikes in website or blog traffic; coupon redemptions; retweets.

- The point being that all PR-related Output must be engineered (both in content and analytics) driving consumers toward sales education channels over which the brand possesses greater control (less noise, competition).

OUTTAKES

- This data speaks to what, if anything, the brand's target audience took away from its initial Output (e.g. the degree to which the content was **understood**, **accepted**, **retained**, **shared**, and otherwise acted upon in ways desirable to the brand).

- In short, if PR efforts led to some change into lead qualification.

- This is the stage where a brand needs **to move from quantity to quality.**

- **Here it is important not merely to measure media mentions, site traffic, and retweets, but to associate those numbers with share of voice and consumer sentiment.**

- The consumer has not merely converted by action but also by **volition**. Useful reports will show a brand the number of online articles that include its name or its unique brand of messaging; shared social media references; the ratio of positive-to-neutral reactions to content; keyword references in search or online communities; etc.

- It is at this stage that the brand wants to know whether visitors are arriving at its site via targeted keyword and long-tail search terms or more generic terminology; whether customers are arriving (online or call centers) with educated questions; or on-site conversions are executed in seconds versus minutes (or not at all).

OUTCOMES

- This is the Holy Grail of data-driven marketing, the point at which a brand's PR activities can directly be attributed to **changes in opinion or behavior**, new leads, an uptick in sales and increased revenue — where those early outbound efforts eventually influence **business goals.**

- This also can be the most difficult to report, primarily because many brands — particularly those relatively new to PR-related activities — are still wedded to 'last-touch' metrics that give sales credit to whichever channel carried the sale across the threshold.

- If work is done properly, those early PR efforts generated Output data that correlated with site traffic or keyword searches or social media likes; which in turn led to customer Outtakes that confirmed some of those prospects not only 'got it' but **responded to it, shared it, acted on it in the form of subscriptions, positive mentions, quotes, inbound inquiries and more.**

- It should lead to first-hand feedback and reports from marketing (faster conversions) and sales (shorter sales cycle) and in some cases even investor relations (investor inquiries) and the C-Suite (influencer mentions).

- But these dots only can be connected when the mindset, tools, and measurement criteria are all put in place.

BUSINESS RESULTS

- In every business case – whether the organization is large or small; profit or nonprofit; local or global – there is an objective.

- **Objectives may include generating profitable sales, approving legislation or giving back to the community.**

- To advance the organization, those doing so need a clear understanding of the organization's aims.

- This is true also for the public relations (PR). The purpose of every PR professional is to help the organization achieve its **business objectives**.

- An effective PR program is rooted in research which is used to set objectives, develop strategy and design tactics, and to evaluate performance.

- While each component of the PR process is essential for success, the initial stage of objectives-setting research is the basis for the entire PR program.

Typical Output, Outtake and Outcome Metrics

GOAL	ACTION	OUTPUT METRIC	OUTTAKE METRIC	OUTCOME METRIC has to answer "So what?"
Sales Leads	Place product reviews Initiate speakers program Proactive blogger outreach	# meetings # of speaking engagements # of blog mentions # of reviews # of news releases sent # of media contacts made	% awareness of your brand % considering your brand % preferring your brand	# of requests for information
Employee Engagement	Conversations Meetings with management, Intranet page, Email blast	How many emails went out? % emails opened Unique visits to intranet page Attendance at meetings	% hearing engagement messages % believing engagement messages	Lower recruitment costs Lower turnover rates
Favorable Positioning as the most Trusted, Reliable Source	White paper program, speakers program, blogger outreach	# meetings # of speaking engagements # of blog mentions # of reviews # of views of online articles	% believing message % agreeing with positioning	# of downloads of white paper # of referrals from blog to unique URL landing page

Why Setting PR Measurable Objectives

SIX reasons for setting clear, concise and measurable objectives in public relations

1. **Priority*. Objectives create a structure for prioritization*:** Once your aim is clear, the focus and sequence of your strategy and tactics are clear.
2. **Clarity*. Objectives reduce the potential for disputes before, during, and after the program*:** If everyone agrees in advance on the objectives, it is less likely anyone will challenge the program's priorities and results.
3. **Performance*. Objectives focus resources to drive performance and efficiency*:** A clear and shared sense of purpose distills program tactics and focuses financial and human resources on those areas on which they have the greatest impact.
4. **Improvement*. Objectives help create successful programs by identifying areas for prescriptive change and continual improvement*.** Over time, tracking performance against properly set objectives allows for corrective action, or positive adjustments.
5. **ROI*. Objectives set the stage for evaluation by making it easier for sponsors and team-members to determine if the PR program met or exceeded expectations.*** Once those who are underwriting the PR investment understand and authorize measurable objectives, there can be no doubt as to whether the program met or fell short of the desired outcome at conclusion.
6. **Business*. Objectives link the PR objective to the business objective*.** Proper PR objectives are derived from the organization's business objectives. This makes the business case for the PR program. For example investing significant resources towards the promotion of "product A" when the company's future is pinned to the success of "product B" is not in alignment. However, if the PR objectives in support of "product B" are met or exceeded, the link between PR and the overall success of the business is much more tangible, especially among senior executives.

Just as the implementation of measurable PR objectives brings many benefits, their absence brings considerable risk, not the least of which is the potential for lack of understanding among executives and other team-members; loss of efficiency and dearth of resources.

Quantifiable, Reasonable & Meaningful

Linking PR Objectives to Organizational Objectives Make Them *Meaningful towards Business Results*

- They relate to what happens as a result of outputs, outtakes and outcomes.

- **Business results** are commonly recognized as effects that make a direct contribution toward the organization's goals and objectives such as:
  - ✓ ***Increasing business performance,*** often measured in terms of sales, market-share, stock-price, earnings per share, etc.
  - ✓ ***Optimizing the use of labor and capital,*** for example through increased productivity, greater efficiency or employee retention
  - ✓ ***Avoiding catastrophic loss*** by, for example, mitigating a crisis, averting calamitous reputation damage or protecting market capitalization

5 Specifics for PR Objectives

Relevant	**Do the objectives support the overall company/brand goals?** Objectives must be directly aimed at what the business wants to accomplish. Anything not pertinent to that should be eliminated.
Realistic	**Can I/we fulfill the objectives and what will it take to do so?** The objectives should be attainable. There needs to be a belief that it is possible to achieve them, but at the same time that it is not too easy. Objectives should not be set too low.
Specific	**Who do I want to affect with what?** Objectives should be clearly articulated. They cannot be vague. It is not only the desired effect within a set time, but also considers the target audience.
Measurable	**What measurements should I consider to establish success?** The objectives need to be specific enough to be measurable and monitored to determine progress. Different objectives need different types of metrics.
Timely	**Over what period of time am I/are we looking to achieve these objectives?** Without a timeframe, it is possible to determine success but impossible to determine lack of success.

4 Tips to Successful PR objectives

1. Assume Nothing: Start with research

- Use research to assess the current business and public relations environments, to identify opportunities, and to gather sufficient information for objectives to be relevant in light of the given environment and the expected opportunities.

- Initial research should be based on preliminary program goals. Supporting hypothesis will provide with the means to answer these key questions: *What is the current environment? What place do we hold within the current environment? Why is this so? Is it likely to continue? What do we need to know now so that we can improve our performance?*

- Share research with management and team so the results can be applied for greater understanding and better planning.

- The metrics associated with the current environment — the quantity and quality of marketing and public relations outputs as well as existing levels of awareness, attitudes, and behavior — are the metrics by which objectives will be set at the beginning of the programming process, measure program progress during the program, and assess performance at its conclusion.

- With a solid understanding of the business environment, align the findings with the objectives of the business and the opinions and attitudes of its leadership.

2. Objectives are Different from Actions

- Be sure objectives are a **guide to action** rather than a **chronicle of activity**: “Send out press releases,” or “sponsor special event” are activities that might help one meet an objective, but they aren’t objectives.

- Activities should be tracked in their own right as measures of productivity. But demonstrating that 20 percent more press releases have been sent than last year offers no information about whether these releases met their objectives.

- A special event, in isolation, doesn’t mean anything unless it satisfies specific criteria. And the TV interview is meaningless if the program is not seen by the target people or if the interview doesn’t allow delivery of key campaign messages. So, while these examples qualify as a tactical to-do list, they are not objectives.

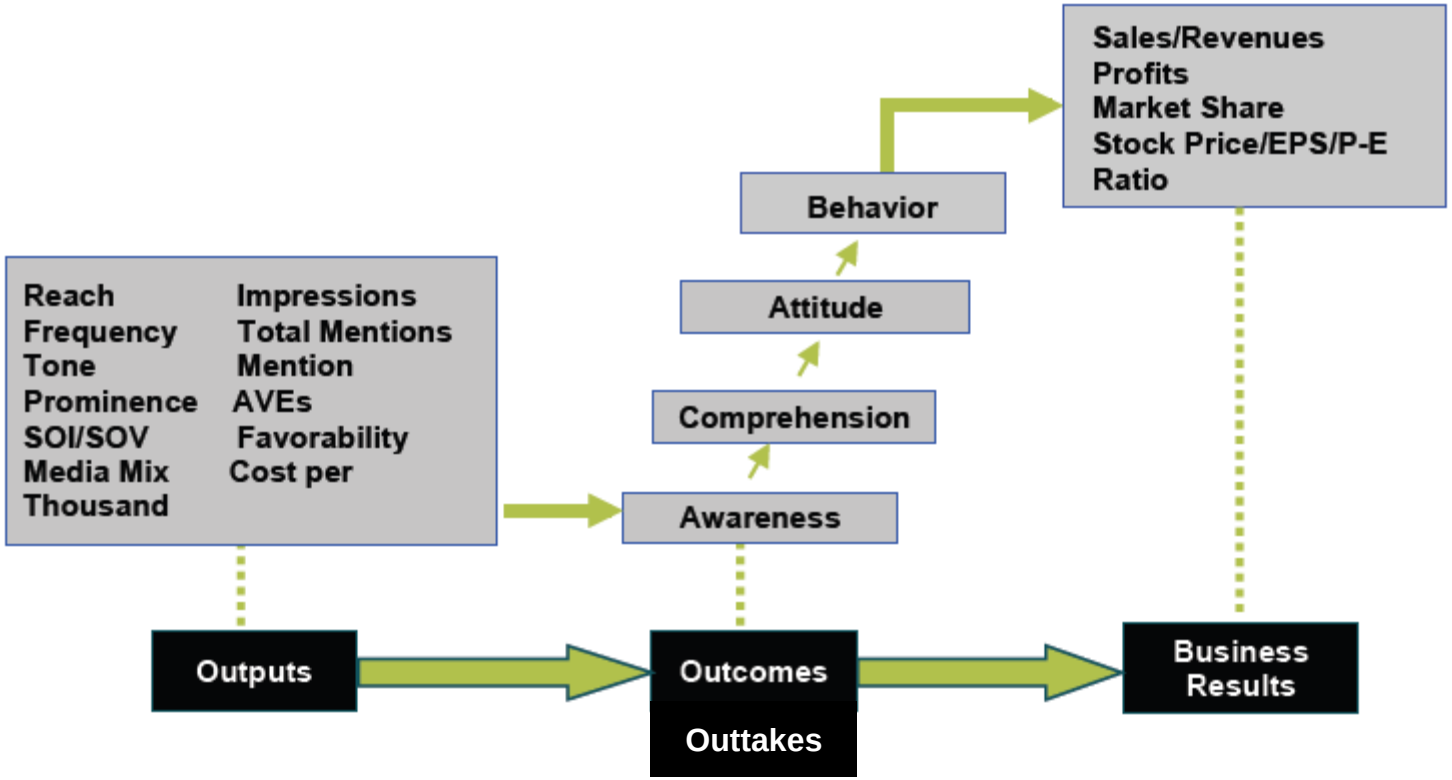
- **Objectives emphasize ends rather than means**: If any of the objectives begin with words such as distribute or create, then they are not objective, they are parts of a tactical plan.

- **Good objectives identify outputs, outcomes, and business results** rather than tasks, strategies, or deliverables. The latter are important in helping to achieve the desired results, but they are simply the means to an end. Instead, think of what outcome or business result a particular strategy or supporting tactic is designed to stimulate.

3. Begin With the Desired Result in Mind

- Once the business objective has been defined, work backwards to map the links between those objectives and what PR can do at every stage of the communications process.

- As the schematic shows, doing so requires recognizing how PR outputs drive audience outtakes/outcomes, and, in turn drive business results.



4. Get Agreement from Senior Management

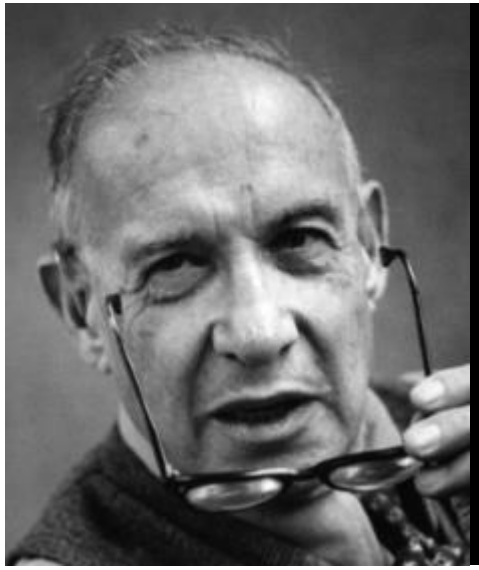
- After initially discussing the organization's business objectives and how PR objectives relate to them, show key executives three sets of objectives: outputs, outtakes/outcomes and business results.

- The executives need to understand and agree to these.

- In addition, work with executives to ensure to understand the business goals and objectives of the organization prior to completing objectives exercise.

- Work to understand the target audiences, the time frame, other business actions and activities, long-term business objectives, and subordinate short-term objectives.

In conclusion



- Management guru *Peter F. Drucker* said:

"Objectives are not fate: they are direction.

- **They are not commands: they are commitments.**
- **They do not determine the future.**
- **They are means to mobilize the resources and energies of the business for the making of the future."**

- In many cases, the public relations profession has allowed itself to rely on indeterminate goals in order to avoid being proven a failure. But by doing so, we disallow ourselves demonstrable success.

- The dictates of business demand more, and public relations will only earn higher esteem and more influence within the business mix, if it sets and demonstrates it has achieved measurable objectives clearly aligned with business objectives.

COMMUNICATIONS OBJECTIVES

CASE STUDIES

Case study: Stroke Association, Action on Stroke Month campaign

Preparation and implementation:

Organisation Objectives:

The Stroke Association is a UK charity whose purpose is to prevent strokes and achieve life after stroke through providing services, campaigning, education and research. Stroke is one of the biggest causes of death and disability and yet gets much less attention and funding than comparable health concerns such as heart disease and cancer.

Communication objectives:

The key objectives of the Action on Stroke Month campaign were to raise awareness of Stroke Association, stroke and mini-stroke, to grow and engage the Stroke volunteer community and to get people to contact the Stroke Association.

Target audiences:

As well as raising awareness among the general public, there was a specific focus on key target audiences including business leaders, people who have been affected by stroke, charity supporters and black and minority ethnic groups (BME).

Strategy:

Every year the Stroke Association runs its Action on Stroke Month campaign to raise awareness of the condition and to recruit volunteers to help support victims and their families.

For this campaign the focus was on raising awareness of mini-stroke, which is often a precursor to a major stroke, but frequently go ignored as people think they are 'just having a funny turn'. Approximately 10,000 recurrent strokes could be prevented every year in the UK if mini-stokes were treated in time.

Analysis of previous campaigns had shown that ethnic groups had not been reached as successfully as other key audiences. This was important as the risk of stroke to black people is significantly higher than white people. There was a strong emphasis on activity and media channels that would reach the BME audience

Activities:

Media relations was based on mainstream and social media engagement with a big focus on utilising research that the Stroke Association had conducted on mini-strokes as well as celebrity supporters such as Andrew Marr. The campaign would also dovetail with the department of Health's FAST campaign highlighting the symptoms of stroke and mini-stroke.

Feedback

Case study: Stroke Association, Action on Stroke Month campaign

Measurement and insights:

Outputs:

- The vast majority of coverage was proactively generated with a lead or significant mention
- Spokespeople were a strong driver of positive content – almost half of the strongly favourable coverage featured a key spokesperson.
- A significant amount of coverage featured a call to action but mentions of the website significantly outnumbered those of the helpline number which helped to focus resource as well as to plan for future campaigns.
- Message delivery was strong - 76% of coverage featured a key message with "thousands of people are dismissing the symptoms of mini-stroke" being the most prominent.
- Coverage reached 80% of UK adults and the focus on black and minority ethnic groups resulted in a 7 percentage point increase in exposure to this audience compared to earlier campaigns.

Out-takes:

- The campaign significantly increased awareness of mini-strokes and the symptoms of mini-strokes.
- There was a stronger engagement on social media with a 96% year on year increase in mentions.
- There were a record 145,000 web visits with a peak on the 1st of May resulting from the campaign launch in mainstream and social coverage

Outcomes:

- The campaign resulted in an increase in the number of calls to the stroke helpline number and volunteers recruited.
- The organisation received many positive pieces of anecdotal feedback from individuals who had been helped as a result of the campaign.

Impact and learnings:

- The Action on Stroke Month campaign successfully met objectives of increasing awareness of stroke and mini-stroke and in recruiting new volunteers.
- The communications team learned from analysis of previous years, particularly in how to target black and minority ethnic groups.
- The campaign resulted in an increase in charity support and donations and has contributed to the long term decline in stroke mortality which has decreased by 46% since 1990.
- Despite austerity measures affecting the charity, the results of the measurement was used to secure budget for future campaigns.

Case study: NHS Blood and Transplant, Missing Type campaign

NHS Blood and Transplant

Preparation and implementation:

Organisation Objectives:

NHS Blood and Transplant (NHSBT) is a Special Health Authority. It provides a wide range of services to the National Health Service that save and improve lives. The authority encourages people to donate organs, blood, stem cells and tissues and ensures that a safe and adequate supply of blood and blood components is delivered to hospitals across England and North Wales

Communication objectives:

A key objective of the NHSBT Missing Type campaign was to raise public awareness of the decline in donor numbers and to recruit 40,000 new donors in a month.

Target audiences:

There was a particular focus on raising awareness and increasing the number of donors amongst young people and ethnic groups

Strategy:

NHSBT faces a challenge in recruiting new donors - there has been a 40% reduction in new donors coming forward in the last decade which has meant that those regularly donating tend to be older – half of current donors are over 45. This means that supply is struggling to meet demand.

200,000 new volunteers are needed each year to help meet patient needs. Ethnic groups are a particular challenge – Black, Asian and minority ethnic people (BAME) make up 14% of the eligible donor population but only 5% have given blood in the last year.

Activities:

The campaign stimulated mainstream and social media activity by removing the letters representing the blood types 'A', 'O' and 'B' from recognizable names places and brands. Examples included the Odeon Leicester Square, Waterstones in Trafalgar Square and the street sign on Downing Street. In addition, NHSBT issued a series of press releases conveying hard hitting facts about blood donation and promoted a number of patient stories. Quotes from spokespeople were used to help convey the message that the number of donors had declined. In additional there were a number of specific events aimed at raising awareness among ethnic groups.

Case study: NHS Blood and Transplant, Missing Type campaign

NHS Blood and Transplant

Feedback

Measurement and insights:

Outputs:

- Mainstream media volumes doubled compared to last year.
- The use of spokespeople helped to drive message delivery. 97% of articles delivered a key message – a year on year increase of 16 percentage points. "New donors had decreased by 40%" was the most prevalent message, delivered in 78% of content.
- The website address featured prominently and was the most frequently mentioned 'call to action'
- The national campaign reached 69% of 18-24 year olds and 73% of ethnic groups

Out-takes:

- There was significant engagement on social media with more than 19,000 posts, more than double the previous year. Coverage had a longer 'burn time' than previous years and was sustained over many weeks. A strong driver of social media engagement was the sharing of the #MissingType hashtag which featured in more than 12,000 tweets.
- 11,000 people visited the campaign website with 17% clicking through to book an appointment to give blood.

Outcomes:

- Registrations during the campaign period reached 47,000 (more than double the number the previous year) while the total for the whole month was 57,000
- Registrations for ethnic groups increased by 151% while registrations for young adults more than doubled

Impact and learnings:

- The overall number of donor registrations exceeded the monthly target of 40,000
- There were strong correlations between media coverage and registrations which showed peaks of registrations around key media activity on the 5th and 8th of June, suggesting a strong causal link.. In addition there were significant correlations between coverage that reached key audiences of young people and ethnic groups and the resulting registrations of those specific audiences
- A high proportion of visitors to the website came from Facebook with the majority using the mobile app. This feedback has been used to justify additional budget to optimise the website for mobile audiences.
- Regional analysis showed that an experimental tactic of comparing local registration numbers generated a strong interest in regional media channels.

PROJECT EXERCISE

- PRACTICING WITH CASE STUDIES IN **TEAMS OR INDIVIDUALLY**
- FOR THE ONLINE STUDENTS PLEASE CREATE A MEET ROOM TO WORK TOGETHER IN CASE OF NEED I WILL CREATE THE LINK FOR YOU
- I WILL BE IN THE MAIN ROOM FOR ANY NEED DURING ALL THE PROJECT EXERCISE
- BEFORE THE DEADLINE SEND THE RESULTS BY E-MAIL TO F.FERRARI4@LUMSA.IT INDICATING TEAM MEMBERS' NAMES
- RECONNECT TO THE MAIN ROOM FOR THE PRESENTATION

FEEDBACK MATRIX

- **Business Goal**
- **Communications Objective**
- **Measurement Metrics**
  - Outputs
  - Outtakes
  - Outcomes
- **Results**

Case Study One: Determining Which Tactics are Working or not Working

- The most frequent use of research is probably to determine which tactics are, or are not, working within a communications program, and by “working,” we mean contributing to the overall objectives in an efficient and effective way.

- Before it became part of IBM, Lotus Development introduced some 20 products during the course of the year. When it came time to plan for the next year’s product launches, the Director of Corporate Communications demanded to see tangible results from the previous year before allocating budgets. In order to determine what worked and what didn’t work, the PR staff gathered the 2,400 or so articles that mentioned Lotus during the previous year and analyzed each one to determine whether it left a reader more or less likely to purchase Lotus software, and whether it contained one or more of the company’s key messages. All articles were analyzed by a recent college graduate who was in the market for software.

- The results were revealing. The $350,000 launch of a word-processing product, complete with tons of shrimp in a very fancy party, generated a bunch of coverage, but very few of the resulting articles contained key messages. Conversely, a $15,000 press tour yielded just as much coverage, but with far greater inclusion of key messages. On a cost-per-message communicated basis, the press tour (0.25$) delivered about ten times the value of the event (3$).

Case Study One

FEEDBACK

Case Study One: Feedback

- **Business Goal:**

Capture leading share of market in appropriate software categories

- **Communications Objective:**

Communicate key messages through media coverage

- **Measurement Metrics:**
- **Outputs:** Number of articles/impressions generated
- **Outtakes:** Media acceptance of the product as measured by % of articles containing key messages
- **Outcomes:** Lower cost-per-message communicated / Perception change

- **Results:**
- Determined that the press tour was the most cost effective launch tactic.
- Final cost-per-message communicated: $0.25 for press tour and $3 for event.