



JPS | RE-IMAGINING ENERGY... **TOGETHER**

Case Study: The Growth of Utilizing Measurement Tools in PR at JPS

Shenee Tabannah
Corporate Communications
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The Way Things Used to Be...

The 1970s

- Inadequate Generation
- Rolling Black-outs
- Attitude of Resignation & Acceptance

The 1980s

- Not Cutting Edge – but part of the Community
- Late 80s – Recognized as the Best Utility in the Country

Early 2000s

- Majority of JPS Shares Divested (80%)
- Mixed Public Reaction – most negative

Mid to Late 2000s

- Relationship Deteriorated Significantly

Formidable Public Perception Issues

Media Hammering

- Multiple negative reports
- Scathing Letters of the Editor of the Daily Newspapers
- Radio Call-In Programmes were replete with bitter complaints

People Disliked JPS Severely

- Difficult to get persons to endorse us
- Treated disparagingly even when making contributions
- Parody FaceBook and Twitter Accounts created to insult customers

Staff

- Afraid to wear branded uniforms
- Ashamed to admit association

JPS



**TEEFING
Bastard
Company**



Mutabaruka

“Fight the Power!” Major Anti-JPS Movement in Progress

[March 23, 2012](#)

It's not usually good public relations for big commercial businesses to come out swinging at other public bodies, in full view of the whole nation, and the world. Well, apparently everyone has decided to break ranks because nobody likes JPS.



Measurement: Please Step Forward

- 'Soft Skills' and 'Hard Skills' are often perceived differently.
- Tangible output can easily be measured in number of cans, kilowatt hours generated etc.
- How do you measure your contribution, when it's 'just' about perception?



“We tend to overvalue the things we can measure and undervalue the things we cannot.”

John Haynes



One accurate
measurement
 is worth 
a thousand
expert opinions

Why Measure?



To ensure that objectives are achieved

To assess effectiveness of communication strategy / tactics

To evaluate business impact


To get the required resources from Executive and Board

To get feedback that allows adjustments along the way




To be able to set smarter objectives, develop better strategies
and employ more compelling tactics

What We Measure... The Journey

At First...

<i>WHAT IS MEASURED</i>	<i>REASON FOR MEASUREMENT</i>	
<p>ACTIVITY</p> <ul style="list-style-type: none">• Newspaper clippings• List of radio and television interviews• List of events• ie. A recap of the month's activities	To keep track of our tactics	

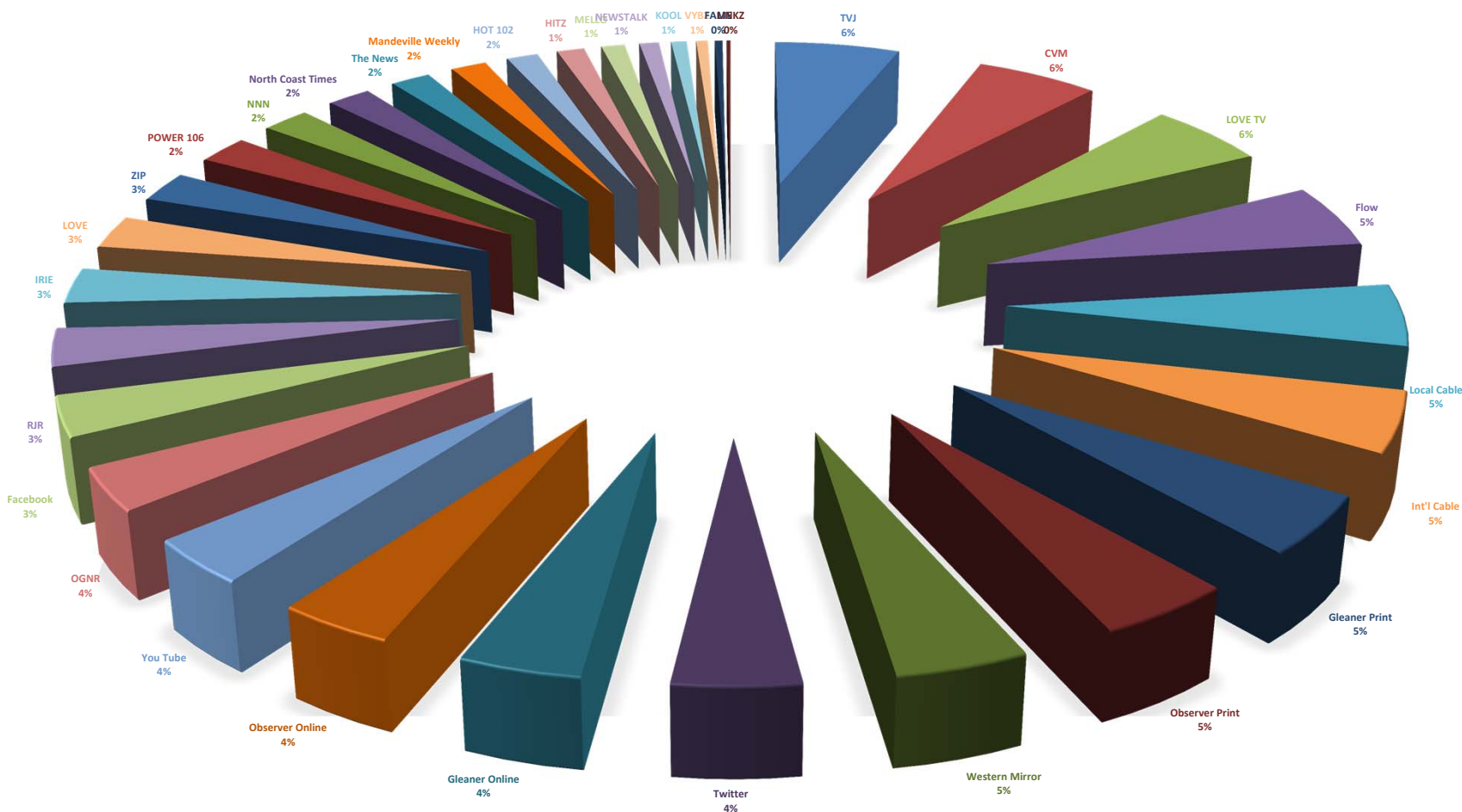
And then...

<i>WHAT IS MEASURED</i>	<i>REASON FOR MEASUREMENT</i>
ACTIVITY <ul style="list-style-type: none">• Recap of activities	To keep track of our tactics
REACH <ul style="list-style-type: none">• Supported by the use of the All Media Survey	To know how many people are hearing our messages <ul style="list-style-type: none">• How many people on each communication channel
	
	
	

Bumps on the Road...

MEASURING REACH	CHALLENGES
<p><u>TOOLS</u></p> <ul style="list-style-type: none"> • Supported by the use of the All Media Survey 	<p><u>Media was exploding</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> From 4 to almost 30 radio stations <input type="checkbox"/> 3 Free To Air Television Stations <input type="checkbox"/> Other regional communications
<ul style="list-style-type: none"> • Checked newspapers • Used internal volunteers to monitor the media 	<ul style="list-style-type: none"> <input type="checkbox"/> The Online story needed to be captured <p><u>Volunteer System Inadequate</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Informal <input type="checkbox"/> Unreliable
<ul style="list-style-type: none"> • Formalized Online Communication 	<p><u>One-man Team</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Required 24/7 Availability

Diverse Fragmented Media Landscape



Solution to the Bump...

- Establishment of Media Exposure Ratio
- Acquired Media Monitoring Services



We continued to Grow on our Journey...

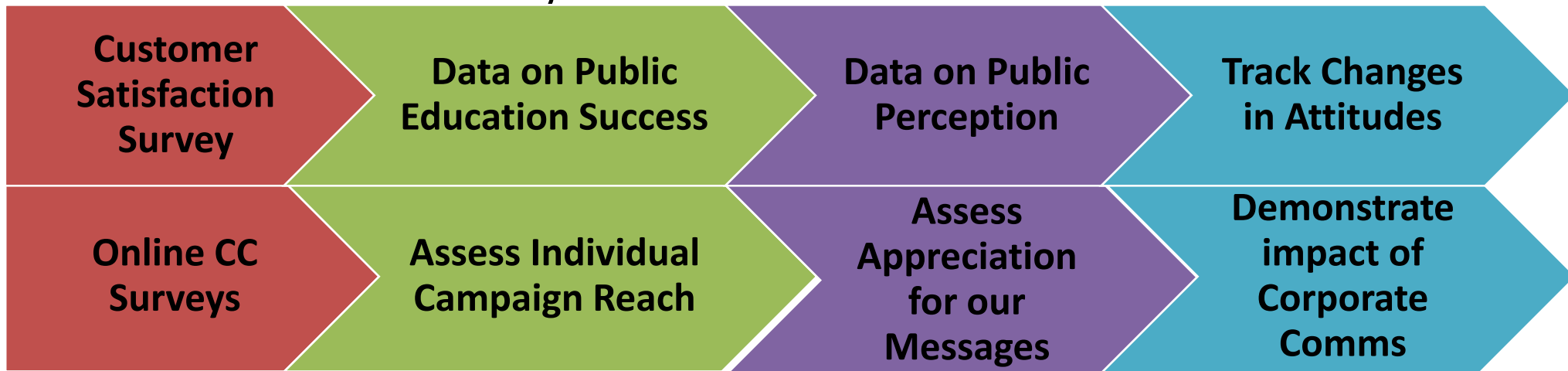
<i>MEASURING REACH</i>	<i>REASONS</i>
✓ Activity	To keep track of our tactics
✓ Reach	To know how many people are hearing our messages
????? Impact	To assess attitude shifts, behaviour change, or actions inspired.

Bumps on the Road...

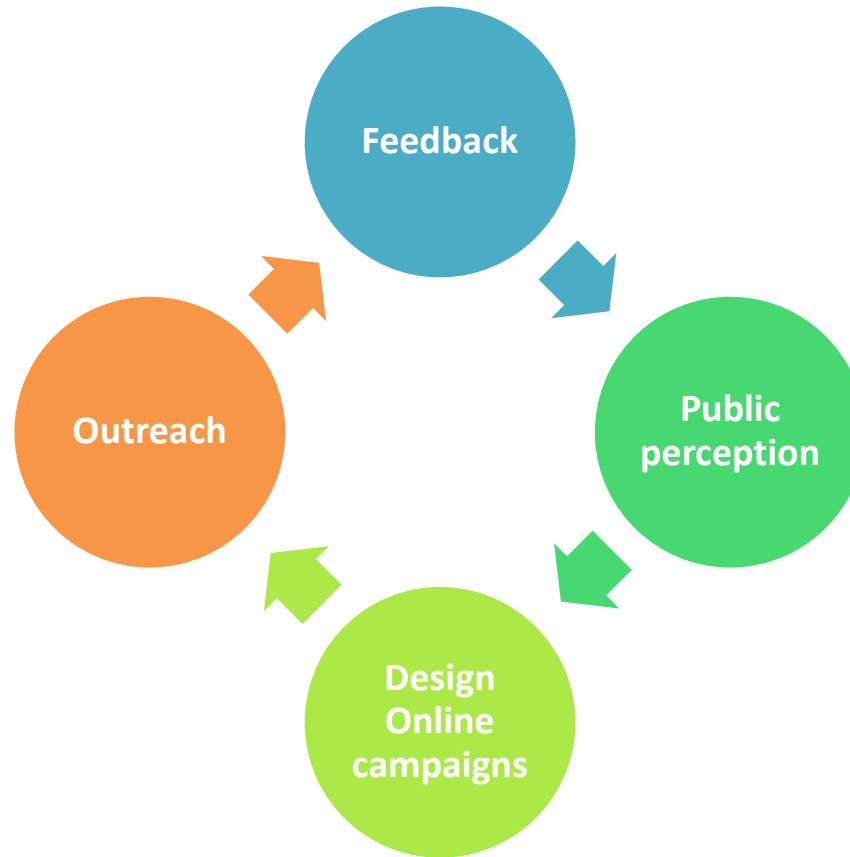
<i>MEASURING IMPACT</i>	<i>CHALLENGES</i>
<u>TOOLS</u> <ul style="list-style-type: none">• Anecdotes – man in the street, influencers	<input type="checkbox"/> <u>Lack of Scientific Evidence – Data</u> <input type="checkbox"/> <u>Unstructured & Informal collection of information</u>
<ul style="list-style-type: none">• Informal Feedback from customers and general public	
<ul style="list-style-type: none">• Online Feedback	

Solution to the Bump...

- Administration of Surveys
 - Annual Customer Satisfaction Survey
 - Quarterly Surveys
 - Point of Contact Surveys



And Online...



Sample of Key Media Measurements for JPS

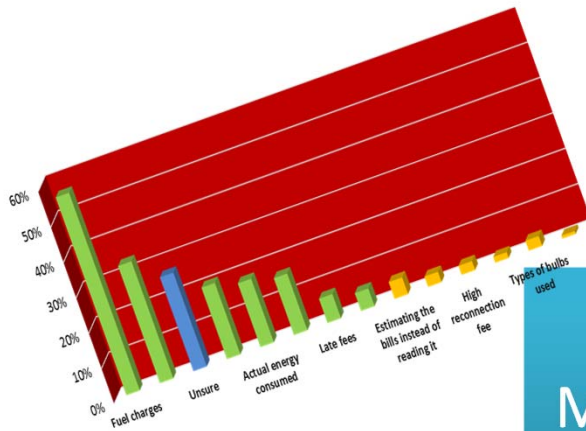
Media Relations

1. Positive to Negative Ratio of 3.5:1
2. Weekly basis - <500,000 listeners reach on radio
3. Varying % Awareness for different campaigns

Online Communications

1. Growth of 30,000 'friends' (presently at over 100,000)

Measurable and Measured..



Media Relations

Online Communications

Employee Communications

Customer Education

93.7 % of customers understand factors impacting their bill
58% understand how to access electricity supply from JPS, and 17.6% 'somewhat aware' of how to access electricity supply
60% of respondents aware of the Guaranteed Standards

Let's Talk

