PRACTICES, APPROACHES AND TOOLS USED IN MEASUREMENT AND EVALUATION OF PUBLIC RELATIONS IN SELECTED KENYAN PARASTATALS

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Abstract

Purpose: The main purpose of the study was to establish the practices, approaches and tools used in measurement and evaluation of public relations in selected Kenyan parastatals.

Methodology: The study adopted a descriptive cross-sectional survey. The target population for the study comprised of 187 parastatals with 119,689 employees. Purposive sampling was used. The sample size was forty-seven (47) employees of public relations departments and six (6) senior PR officers who are working in the three selected parastatals, totalling to fifty-three (53).The study used both questionnaires and interviews. Quantitative data was interpreted using descriptive statistics including frequencies and percentages. Qualitative data in this study was analyzed, recurrent themes identified, and patterns of relationship that exist among data-groups searched manually and were used to augment the quantitative data. Percentages and tabulations of variables were used to present data analysis in tables, bar graphs and pie charts. The data was analyzed by a data analysis software called Statistical Package for Social Sciences (SPSS) version 22 software.

Results: The study findings indicated that evaluation practices are yet to be embedded as a critical component in most public relations work. With a sizable proportion of practitioners in the sample suggesting they evaluate infrequently, the need or value of evaluation has yet to be firmly established. AVEs and gut feeling are the leading tools of measurement and evaluation and a significant number of respondents did not use measurement and evaluation to demonstrate performance of the department. Most respondents also reported using media monitoring as a tool. Social media monitoring, website tools and media content analysis were least used.

Unique Contribution to Theory, Policy and Practice: The study recommends that organizations should strive to increase the education level of practitioners, particularly in relation to research and communication theories and models, as well as management, through both professional development (short courses) and postgraduate education.

Key Words: *Practices, Approaches, Key Performance indicators (KPI), Return on Investment (ROI), Measurement and Evaluation and Public Relations*

1.0 INTRODUCTION

Recent studies on public relations evaluation have been focusing on linking public relations activities to business outcomes in particular scholars have been focusing on Return on Investment (ROI) (Bowen & Stacks, 2013). In fact, Macnamara (2014) points out that the debate on ROI as public relations measurement technique has gained momentum amongst public relations scholars and public relations experts. The same line of thought has been supported by Watson, (2005) in a study of more than 200 articles on measurement and evaluation, who argued that "Return on Investment (ROI) has been increasingly used by practitioners to express campaign results to decision-makers from managerial and financial backgrounds".

Despite ROI being endorsed by Barcelona Declaration of Public relations standards (2010), and recent studies like Bowen and Stacks (2013), a significant number of public relations researchers have dismissed it (Watson, 2005). For instance, Michelson, and Stacks (2011), have argued that this approach contains ambiguities and it misses the fundamental point of why public relations activities are being measured.

Watson and Zerfass (2011) who justified why practitioners have shunned ROI approach have further reinforced this line of thought. One of the reservations was that ROI is a financial metric that is used loosely in public relations. Another shortcoming of this measurement technique is that public relations practitioners usually miscalculate ROI by "comparing returns to operating expenditure without including capital expenditure" (P. 5). The last reservation of ROI is that it focuses on financial returns rather than the reputation of the organization.

Public relations practitioners and scholars should speak in management's language about sales, productivity, and ROI (Grantham, Vieira, & Trinchero, 2011a). There is relevance on using numbers to prove PR effectiveness to be at par with other departments in managements meetings, which in turn makes measurement and evaluation strategic and more valuable to management. Watson (2012) agrees that despite PR maintaining visibility and sentiment it should have linkages to business outcomes such as sales and market share.

New media has revolutionized measurement and evaluation with the introduction of new tools. Watson (2012) notes that the impact of the Internet and social media has moved measurement and evaluation from its traditional emphasis on output measurement to greater evidencing of outcomes and business results, as methodology now offers measurement of engagement, rather than just the presentation of messages.

Public relations professionals commonly evaluate for informational, persuasive, dialogic, or image-based objectives, which should be specific and measurable, replicable, and relatable to established communication and business goals (Place, 2015). There has been greater integration between organizational functions and sharing of Key Performance Indicators (KPI) and Key Result Areas (KRA), which has had an influence on PR.

Organizations and professionals who understand and believe in the benefits of PR evaluation are able to use PR as a strategic management function rather than as a messaging, publicity, and media relations function (Grunig, 2006). For PR to have audience at the management table and get more budget allocations it needs to function strategically. Measurement and evaluation should help practitioners validate the results of their efforts as well as link the results to business outcomes that further aid achievement of organizational goals (Macnamara, 2005).

Measurement and evaluation will show the rate of return on an organization's investment in communication (its ROI) by helping set smarter objectives, develop better strategies and employ more compelling and engaging tactics (Grunig, 2006). Evaluation will help improve future activities by eliminating weaknesses of past campaigns. It helps make mid-course program adjustments and corrections and adapt measurement approaches over time in light of changing objectives, new competitors and emerging best practices (Macnamara, 2005).

Communicators who report as having measurement standards, are also more likely to report that PR has a real impact within the organization. Those who utilise measurement and evaluation see themselves as taken seriously within the organization and as having a larger role in long-term strategic planning (Thorson, et al., 2015).

1.2 Statement of the Problem

According to a study that was commissioned by Public Relations Society of Kenya (PRSK), the Kenyan PR industry has continued to be defined based on the amount of media coverage provided to clients (Tikolo, 2011). However, PRSK's study only elaborates on the status of the practice of PR in Kenya and does not address the critical role played by measurement and evaluation as a bedrock for formulation of objectives and to reinforce or revamp communication to stakeholders, for the success of PR activities. PRSK's study established that measurement and evaluation of PR impact in Kenya is wanting. Muchilwa et al. (2014) exposes the need for an understanding of the role of measurement and evaluation in Kenya. This study fills this gap, as it articulates the specific roles played by measurement and evaluation in achieving and auditing success of PR departments in KWS, KRA and NCA.

The study was informed by the fact that public relations measurement and evaluation is anecdotal and informal in Kenya. PR departments nowadays have a huge amount of accessible data with the introduction of new media and most are measuring their impact in output and not in actual outcomes of the organization. There is insufficient measurement and evaluation of PR activities. There was therefore an interest to explore the role of measurement and evaluation in achieving goals and objectives of public relations activities.

1.3 Research Objective

The motive of this study was to establish was to establish the practices, approaches and tools used in measurement and evaluation of public relations in selected Kenyan parastatals.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Preparation, Implementation and Impact (PII) Model

Cutlip, Centre and Broom (1985) proposed the PII model. It divides evaluation processes into three stages: Preparation, Implementation and Impact (PII). According to Cutlip et al (1985) PR activities can be measured at the preparation, implementation and impact stages. In this study the PII model helps demonstrate how a PR program's effectiveness and consequently PR activities goals, can be measured and evaluated, it provides different parameters to look out for at each stage.

A noteworthy and pioneering element of the PII Model was the separation of outputs from impact or outcomes and identification that these different stages need to be researched with

different methods (Macnamara, 2005). Identification of the steps of communication and what should be measured at each stage or level is useful in guiding practitioners. Program evaluation assesses the quality and adequacy of the information used to develop the program strategy and tactics. The model helps monitor the effort and progress as the program unfolds (Broom, 2009).
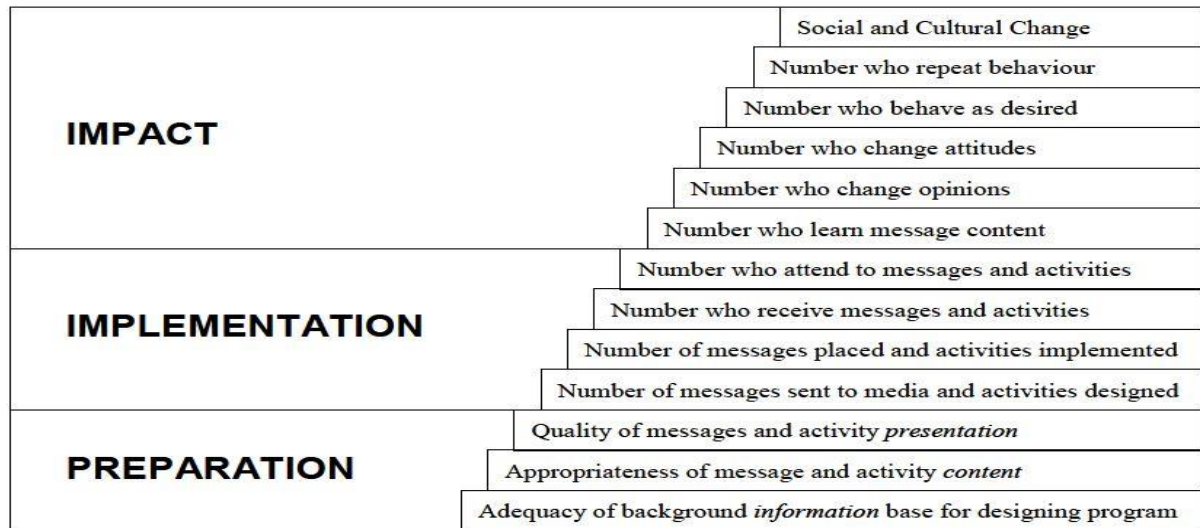

Figure 1. PII model of evaluation (Cutlip, Center & Broom, 1985).

Each step in the PII model contributes to increased understanding and adds information for assessing effectiveness. The bottom rung of preparation evaluation examines whether adequate background information has been gathered in order to plan the program effectively. Next, the content of materials produced is examined to ensure it matches the plan. At the second level, implementation evaluation considers how tactics and effort have been applied. Finally, at the impact level, the emphasis switches to examining the extent to which the outcomes specified in the objectives and overall goals for the program have been achieved (Watson & Noble, 2007).

The different levels break evaluation into manageable levels and breaks program evaluation into a strategically important sequence (Broom, 2009). The PII model is valuable for its separation of output and impact and for counselling against the confusion of these different measures. It acts as a checklist and a reminder when planning PR evaluation (Watson and Noble, 2007). A common practitioner error as noted by Broom (2009) is substituting measures from one phase for those of another level. For example using the number of press releases sent to document alleged program effectiveness. However, critics of this model have argued that proponents of this model have failed to prescribe the methodologies that are used to measure the preparation, implementation and impact stages (Macnamara, 2014).

The PII model is applicable to this study as it shows the core elements of measurement and evaluation and what is measured at every stage of a campaign activity. The model is applicable to parastatals, as PR professionals need to demonstrate their contribution to organizational goals.

2.3 Empirical Review

In a study titled "Evaluation research on Public Relations activities among Public Relations practitioners in Malaysian corporations" by Yin, Krishan and Élan (2012) revealed that survey, media coverage, were dominant modes of evaluation amongst five public relations practitioners who took part in the study. The Yin et al. (2015) study sought to assess the perceptions of Malaysian public relations practitioners towards public relations evaluation. These researchers administered an in-depth interview schedule to five practitioners who were selected from five corporations. These five practitioners further revealed that "corporations also preferred to outsource media monitoring to reduce cost and evaluation was not widely adopted in Malaysian corporations".

In a recent study with the title "Investigating standardization of measurement and evaluation within Public Relations" it was found that one quarter of the respondents who participated in the study had adopted standardized measurement practices. The study sought to investigate if practitioners had adopted standardized measurement practices. An online survey of 374 senior public relations practitioners approach was used to measure if practitioners had adopted standardized measurement practices. The study revealed that it is only a third, of the 374 public relations practitioners, who had adopted standard measurement practices (Thorson, Michelson, Gee, Jiang, Lu & Luan, 2015). There is therefore a gap between standardized measurement practices, whose aim is to create a level of measurement consistency and practitioner application of measurement and evaluation as evidenced by Thorson, et al. (2015), study in the United States.

3.0 RESEARCH METHODOLOGY

The study adopted a descriptive cross-sectional survey. The target population for the study comprised of 187 parastatals with 119,689 employees. Purposive sampling was used. The sample size was forty-seven (47) employees of public relations departments and six (6) senior PR officers who are working in the three selected parastatals, totalling to fifty-three (53).The study used both questionnaires and interviews. Quantitative data was interpreted using descriptive statistics including frequencies and percentages. Qualitative data in this study was analyzed, recurrent themes identified, and patterns of relationship that exist among data-groups searched manually and were used to augment the quantitative data. Percentages and tabulations of variables were used to present data analysis in tables, bar graphs and pie charts. The data was analyzed by a data analysis software called Statistical Package for Social Sciences (SPSS) version 22 software.

4.0 FINDINGS

4.1 Demographic data

4.1.1   Distribution by gender

Among the respondents who participated in this study, 55.6% were female while 44.4% were male, indicating a close distribution of the sample in terms of gender. Figure 1 is a presentation of the data obtained on the distribution of respondents' gender.
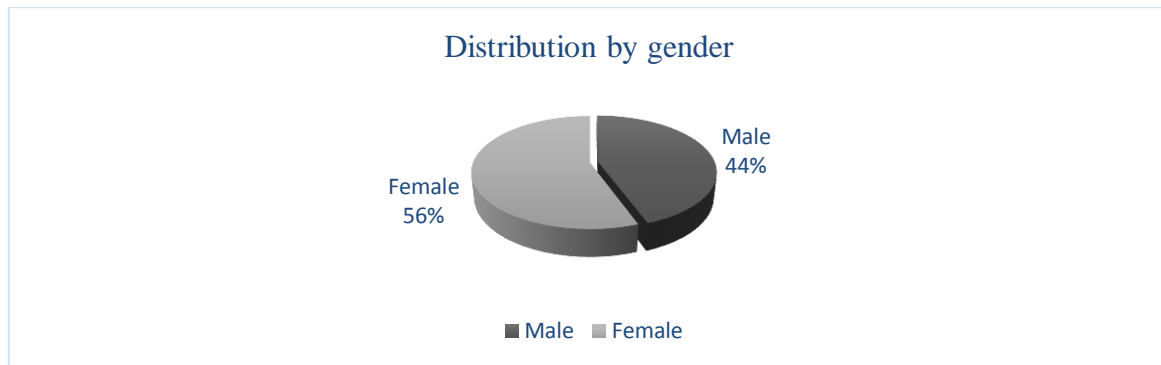
Figure 1: Distribution of respondents by gender

4.1.2 Distribution of respondents by age

The majority of the respondents, 66.7%, were between the age brackets of 26-33 years and 34-41 years as shown in table 4.2 below, as an indication that majority of the PR professionals are between the ages of 26 and 41.

Table 1: Age of the respondents

Age bracket	Frequency	Percent
18-25 years	9	20.0
26-33 years	14	31.1
34-41 years	16	35.6
42-49 years	6	13.3
Total	45	100.0

4.1.3 Distribution of respondents by highest level of education

Most respondents in this study, 71.1%, were holders of an undergraduate degree, while 11.1% were certificate or diploma holders. Respondents with master's degree holders were 17.7% as shown in figure 4.3. The study did not find any respondent with a PhD. These findings show that selected parastatals have most PR practitioners who have qualified with an undergraduate degree.
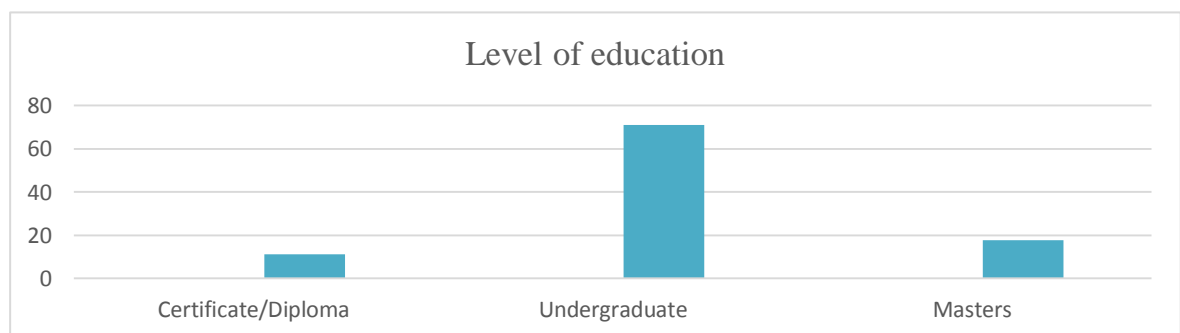

Figure 1: Level of education of respondents

4.1.4 Duties of the respondents

The study sought to establish the duties of the respondents in their departments. Majority of the respondents, 55%, participated in organizing events or were involved in internal communications. A further 40% of the respondents indicated that they also did media

relations in the organization while 6.7% indicated they were involved in corporate social responsibility. Only 4.4% of the respondents were involved in managing websites and social media as shown in Table 4.3. This finding agrees with Christensen & Cornelissen (2011) who argue that the task of PR is to flesh out the profile of the organization and to mobilize support both internally and externally which are focused on the integration, coordination and orchestration of an organization's communications. However, Grunig (2006) differs with this finding by alluding that PR should not be practiced as a messaging, publicity, and media relations function but rather a strategic management function.

Table 2: Duties of the respondents

Category	Responses	Percent of cases
Internal communication	25	55.0%
Organizing events	25	55.0%
Media relations	18	40.0%
Corporate social responsibility	3	6.7%
Managing websites and social media	2	4.4%

4.1.3 Respondents distribution by specialization

The study sought to establish the distribution of respondents by their specialization in education and how this impacted on the use of measurement and evaluation.
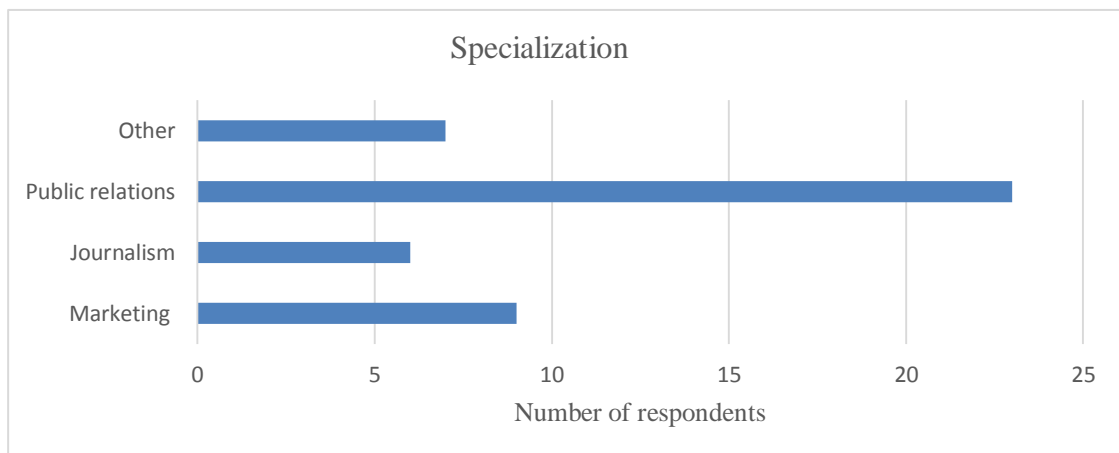

Figure 4: Respondents' specialization

The majority of the respondents, 51.1%, have specialized in public relations in their training. Journalism and marketing represented 33.3% in the study as shown in figure 4. This shows that slightly more than half of the respondents have detailed training and expertise in PR. This updates the findings of Gregory and Watson (2008) in a study that indicated that lack of knowledge was the main reason practitioners did not make worthwhile use of PR measurement and evaluation.

It was necessary to show further, by use of correlation, how many of the respondents from each of the academic specializations used measurement and evaluation to demonstrate performance. Majority, 88.9%, of the respondents with a career specialization in marketing, 55.6% in public relations, 16.7% in journalism used measurement and evaluation to demonstrate performance as shown in figure 4.5. This finding shows that practitioners with a

concentration in marketing appreciated the most the function of measurement and evaluation to show performance. This endorses Thorson, et al. (2015) who stated that research and measurement plays a more central role in fields such as advertising and marketing, and throughout business fields there has been a highly visible turn toward data-driven decision making.
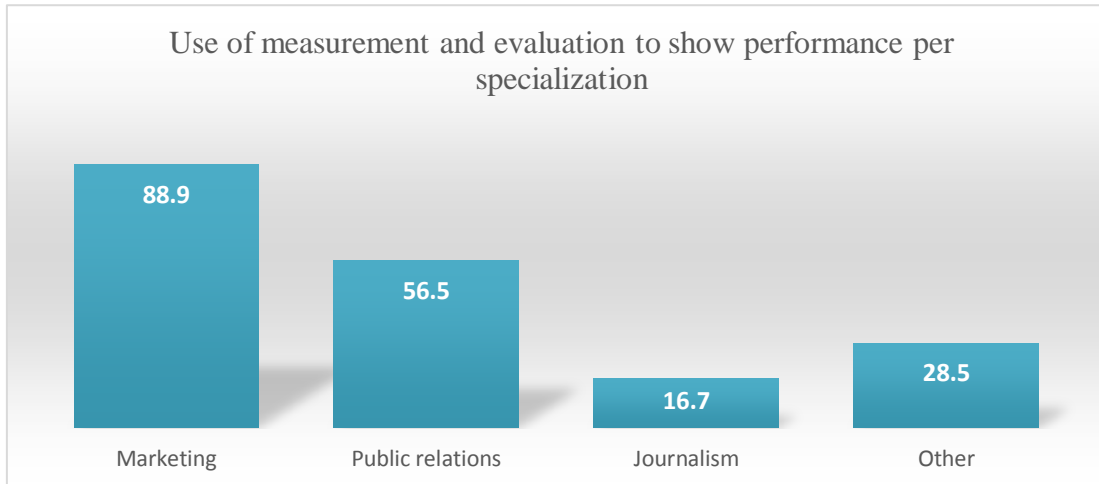

Figure 2: Measurement and evaluation to show performance per specialization

4.1.4 Distribution of respondents by years of service in the organization

Majority of the respondents, 59.9%, have served in the organization for over 6 years, 15.6% had served less than 2 years and 24.4% between 3 and 5 years as indicated in figure 6. This indicates that majority of the respondents had more than 6 years of experience in the organization and as such were well placed to give reliable information on the practice of measurement and evaluation in their parastatals.
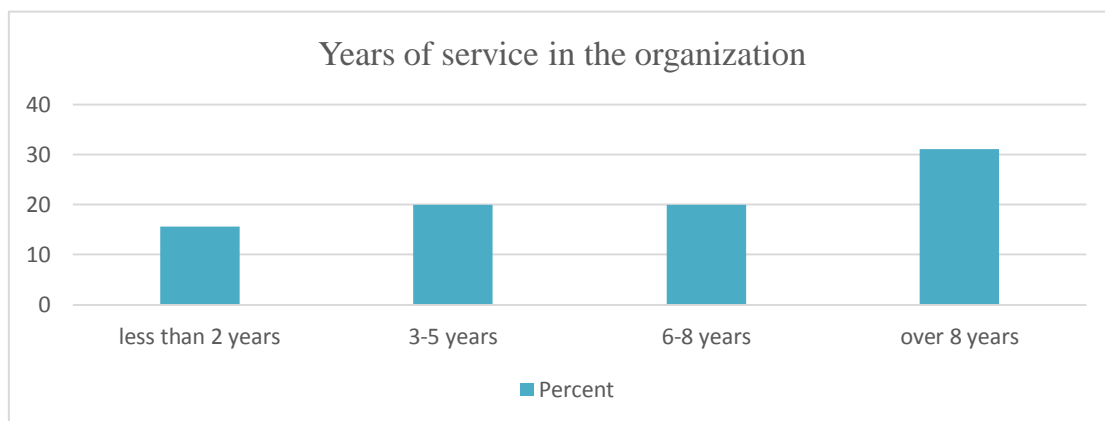

Figure 3: Distribution of respondents by years of service in the organization

4.1.5 Respondents distribution by general PR work experience

This study was also interested in establishing the general experience in PR work by respondents since this was considered an influencing factor when it came to providing insightful data on trends of measurement and evaluation among PR practitioners in selected parastatals. The study findings show that 80% of the respondents had general work

experience in the PR sector ranging from 3 years and above; while 20% had experience of less than 2 years as shown in figure 7. This implied that the respondents' answers to the questions asked could include experiences gained in other PR departments of other organizations, a positive factor when it came to generalization of the findings.
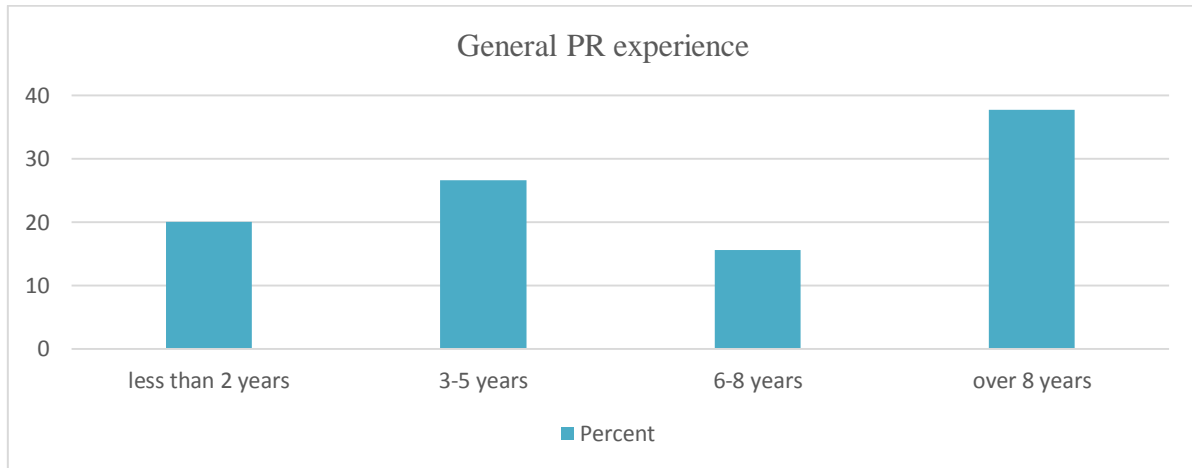

Figure 7: Respondents distribution by general PR work experience

4.2 Practice of PR measurement and evaluation

4.2.1   Measurement and evaluation of PR activities

This study sought to establish whether state corporations measured and evaluated their PR interventions. The study findings show that 86.7% of the respondents indicated that their organizations measured and evaluated PR activities while 13.3% indicated that they did not as shown in figure 8.
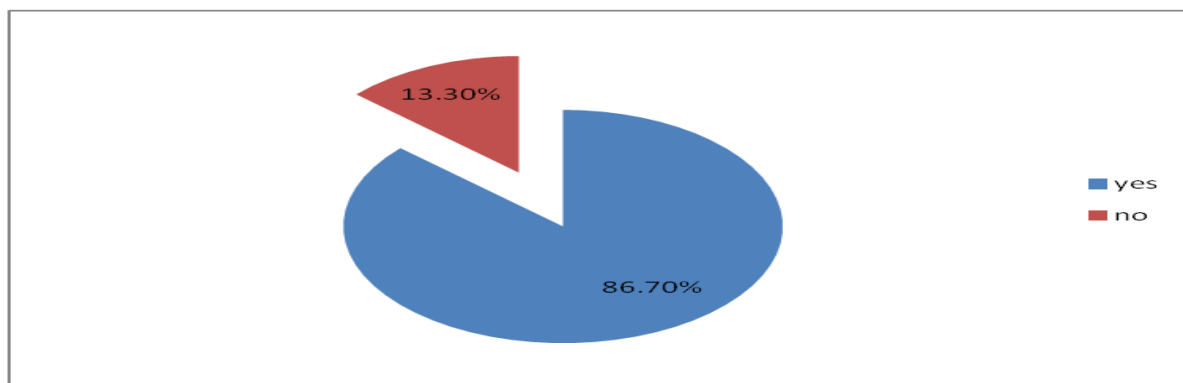

Figure 4: Practice of PR measurement and evaluation

The respondents who indicated yes were further asked if they use measurement and evaluation to demonstrate performance of the PR department. A majority of them, 71.1%, indicated yes while 28.9% indicated that they do not use measurement and evaluation to demonstrate performance of the PR department in their organization as shown in figure 9.
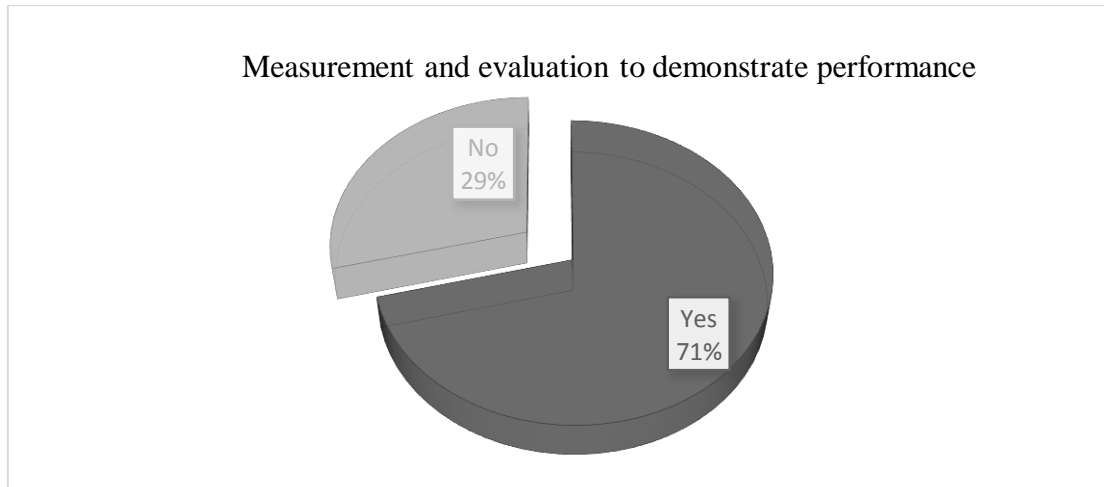
Figure 5: Measurement and evaluation to demonstrate performance of PR activities

4.2.2 Whether measurement and evaluation of PR activities is necessary

When asked if they recognize measurement and evaluation of PR activities as necessary, a majority, 53.3%, responded in the affirmative while 46.7% indicated that measurement and evaluation of PR activities is not necessary as indicated in figure 10.
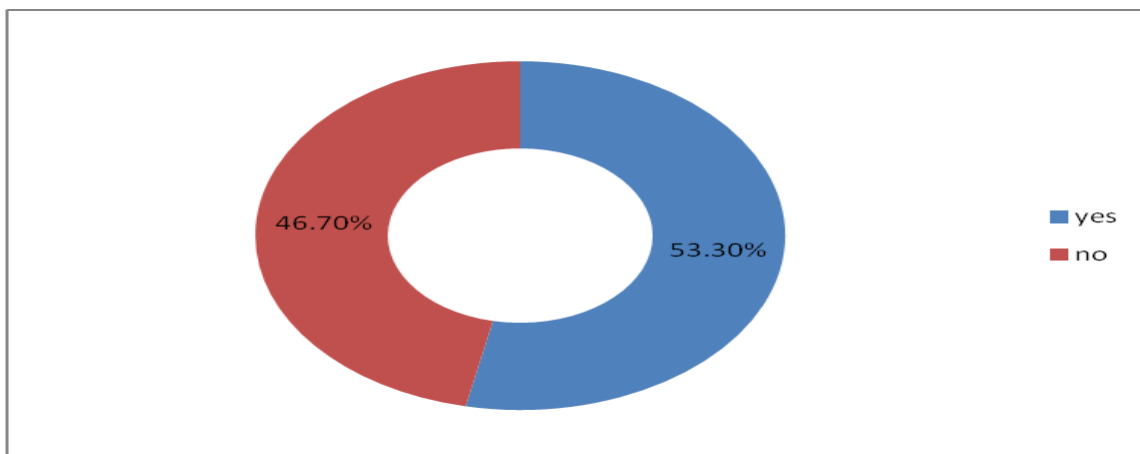

Figure 6: Whether measurement and evaluation of PR activities is necessary

4.2.3 Using research to boost planning of activities

The study sought to establish whether PR departments conducted research before embarking on a communications campaign or activity to inform planning. A majority, 86.7%, of the respondents agreed, while 13.3% denied using research to boost planning as shown in figure 11. This finding indicate that majority research before an activity and provide valuable information that help set objectives against which to measure success of the activity. This is consistent with Macnamara (2005) who stated that measurement and evaluation should begin early and occur throughout communication projects and programs as a continuous process. Those who responded when prompted to point out the kind of research they do, noted internet surveys and review of secondary data.
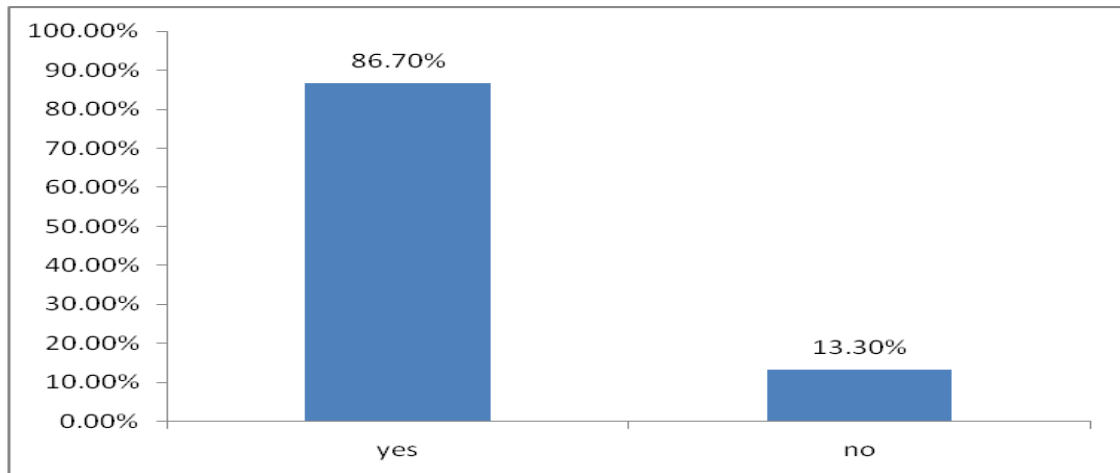
Figure 7: Research to boost planning of activities

4.2.4   Evaluation of failure or success of PR activities

When asked whether they evaluate success or failure of their activities, 53.3%, of the respondents evaluate the success or failure of PR activities while 46.7% did not as shown in figure 12. This finding show that some, 46.7%, respondents' still complete activities without finding out how effective or ineffective they were. You cannot measure results unless you have measured what existed before as well (Grunig, 2006).
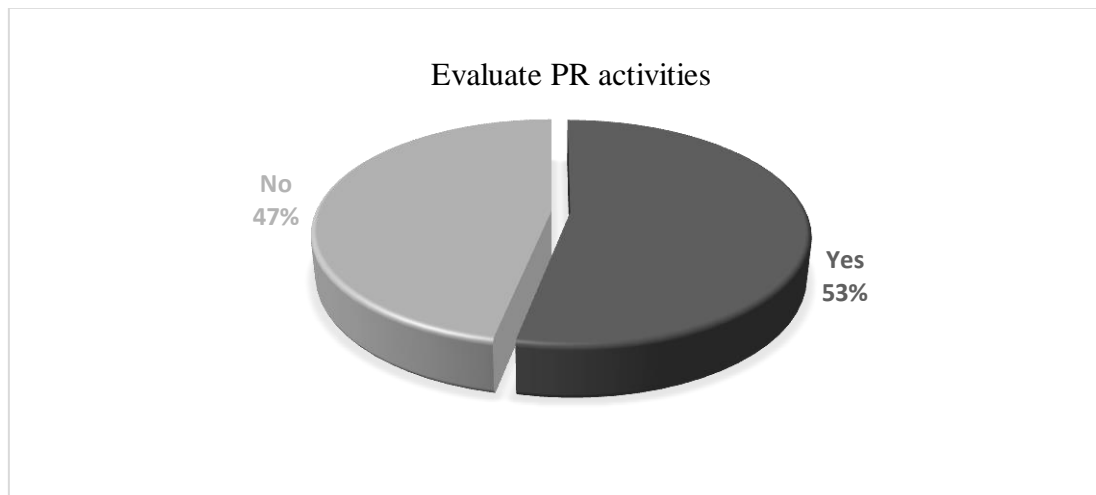

Figure 8: Evaluate failure or success of PR activities

4.2.5Outsourcing measurement and evaluation of activities

Majority of the respondents, 80%, did not outsource the function of measurement and evaluation of their activities and agreed to undertake the function themselves as shown in figure 13.
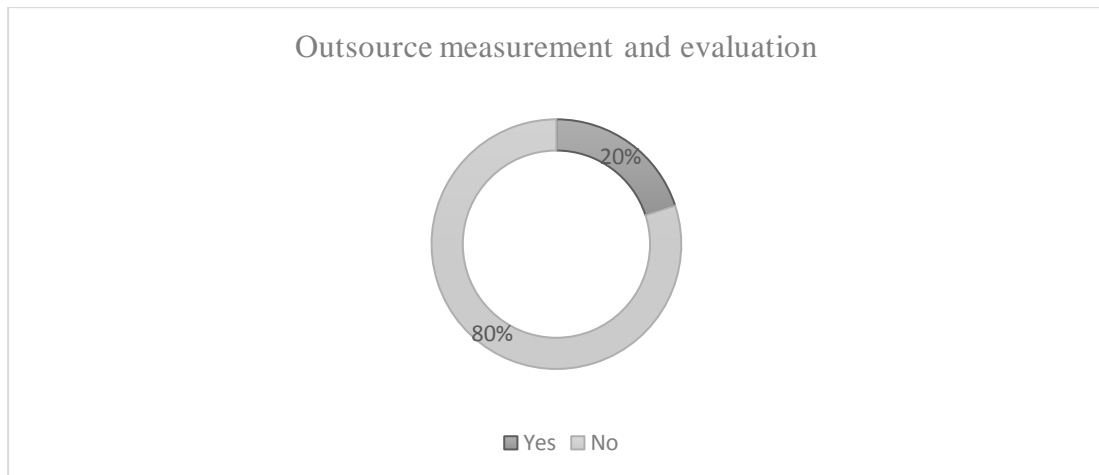
Figure 9: Outsourcing measurement and evaluation

4.3 Approaches and tools used in measurement and evaluation

4.3.1   Stages of activities that are measured and evaluated

A majority of the respondents, 58.3%, do undertake measurement and evaluation at the planning stage and 52.8% at the implementation stage, while only 41.7% measure and evaluate at the end of a PR activity as shown in table 4. This is consistent with Nikolic et al (2014) who found out that the evaluation of PR programs at the end of the activity was slightly neglected.

Table 1: Stages of activities that are measured and evaluated

Category	Responses	Percent of cases
During preparation / planning	21	58.3%
At the implementation stage	19	52.8%
At the end of the activity	15	41.7%

Measurement and evaluation early in the project will help identify the value of the activity and set clear goals in line with organizational objectives. Not measuring at the end of the activity leaves PR in the dark without knowing whether objectives were met.

4.3.2   Tools and methods of measurement and evaluation in the past two years

The study sought to establish tools and methods of measurement and evaluation employed by parastatals in the past two years. Respondents listed some of the approaches used to measure their work including Advertising Value Equivalent (AVE), sales, focus groups, audience surveys, audience impressions, intuition and gut feeling, media monitoring, content analysis, social media monitoring tools, website tools and media content analysis. Percentages were drawn based on the number of mentions of each listed category by respondents as shown in table 5.

Table 2: Tools and methods of measurement and evaluation in the past two years

Category	Never	Occasionally	Very Often	Always
Advertising Value Equivalent (AVE)	15.6	26.7	57.8	0
Sales	77.8	2.2	20	0
Focus Groups	11.1	40	48.9	0
Audience Surveys	37.8	26.7	20	15.6
Audience Impressions	46.7	33.3	0	20
Intuition, Gut Feeling	15.6	4.4	55.6	17.8
Media Monitoring	20	35.6	28.9	15.6
Content Analysis	37.8	20	31.1	11.1
Social Media Monitoring Tools	24.4	44.4	17.8	0
Website Tools	24.4	44.4	31.1	0
Media Content Analysis	33.3	48.9	17.8	0

Most essential to note is that 57.8% of the respondents and 73.4% still use AVE and gut feeling respectively as a method for measuring and evaluating results with many respondents citing AVE as a key metric. Worth noting also is that media monitoring was used by 44.5% of the respondents and content analysis was used by 42.2% of the respondents. Media content analysis was never or occasionally used by 82.2% of the respondents. These findings agree with the view held by Tikolo (2011) who state that AVEs and media monitoring are the main tools used by practitioners and this is a rudimentary approach. The Barcelona Declaration of measurement principles 2.0 rejected AVEs as a true value of communication if anything AVEs measure cost not value (Rockland, 2015).

4.3.3   Recent trends of measurement and evaluation

From the findings of the study 66.7% of the respondents indicated that they were not aware of any recent trends of PR measurement and evaluation as shown in figure 14. The findings show that practitioners do not check for new developments on PR measurement and evaluation.
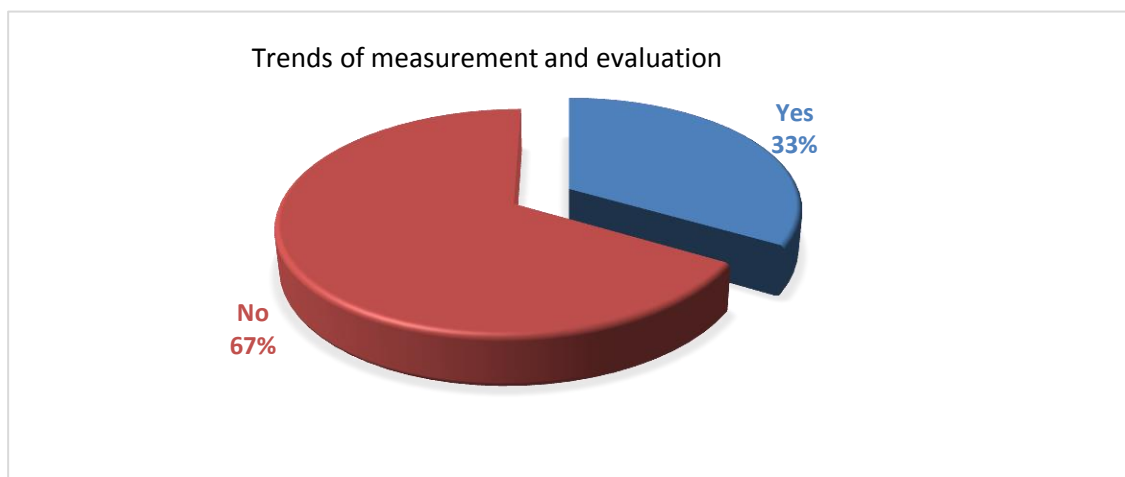

Trends of measurement and evaluation

Yes 33%

No 67%

Figure 10: Trends of measurement and evaluation

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The results of this study suggest that evaluation practices are yet to be embedded as a critical component in most public relations work. With a sizable proportion of practitioners in the sample suggesting they evaluate infrequently, the need or value of evaluation has yet to be firmly established. This reinforces Watson's (2012) views that practitioners still talk more about evaluation than actually practice it.

The pyramid model of research advocates for recognition of communication activities in terms of inputs, outputs and outcomes and recommended that each stage should be evaluated (Macnamara, 2005). Practitioners not seeing the need or value, or their organizations not requiring, drive the underutilization of measurement and evaluation. Watson (2012) notes that from the late 1970's PR measurement and evaluation was a major practice subject and in 2012 academic voice began to become more prominent in the discussion and development of measurement and evaluation methodologies. Despite the developments, PR has still failed to fully leverage the value of incorporating measurement and evaluation in their activities.

AVEs and gut feeling are the leading tools of measurement and evaluation and a significant number of respondents did not use measurement and evaluation to demonstrate performance of the department. Most respondents also reported using media monitoring as a tool. Social media monitoring, website tools and media content analysis were least used.

For PR departments in parastatals to commit taxpayers' money to programs and campaigns based only on intuition and personal experience, without an objectively researched basis to recommendations and rigorous evaluation of the effectiveness of expenditure and activities, has to be viewed as highly questionable from an ethical standpoint (Macnamara, 2005). Activities should be well planned and checked while going on for effectiveness.

Globally, academicians and practitioners have rejected AVEs as a measurement tool, while respondents agreed to have used the metric. Industry leaders should adopt seven standards of public relations measurement, the Barcelona declaration of measurement principles, 2015, which focus on measurement of outcomes and the rejection of advertising value equivalencies (AVEs) as a gauge of public relations effectiveness (Place, 2015). This was also echoed by a study in Australia where it was found out that despite experimentation for more than a century most practitioners continue to mostly use informal and sometimes spurious methods like rudimentary counting of media clippings, subjective internal reviews, and AVEs (Macnamara, 2015).

Measurement and evaluation standards still need to be adopted for individual use to maximize effectiveness, requiring practitioners to have some familiarity with research methods and their limitations. Best practices approaches also recommend increased attention of practitioners to measurement of outcomes rather than solely outputs resulting from public relations programs (Thorson, et al., 2015).

The PII model is valuable for its separation of output and impact and for advising against the confusion of the different measures to use at each stage (Watson and Noble, 2007). Organizations need to differentiate between quantitative measuring and qualitative analysis for useful insights. A good starting point would be the Barcelona principles and tweaking them according to the organization.

A majority of respondents used in-house informal media monitoring to conduct content analysis of their media coverage. One of the respondents indicated that it is most cost-effective to engage an external agency to do this evaluation rather than employ another staff to do the same function. Organizations using agencies should clearly give them terms of references that includes measurement and evaluation at every level. Media monitoring and media content analysis is widely used to track editorial publicity. This method is rudimentary and entirely a quantitative form of measurement. Media articles retrieved in clippings may be negative, promote competitors, or be in media that do not reach your key target audiences. Hence, presenting these as evidence of results is misleading (Macnamara, 2005).

Overall, there is reluctance to adopt established approaches and tools and practitioners have relied on archaic methods. Watson (2012) agrees that practitioners have also shown reluctance to adopt proven methods.

5.2 Conclusion

The study concluded that while Kenyan PR practitioners do conduct measurement and evaluation, it still has not reached the level of sophistication and development as informed by PR academicians and researchers. Perhaps this signifies an immature profession, which is unconfident in its practices (Watson, 2012).

Apart from formal methods used (like focus groups); other evaluation research tends to be informal. Media monitoring is still used as a key indicator for success of the PR activities. This corresponds to PRSK's study that was conducted by Tikolo (2011) who concluded that the PR industry in Kenya has remained at the rudimentary press agentry level, with events taking up many of the activities carried out to create a buzz around brands. Media buying has therefore become a dominant PR activity, AVE being the key evaluation method for PR activities. Malaysian PR practitioners were also reported to be consistent with this findings in a study that revealed that survey, media coverage, were dominant modes of evaluation (Yin, Krishan & Élan, 2012). They also perceive a PR return on investment (ROI) in terms of media coverage and branding. This is in stark contrast to the world trends of measuring outcomes and impact of strategic PR.

5.3 Recommendations

The industry needs to engage and work with PR academic and social researchers to leverage available models and knowledge and ensure validity and methodological rigor in measurement and evaluation approaches and methods. The industry should desist from using AVEs and media monitoring and analysis as the only ways to measure and evaluate activities; measuring outputs as this is a rudimentary approach that only focuses on the amount of information that PR releases and focus on validating the results of their outputs as well as link the results to the organizational goals. Scholarly work such as this will help inform the industry on tried and tested tools and approaches that practitioners can utilize to gain full benefits of measurement and evaluation.

Organizations should strive to increase the education level of practitioners, particularly in relation to research and communication theories and models, as well as management, through both professional development (short courses) and postgraduate education.

PR departments should have a degree of standardization against which to plan, measure and evaluate activities in line with the goals of the organization. In management meetings, PR should present quantifiable data weighted to the particular needs of the organization to build

credibility and get more funding. There should be key criteria to measure and choose methodologies that produce indicators that will be reliable and understood by management. PR departments should prepare standards on what approaches and methods against which to measure and evaluate the success of their activities in line with the KPIs and prove ROI to management of the organizations. These integrate public relations within the whole business planning and monitoring process rather than being treated as a promotional add-on or a functional activity.

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