

Measurement and Evaluation in Public Relations

2007

**A quantitative survey into client-side
adoption, attitudes and opinions**

harvard

Introduction

The subject of PR evaluation is something that everyone in the industry has a view about. For some, it is a conviction that it is a wholly necessary tool, whether to keep an eye on their agency's performance or the PR function as a whole, justify their budget to senior management or as a yardstick to help continually refine and improve PR results. For others it is a wasted expense, telling them no more than they already know.

To find out what informs these opinions and to look at many other issues, such as if and how companies measure their company's reputation, Harvard undertook a survey among companies across the spectrum of Technology, Media and Telecoms. Questionnaires were sent in June 2007 via email to organisations predominantly in the UK, Europe and North America. Responses were received from 185 contacts in PR and marketing roles.

In addition to analysing the answers to questions in this survey, where appropriate, we have also compared the results to a similar study undertaken in August 2005.

Summary of findings

While 7 out of 10 PR practitioners agree that PR evaluation is an important part of their role, there is a fair degree of disagreement over how PR should be evaluated, how the information should be used and who is best placed to undertake the evaluation.

Reputation management is a good case in point. In our survey, nearly one third of companies stated that one of the primary drivers for undertaking PR evaluation is to measure improvements in their reputation. However, very few of these (just over 16%) have put in place the necessary means to capture accurate information. For the majority, it is a matter of evaluating media coverage in one form or another: measuring the volume and tone of coverage, analysing the positivity/negativity of coverage, making comparisons with a competitor's media mentions or monitoring the messages that are being reported. But can media coverage really be seen as a true reflection of a company's reputation?

Only the minority, it would seem, are digging deeper either via direct contact with stakeholders, running surveys on customer satisfaction or brand recognition, undertaking perception audits etc. In an age when companies' reputations (and customer retention) depend more and more on asking their customers a simple question: 'would you recommend us to another customer', it seems quite surprising that perception audits are so little used in the sphere of public relations evaluation.

This is not to paint a bleak picture of PR evaluation though, merely to highlight its complexity. Indeed, the 'industry', or practice, would appear to be in good health: whereas two years ago, our research revealed that 22% of companies had never used qualitative¹ methods of evaluation, this has now dropped to 12%, while those that have been using such an approach for over three years has risen from 19% to 34%. Companies are also reporting a greater use of third party evaluation agencies, up from 17% in 2005 to 31% now, but this has not been at the expense of measurement being undertaken either in-house or via PR agencies which appears to have stayed at the same level – the conclusion, therefore, is less about 3rd party specialists getting a growing share of the market and more about companies undertaking more evaluation.

Companies that handle their PR mainly via an agency are nearly three-times more likely to view evaluation as essential compared to those that undertake the majority of their work in-house. Any suppositions as to why this is are pure conjecture. However, as evaluating the PR agency's performance is low down on the list of why PR practitioners undertake evaluation, assessing ROI on agency spend is not necessarily the key reason. Perhaps the reasons are deeper and more complex – companies who use agencies often run several strategic campaigns at the same time and often need to 'rise above' the morass of activity and assess how effective their deployment of resources is.

¹ By qualitative analysis, we mean an objective evaluation of media evaluation rather than the rudimentary tools of column inches, advertising value equivalent etc

It is, perhaps, precisely because it is a growing, maturing and (some would say) still embryonic area, that mixed messages will continue for some time. Despite the fact that all but 12% of companies claim to be undertaking qualitative evaluation, a significant 28% claim to be unaware of the products and services available to help them. PR practitioners seem keen to do more and they seem less restricted by budget than in the past: for example, two years ago, over half of respondents said that lack of budget was preventing them from undertaking more/better evaluation, but this has now dropped to less than one quarter.

So, for those that have the money and the inclination to evaluate their PR, where is all the effort being focussed? The two main reasons companies cite for undertaking the work are to measure the effectiveness of their campaigns and to prove the success of their activity: both positive, forward looking aims that are rated by significantly more than double those that take a more backward looking view of, for example, justifying the PR budget. To fulfil their aims, the main method of analysis is to measure communications effectiveness, such as the delivery of core messages; tone of voice (negative/positive analysis) and share of voice were the next most possible yardsticks.

Not surprisingly, it is trade media which is being measured the most (by 46% of respondents), followed a fair way behind by business and national print/broadcast media. Interestingly, though, languishing at the rear is online PR (12%) and analyst relations (4%). With companies in the marketplace talking increasingly about direct, influencer relations, and the rise of Web 2.0, perhaps we can expect to see a lot more in this area from both the evaluation industry and PR practitioners over the next couple of years.

Analyst relations (AR) has been an important part of many b2b technology companies over the years, so it is surprising that very few actually measure the results, or even worth, of their activity in this area, especially considering that expenditure on AR can be quite significant. One can only surmise whether this is that companies unquestionably accept the value of AR before undertaking the work, or whether there are very little industry metrics to evaluate the outcome of AR in any objective way.

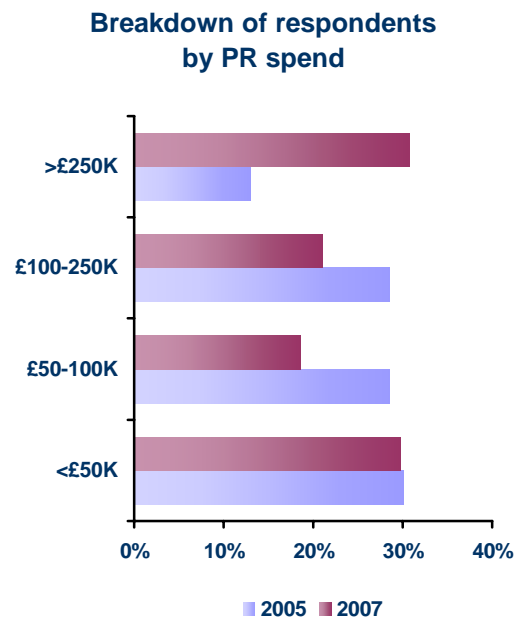
With regards to social media, b2c companies have been quicker to adopt PR strategies targeting the blogosphere, but b2b organisations are increasingly tackling this area of PR – albeit as we have seen above, they do not yet evaluate online coverage as stringently as print media. Considering the impact of online coverage on a company's reputation, and the longevity of 'digital footprints' - particularly compared to print media - it would be fair to assume that this will become a greater focus for PR practitioners' evaluation activities in future.

Context of responses

To put the findings in context, we asked respondents about their annual PR budgets, the split of their marketing budget and the allocation of PR activity between in-house and agency.

Total PR spend

PR budgets were placed in one of four brackets. Nearly one third (31%) are spending over £250,000 which compares to 13% two years ago. Those spending between £100,000 and £250,000 accounted for 21% (29% previously), those with budgets of between £50,000 and £100,000 amounted to 19% (29% in 2005), while 30% have less than £50,000 to spend on PR (30% previously).



Split of marketing budget

The second key marker was how their marketing budgets (excluding measurement) were divided between PR, advertising, direct mail, events & sponsorship, online marketing and 'other' marketing disciplines?

Overall, the split was 24% for PR, 9% for direct mail, 14% for advertising, 29% for events & sponsorship, 12% for online activities and 12% for other marketing disciplines.

As an aside, the percentage spent on PR was bigger in those companies with PR budgets of over £250,000K (26%) and dropped as PR budgets decreased, down to 18% with those spending less than £50,000. In reverse, the percentage dedicated to events and sponsorship went up from 20% among those with the biggest PR spend to 32% for those that spend the least on PR.



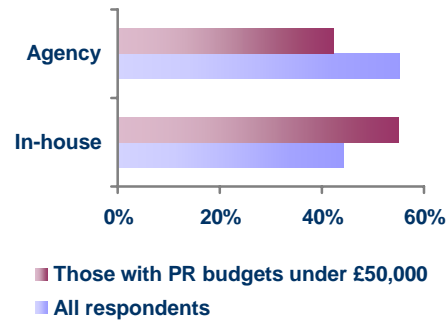
Split of work between in-house and agency

We asked how PR activity (excluding measurement) was allocated between in-house and agency?

Overall, 44% of PR work undertaken by respondents is being handled in-house, with 55% of activity being outsourced to an agency (the remaining half a percent, being handled by 'other' means).

Whereas this was fairly similar among all with PR budgets of over £50,000, the numbers turned on their head for those with budgets below this figures, where they are 55% in-house and 42% agency.

Breakdown of respondents according to who handles PR



How PR evaluation is regarded

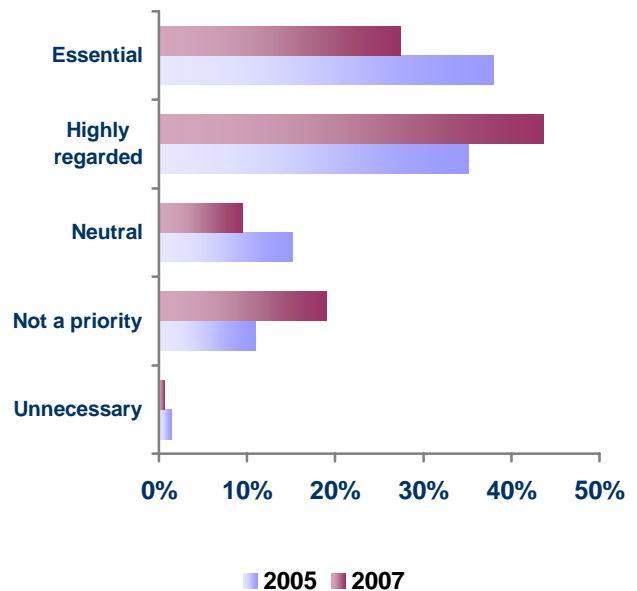
As a scene setter, we began by asking "What best describes the way in which PR evaluation is viewed in your organisation?": 'Essential', 'Highly regarded', 'Neutral', 'Necessary, but not a priority' or 'Unnecessary'.

Over 70% of respondents said that PR evaluation is seen as either 'essential' or 'highly regarded', a very similar figure to our 2005 research. However, within these figures there has been a drop among the top category: the 'essential' group accounting for 27% this time round, compared to 38% in 2005. It is worth noting, though, that the figure among those with PR budgets of over £100,000 is above average at 34%.

Companies that handle their PR mainly via an agency are nearly three-times more likely to view evaluation as essential compared to those that undertake the majority of their work in-house – the figures being 32% and 11% respectively.

Also, twice the number of UK and North America respondents rated evaluation as essential compared to those on mainland Europe. The figures being 28% for the UK, 31% for North America and just 15% for Europe.

Overall views on PR evaluation



Main drivers for PR evaluation

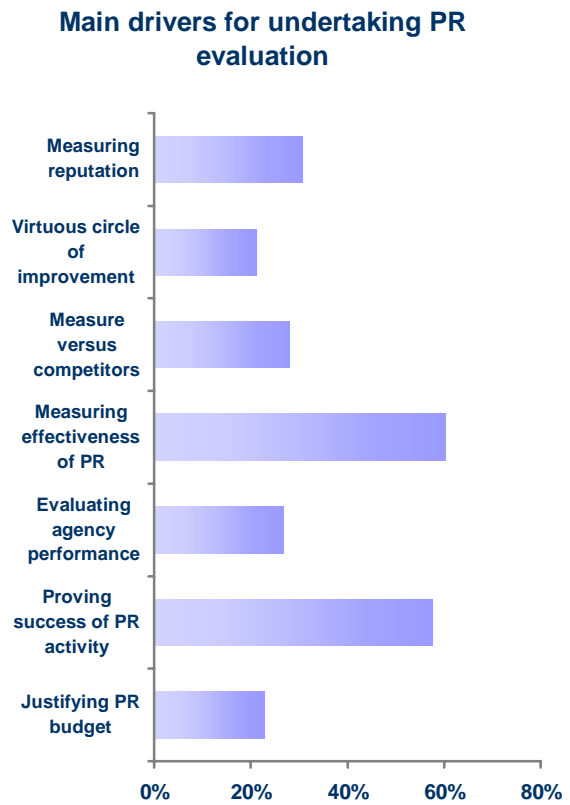
The next question sought to find out the main drivers behind undertaking PR evaluation: justifying the PR budget internally; proving the success of PR activity; evaluating the PR agency's performance; measuring PR effectiveness against key objectives; monitoring performance against competitors / share of voice; part of virtuous circle to help improve future PR activity; measuring improvements in the company's reputation.

Measuring the effectiveness of PR campaigns against key objectives was the leading reason for deploying evaluation, cited by 60% of companies, marginally down on the 63% two years ago. This was closely followed by proving the success of PR activity, cited by 58% (this option was not provided in the previous survey).

The third main driver, cited by 31%, is measuring improvements in the company's reputation (also not included previously).

Monitoring performance against competitors / share of voice was cited by 28% (27% previously), evaluating the PR agency's performance by 27% (26%), justifying the PR budget internally by 23% (30%) and part of virtuous circle to help improve future PR activity was cited by 21% (15%).

In the main, there are no trends that emerge among the various categories of PR expenditure, except one item: those with budgets below £50,000 are much higher in rating justifying the PR budget as the primary driver for evaluation where it jumps to 30% (from the 23% average).

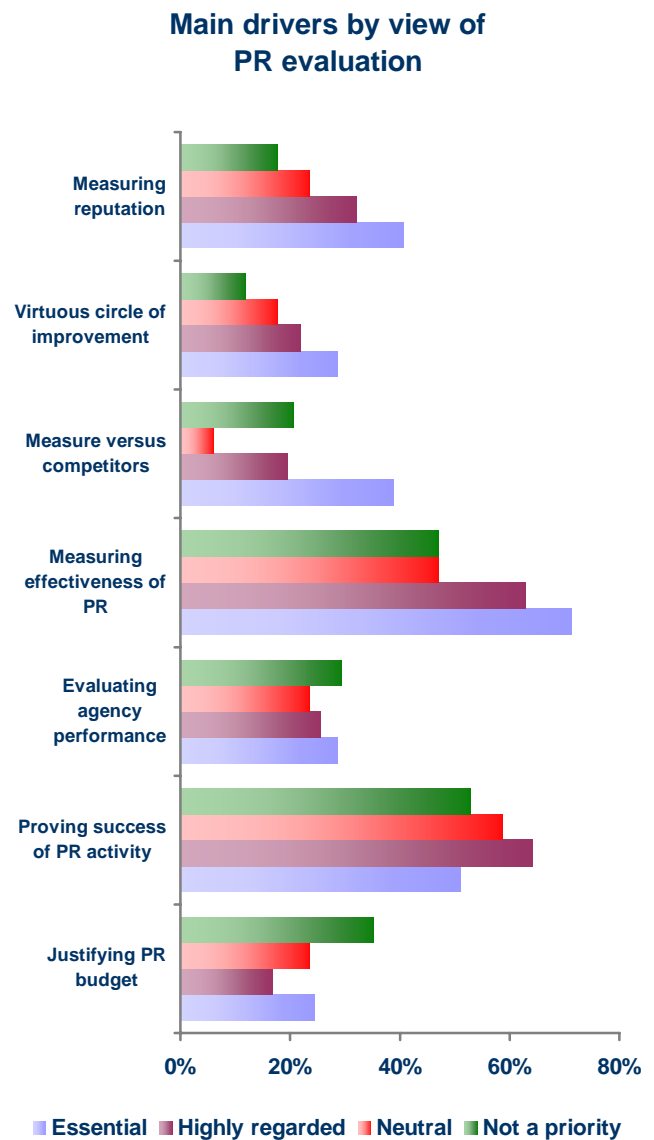


Looking at the table opposite, there is a direct correlation between how PR evaluation is viewed and how important it is to measure the effectiveness of PR, to measure improvements in their company's reputation, and to using evaluation as part of virtuous circle to help improve future PR activity. Quite simply, as views on evaluation increase (from 'not a priority' through to 'essential'), so these aspects of measurement increase in importance.

Those that see PR evaluation as essential also rate monitoring performance against competitors / share of voice more highly than others in this survey.

Conversely, those that view PR evaluation as essential are, for example, less interested in justifying the PR budget.

Presumably, these figures reflect the fact that those with a serious view of evaluation are more intent on using evaluation to measure substantive aspects of PR that have a real impact, rather than on the minutiae of managing a PR function.



Reputation management

Measuring coverage is one thing, measuring an improvement in a company's reputation is a completely different ball game, so we were keen to find out how companies go about tackling this difficult issue. (This was a 'free form' question, so there are no statistics to report.)

Not surprisingly, there is a substantial proportion of companies that simply do not grapple with this aspect of evaluation for one reason or another. Out of those that do (nearly one third of respondents), by far the biggest majority said they did so by measuring the media coverage they secured. This ranged from measuring the volume and tone of coverage through analysing the positivity/negativity of coverage and comparing their coverage to competitors to monitoring the messages that are reported.

However, an analysis of coverage – by any means – is surely more a measure of the effectiveness of their PR, rather than a true measure of their reputation. On this basis, far fewer than the 31% who said that measuring improvements in the company's reputation was the main driver for PR evaluation (see previous question) actually try to capture an accurate measure of their reputation.

Among those that are closer to this holy grail (just 16% of those that claim to measure reputation), the tools they are employing include:

- Feedback sessions with stakeholders
- Focus groups and audience research
- Customer satisfaction surveys
- Annual surveys on brand recognition and awareness
- Reputation/perception audits
- Casual contact with customers, prospects, partners, competitors etc.

How PR is being measured

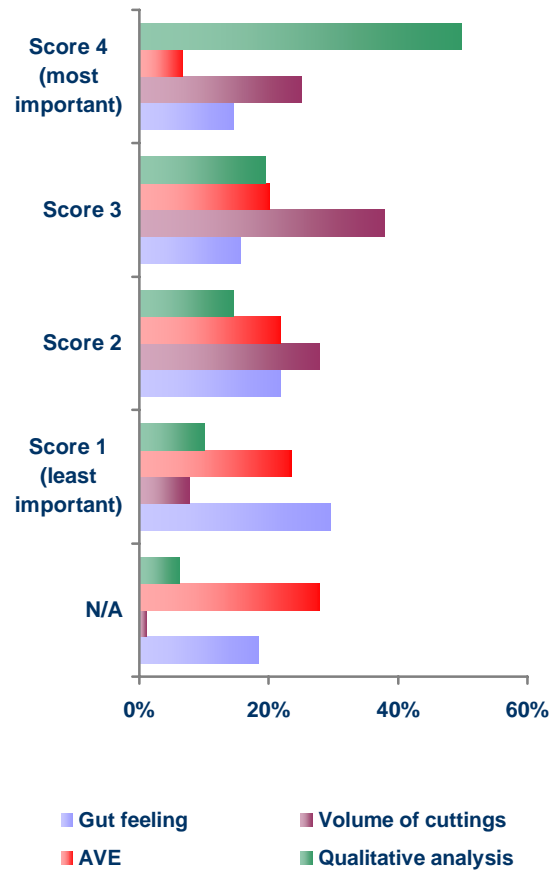
Continuing the same theme, we asked respondents to rank in importance their main methods of PR evaluation, choosing from gut feeling, volume of cuttings, AVE (advertising value equivalent) and qualitative analysis of media coverage.

It is encouraging to see that 50% see qualitative analysis as the most important route to measuring their PR; this figure rises to over 57% among those with PR budgets of over £100,000 and to 65% among those who view PR evaluation as essential.

In second place is volume of cuttings, listed by a quarter as the most important method and by 38% as the second most important method. Among those respondents spending less than £50,000, however, it is the most important method, with 46% of such respondents putting it at the top of their list.

Gut feeling is adopted as the primary method of measurement by 15% of all respondents, while nearly 7% adopt the AVE (advertising value equivalent) method as their top tool.

Methods of evaluation being used



Qualitative analysis

Delving further, to understand how PR practitioners undertake evaluation, we asked respondents to rank their qualitative measures in order of importance: this covered share of voice, tone of voice (negative/positive coverage), comparison versus competitors, communications effectiveness (e.g. delivery of core messages) and perception audit (resonance / change of target audience).

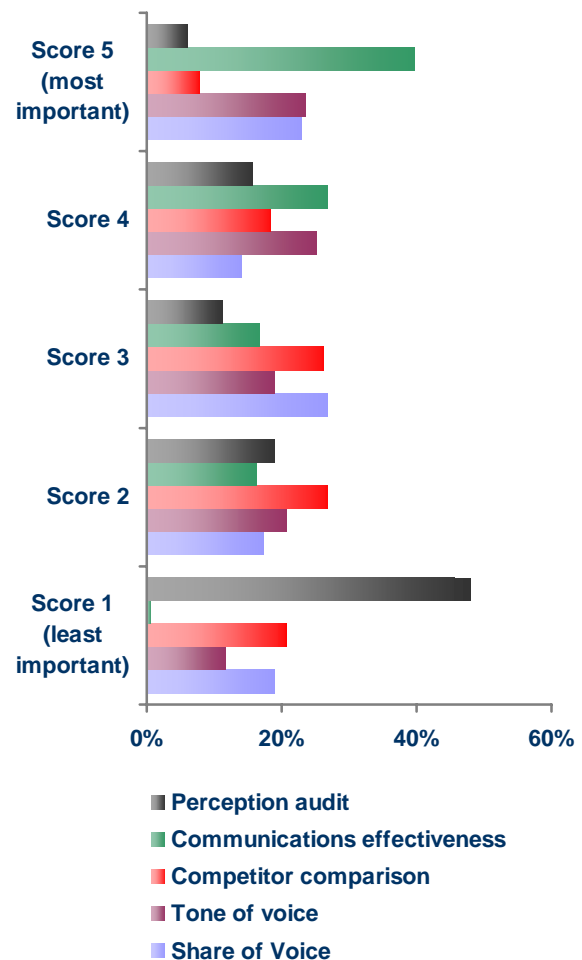
As can be seen from the chart opposite, communications effectiveness (eg the delivery of core messages) is seen as the most important method of qualitative analysis: it being cited by 40% of respondents.

Tone of voice (negative/positive analysis) came in second, being the primary tool for 24% and the second most important method for 25% of respondents. Share of voice was not far behind, being claimed to be the most important method by 23%, but as the second most important tool by just 14%.

While 'comparison versus competitors' and 'perception audit' were rated closely – respectively cited by 26% and 22% as either the primary or secondary method of qualitative analysis – the real difference comes in when noting that 48% rated perception audits as the least important method. This ties in with the finding of the earlier question looking at how many measure the improvements in a company's reputation.

Looking at how these trends vary among different groups, it is interesting to note that those spending less than £100,000 see communications effectiveness as the most important tool, with the figure climbing to 48% (compared to the 40% norm).

Methods of evaluation being used



While those spending more than £250,000 have the smallest group (32%) citing communications effectiveness as the most important tool, they have the biggest opinion of tone of voice, where a further 32% puts this in top slot compared to the 24% average.

Those that have a higher regard for evaluation see share of voice as a more important measure: 33% of respondents rating evaluation as essential see this as the most important measure, while almost one quarter (24%) of those saying evaluation is highly regarded in their organisation rate this as the top measure; this drops to just 9% who don't see evaluation as a priority.

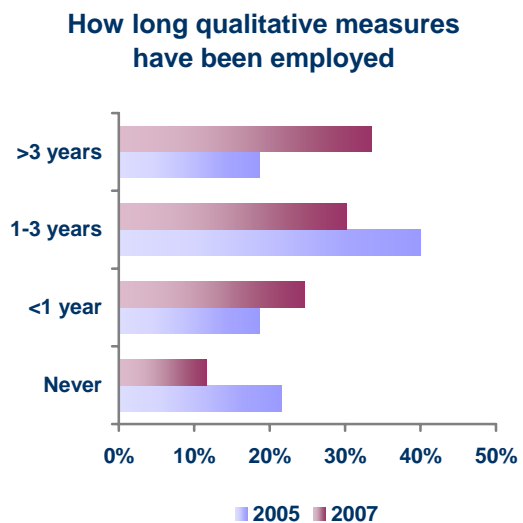
Period qualitative methods have been used

Following on from the previous question, respondents were asked how long they have used qualitative methods of evaluation: never, for less than one year, for between one and three years, or for over three years.

If one could take a straight comparison from the results of the survey undertaken two years ago, it would suggest that qualitative analysis is now being adopted more widely. In 2005, more than one in five companies (22%) had never used qualitative methods of evaluation and this has now reduced to 12%. Meanwhile, 34% now claims to have been using such measures for over three years, compared to 19% previously.

Of the remainder, 25% have been using qualitative methods for less than one year (19% last time), while 30% have been adopting such tactics for between one and three years, down from 40% previously.

It will be no surprise that those that have a low opinion of evaluation and those with low budgets have the highest proportion of companies never to have used qualitative methods of evaluation: 32% of those that see evaluation as not a priority and 24% of those with PR budgets below £50,000 have never used such methods compared to the 12% average. Likewise the proportion of respondents who have used qualitative evaluation for more than three years is higher at the other end of the scale: 49% among those that see evaluation as essential and 55% among those with budgets of over £250,000, compared to the 34% average.



Areas of the media being measured

Next, we asked respondents to say what aspects of their PR targets they measure the most out of trade media, business media, national print & broadcast media, analyst relations and online PR.

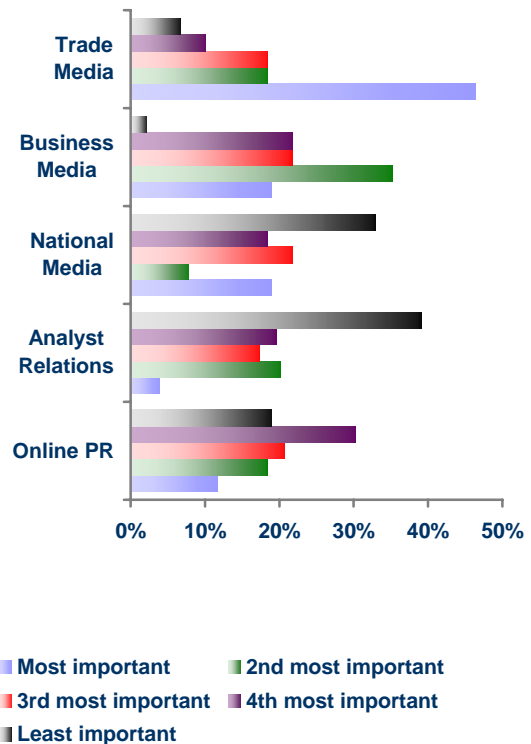
Clearly ahead of the pack, not surprisingly, is trade media which was named as the most measured aspect by 46% of respondents.

Although business media and national print & broadcast media were cited as being the most monitored by 19% of respondents, these top line figures are misleading as the numbers for national media drop off when taking the second most important media into account. Looking at the most and second most important media, business press scored 54%, compared to just 27% for national media, which is even overshadowed by online PR which scored a combined 30% (although just 12% for most important selection). For the record, combining both first and second place scores for trade media, the figure comes in at 64.8%.

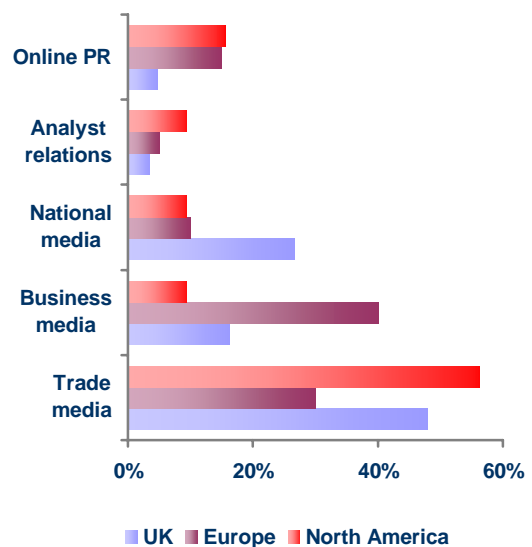
Holding up the rear is analyst relations, which was claimed by just 4% to be the most important area for evaluation.

There are some interesting differences between companies in different parts of the world. Those respondents based in Europe, for example, are less focussed on trade media (30% rate this as the most important media compared to the 46% average), but are more interested in business media (40% rating this as most important compared to a norm of 19%). National print & broadcast press is more of a hot topic for UK companies (27% rating this as the most important area compared to a 19% average).

Media being monitored



Media evaluation by region



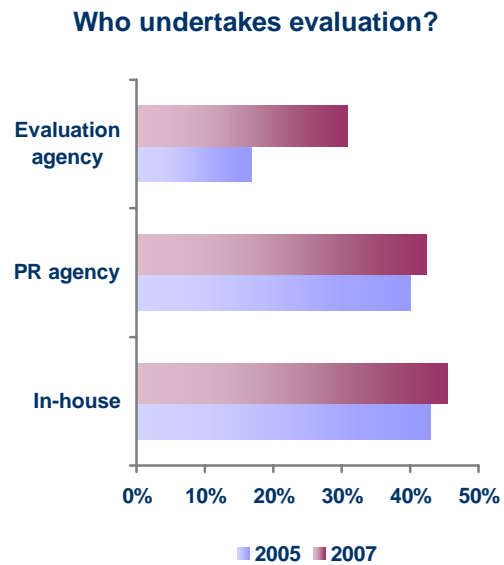
Who undertakes the evaluation work?

The majority of evaluation work is undertaken either internally (46%) or via the incumbent PR agency (42%), both figures up slightly from last time, which were 43% and 40% respectively.

However, the number of companies using third party evaluation companies has grown markedly: from 17% in 2005 to 31% this time. With the in-house and PR agency figures remaining stable, the obvious conclusion is that companies have increasingly looked to specialist evaluation companies to supplement, rather than replace, measurement activities they already have in place.

Those companies that view evaluation as essential are more likely to use a third party evaluation company (up to 38%); the figure rises again among those with PR budgets of over £250,000 where the percentage is 58%

A little over 10% of respondents say they use a proprietary software tool as their primary evaluation resource, while a further 16% use such tools as a subsidiary measurement method. Once again, there is a marked increase in the use of software tools among those that view evaluation as essential (23%) and spending over £250,000 on their PR (18%)



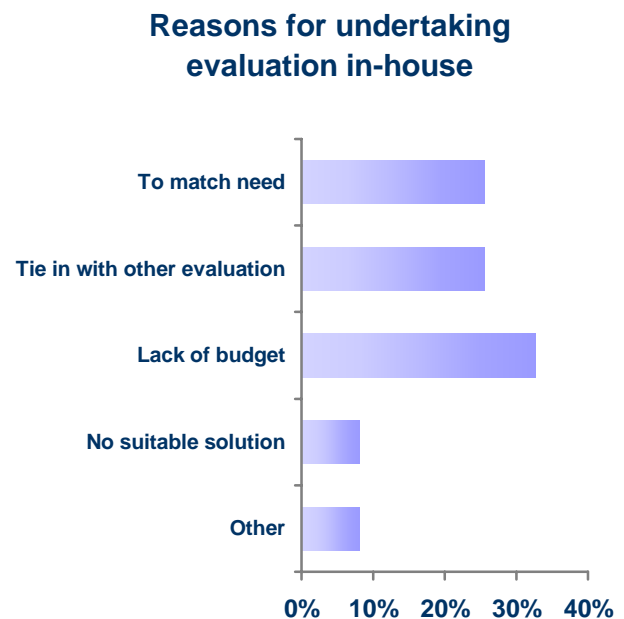
Why evaluation is undertaken in-house

We asked those companies that undertake evaluation internally to explain the main reasons for this. Is it the best way to ensure that evaluation techniques closely match their needs, the easiest way to integrate PR evaluation into the measurement of other marcoms activities, due to lack of budget to use external sources; have they yet to find an external solution to meet needs or are there other reasons.

Although budget was the main reason, at 33%, this was down significantly on the 52% in 2005. This was more of an issue, though, for those companies with PR budgets of under £100,000 (where the figure is 43%) and those companies that view PR evaluation either as unnecessary or not a priority (57%).

The main reason for undertaking evaluation internally among those who view evaluation as essential was that it was the best way to ensure it most closely matched their needs: 43% stating this to be the case. Overall, this reason was joint second (at 26%) along with being the easiest way to integrate PR evaluation with the measurement of other marcoms activity; this compares to 33% and 16% respectively in our last survey.

However, one has to modify these sets of figures with two options which were not given last time: firstly that they had yet to find an external solution that met their needs (8%) and secondly for 'other' reasons (8%).



Rating of currently available evaluation methods/services

We asked respondents what they felt about the currently available range of PR evaluation methods and services: were there some very good products/services that would definitely meet their needs; would they like to see products/services more in-line with their needs; were they disappointed with the solutions available; were they unaware of the products/services available; were they aware of what's available but found them too expensive.

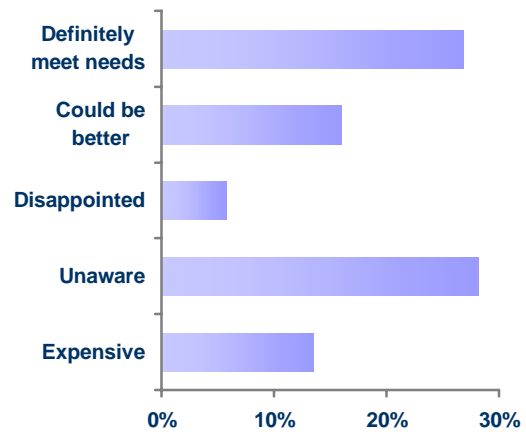
More than 28% said they are unaware of the products/services currently available (pretty consistent with our last report), while the numbers that believe current offerings would definitely meet their needs rose from 24% in 2005 to 27% this time round.

Those that would like to see products/services more in-line with their needs amounted to 16%, compared to 35% last time, while those that felt current solutions were too expensive amounted to 14%. (The cost question was not asked last time, so perhaps it was this element which contributed to the 35% last time.)

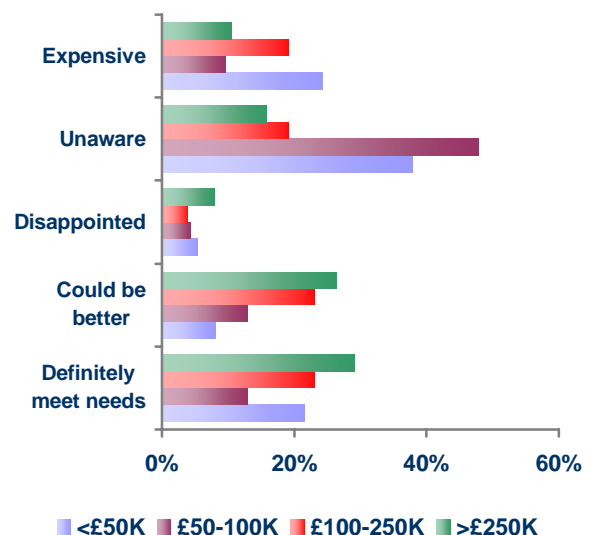
Only 6% this time said that they were disappointed with the solutions available, a significant drop from 14% in 2005.

When splitting down the information according to how much companies spend on PR, some enlightening findings emerge. For example, it is those companies spending more than £100,000 that would most like to see evaluation products and services more in-line with their needs: 25% compared to 10% among those with annual PR budgets below that figure.

How current products/services are perceived



Ratings by fee level



There is a similar, but converse, split when it comes to respondents who say they are unaware of the products/services available. The percentage is just 14% for those spending above the £100,000 level, but 42% below that budget figure.

Lack of awareness is also more of an issue for companies in Europe, where the figure is 40% compared to the industry average of 28%. Also, of those that say evaluation in their company is neither essential nor highly regarded, 41% are unaware of what the market has to offer.

Turning to cost, compared to an across the board figure of 14% that say available products/services are too expensive, the figure in Europe is 25%; for those that handle PR largely in-house it is 24%; for those that spend less than £50,000 a year on PR, it is 24%

What is preventing more/better evaluation?

Respondents were asked whether they are happy with their current evaluation activities and if not, what prevents them from undertaking more/better evaluation: is it insufficient budget, lack of time/resources, limited choice of methods and services available, the inability to tie-in PR evaluation with the evaluation of other marcoms activity or 'other' reasons.

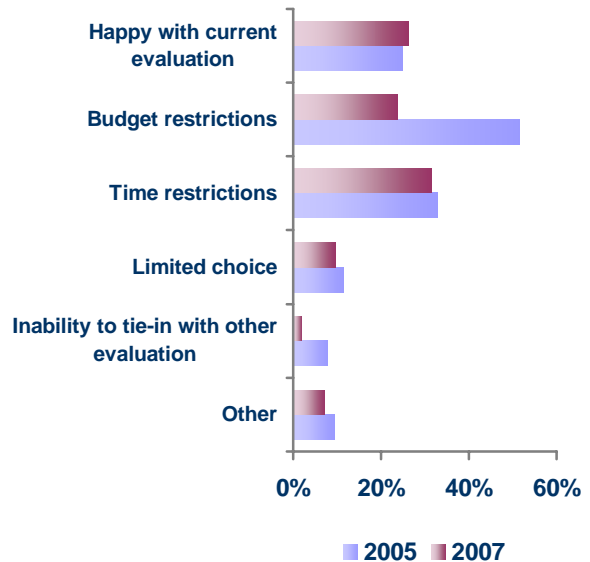
The main change here is in the number of respondents who complain about lack of budget: only 24% cited this reason this time compared to over 50% previously. However, it is not surprisingly those on the lower budgets that claim this to be the biggest problem: 41% of those on PR budgets below £50,000 claim this to be their main issue. The figure is also higher (38%) among those that do most of their PR in-house.

Lack of time/resources, account for 31%, down a touch from 33% previously; this drops to just 13% among those that handle PR in-house and to 18% for those with £250,000+ PR budgets.

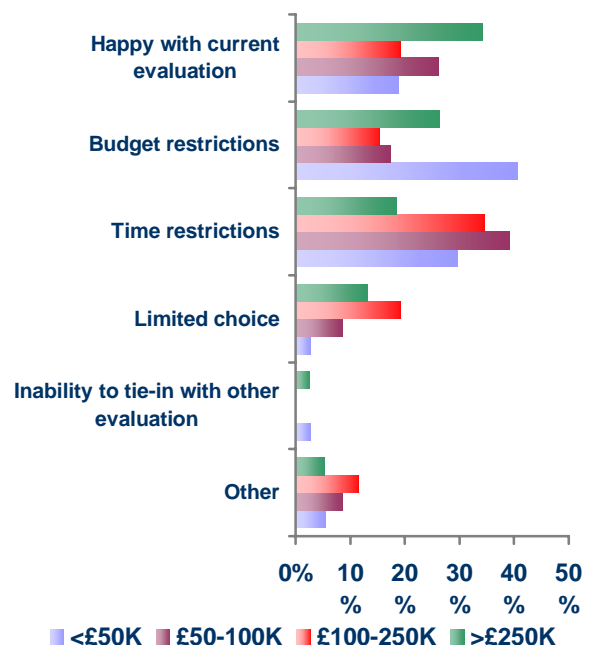
Limited choice of available products/services was cited by 10% (11% last time), falling to 3% among those with PR budgets below £50,000, but rising to 15% among those that view evaluation as essential. Inability to tie PR evaluation with other marcoms measurement came in at 2% (8% previously).

On the other side of the coin, those that claim to be satisfied with the level or degree of PR evaluation they currently undertake has moved ahead slightly from 25% to 26%.

Reasons for not undertaking more/better evaluation



Split by fee level



Building confidence in PR measurement and evaluation

We asked respondents what would be the one thing that would make them more confident about evaluating PR effectiveness. Here is a selection of the answers:

"It is also critical to survey your market/audience on their perceptions, but this is expensive and not always practical"

"Commitment to funding it at the right level"

"Honesty from the agency - straight talking"

"Measurements that show tier of coverage, tone and competitor analysis in easy to understand graphics"

"Standard methodology and metrics use between the US and EMEA"

"Our management team understands the need and purpose of PR and measurement - to justify existence is unnecessary"

"More traction with the press - especially vertical press in terms of brand recall when speaking to them, also level and quality of coverage received"

"Comparative measures to other companies in the same market/industry"

"Analysis that shows share of voice versus competition"

"Clear demonstration of impact on the bottom line"

"PR agencies stop using the "number of clippings" as a measurement"

"There is still much work to be done in effectively measuring the outcome of PR activity as opposed to the output. I've explored some options but have found the cost to be prohibitive and no-one really seems to have taken ownership in this area"

"More effective global clip/blog tracking"

"I'd rather put the time or money spent on evaluating PR effectiveness into just making our PR better"

"Measure of outcomes; too much of what I have seen is just better measures of flawed data"

"Definitive link with standard marketing evaluation techniques to enable effective comparison with more traditional media channels"

Budget allocation

Next, we asked about the percentage of overall PR budget dedicated to measurement and evaluation of PR effectiveness: the brackets were 'none', 'less than 2%', '2% to 5%', '5% to 10%' and 'more than 10%'.

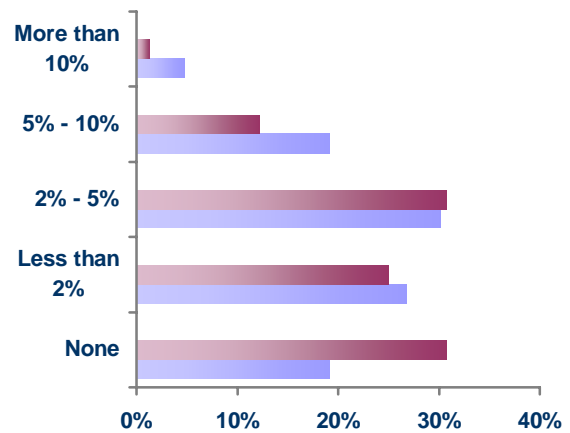
There has been a marked increase in the percentage of companies who spend absolutely nothing on PR evaluation, up from 19% in 2005 to 31% now. This has correlated with a reduction of companies spending over 5%: those allocating between 5% and 10% has reduced from 19% to 12% while those spending over 10% has dropped from 5% to just 1%.

In the middle ground (companies spending up to 5%) the figures have remained fairly steady – 55% now compared to 57% last time.

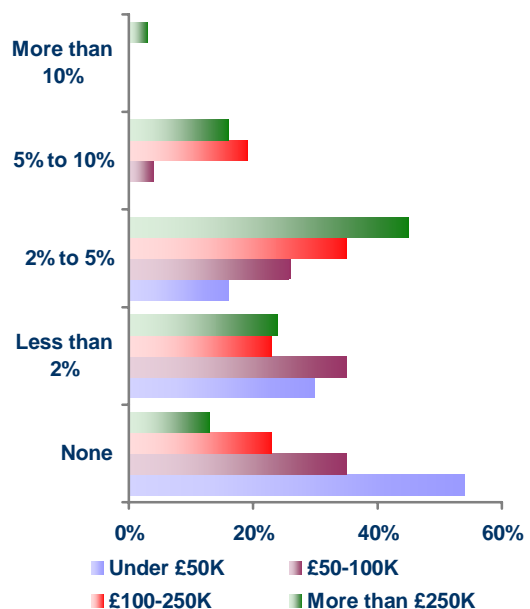
Europeans seem to be keener on investing in PR evaluation, with 25% spending over 5% of their budget on measurement, compared to 13% in North America and 10% in the UK. At the other end of the scale, 36% of UK respondents don't spend any money on evaluation compared to 20% in Europe and 19% across the Atlantic.

It will come as no surprise that overall PR budgets have a major bearing on how much companies devote to evaluation, and this is reflected in the graph opposite. More than half (54%) of those with PR budgets of under £50,000, spend nothing on evaluation, four times those with £250,000+ budgets (13%). At the other end of the scale, 19% of respondents spending more than £100,000 devote at least 5% on evaluation, compared to just 4% of those with £50,000 - £100,000 budgets and 0% of companies spending under £50,000 on their PR.

Percentage spent on evaluation



Spend on evaluation compared to overall spend on PR



A similar picture emerges when looking at how people view evaluation. Of those that see the practice as either essential or highly regarded, 17% spend over 5% of their budget on evaluation compared to 2% that have a less favourable view of evaluation.

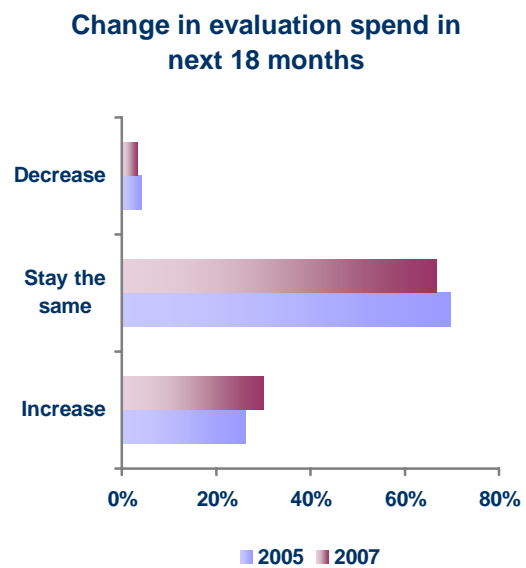
Future spend on PR evaluation

We asked respondents how they felt their spend on PR evaluation (as a percentage of overall PR budget) would change over the coming 18 months, and the findings were pretty similar to our last report in 2005.

By far the biggest proportion were those companies who expect their spend on evaluation to remain the same – 67% compared to 70% last time.

However, there has been a modest rise among those expecting to increase their spend – up from 26% to 30%.

Those predicting a fall in their evaluation spend is down from 4% to 3%.



Sharing evaluation information

Finally, we asked who has the most interest in the evaluation of PR activities: senior marketing personnel, senior management (CEO, MD etc.), sales department or the finance department?

Senior marketing personnel were cited as the most important by 61% and the second most important by a further 29% of respondents, making this group clearly (and perhaps predictably) the most important audience for PR evaluation results.

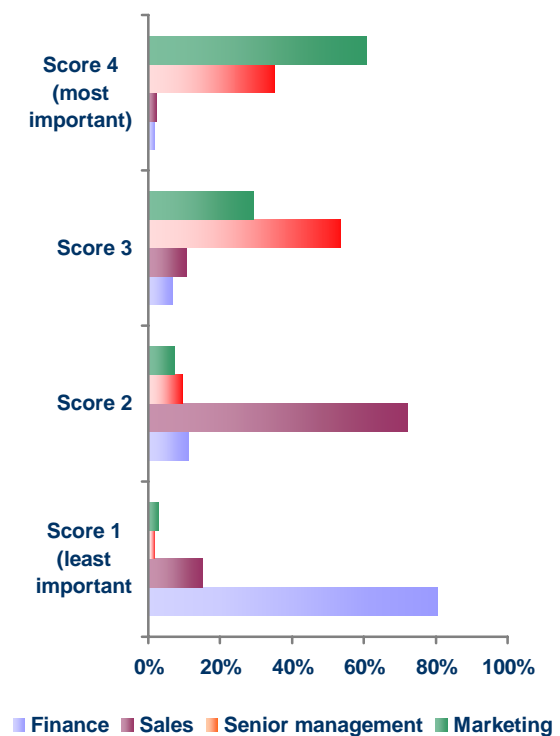
The second most important group is senior management, ranked the most important by 35% and the second most important by 54% of respondents.

While there is not much to separate sales and finance when it comes to being ranked the most important audience, each at around 2% of the replies, the finance department is rated the least important group by 80% of companies compared to 15% for sales departments.

Evaluation information is shared more widely with senior management in those companies where evaluation is more highly rated: of those that view it as either essential or highly regarded, 40% consider senior management as the most important internal audience, compared to 22% who rate evaluation more lowly.

Senior management is also rated a more important audience among those companies spending more than £100,000 (42%) than those spending less than this figure (23%).

Most important internal audience for PR evaluation



Additionally, two particular categories stand out where senior management is seen as a more important audience than the marketing department: those that have been undertaking qualitative evaluation for over three years where the figures are 50% (senior management) and 42% (marketing), and European respondents where the figures are 50% and 45% respectively.

Our thanks

We would like to thank all of those who took part in returning questionnaires and making possible this brief survey into current attitudes and opinions towards PR measurement and evaluation.

Further copies of this report are available at <http://www.harvard.co.uk/intelligence.htm>. Please feel free to download and re-use elements of the report to support your own research or activities. However, we ask that you reference Harvard PR as the source of this data.

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