CORE PRINCIPLES IN RESEARCH

OCCAM’S RAZOR
“When faced with two possible explanations, the simpler of the two is the one most likely to be true.”

OCCAM’S PROFESSOR
“When faced with two possible ways of doing something, the more complicated one is the one your professor will most likely ask you to do.”
For the first annual edition of the Top Ten Research Insights for 2014, the IPR Board selected from a range of topics in both academic and trade publications.

- Ten studies based on their rigor of methodology, findings, relevance to practice, and accessibility.
- The first edition encompasses research ranging from building global leadership to testing the security of social media.
- Each year the IPR Board will continue to present top research insights that uncover *the science beneath the art of public relations™*.
Only 36 percent of Americans say social networks help shape their view of corporations.

75 percent cite personal experience as a customer is the biggest driver of opinions toward companies.
The annual survey of Americans’ opinions on business and government, the Public Affairs Pulse, provides insights into the public’s attitudes toward issues ranging from government regulation of business to corporate lobbying and political involvement.

**Method:**

The 2014 Public Affairs Pulse survey, sponsored by the Public Affairs Council, conducted random telephone interviews with 1,609 adults living in the United States.
Social media has limited influence on people’s attitudes towards business and government.

Americans generally have a favorable opinion of major companies but prefer small businesses.

Americans give business good grades on the basics, but corporations earn demerits on jobs, environmental protection and pay.

Tech, retail and manufacturing are the most trusted sectors, while health insurance, pharma, banks and energy firms are the least trusted.
Will people trade some privacy to protect national security?  

- 56% prefer to maintain their privacy
- 42% are willing to give up some privacy

Will people trade some privacy to obtain lower-cost products and services?

- 72% prefer to maintain their privacy
- 25% choose access to lower prices

### Trustworthiness by Industry

- **Health Insurance**:
  - Less trustworthy: 50%
  - About the same: 37%
  - More trustworthy: 12%
- **Pharmaceuticals**:
  - Less trustworthy: 45%
  - About the same: 40%
  - More trustworthy: 14%
- **Financial Institutions**:
  - Less trustworthy: 39%
  - About the same: 41%
  - More trustworthy: 19%
- **Energy**:
  - Less trustworthy: 38%
  - About the same: 48%
  - More trustworthy: 13%
- **Automobile**:
  - Less trustworthy: 33%
  - About the same: 54%
  - More trustworthy: 13%
- **Food and Beverage**:
  - Less trustworthy: 23%
  - About the same: 59%
  - More trustworthy: 16%
- **Manufacturing**:
  - Less trustworthy: 19%
  - About the same: 62%
  - More trustworthy: 18%
- **Large Retailers**:
  - Less trustworthy: 17%
  - About the same: 66%
  - More trustworthy: 15%
- **Technology**:
  - Less trustworthy: 15%
  - About the same: 56%
  - More trustworthy: 27%
Social media sites are seen as the least secure channel to communicate private information.

Respondent perceptions of privacy and sensitivities about different kinds of personal information varied, but their lack of confidence in the security of digital communications channels is universal.

There is not a high level of confidence in the security of everyday communications channels—particularly when it comes to use of online tools.

By: Pew Research Internet Project
Influence of Social Media on Purchasing Decisions, by Generation

How much do social media typically influence your purchasing decisions?

<table>
<thead>
<tr>
<th>Generation</th>
<th>% No influence at all</th>
<th>% Some influence</th>
<th>% Great deal of influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials</td>
<td>48</td>
<td>43</td>
<td>7</td>
</tr>
<tr>
<td>Generation X</td>
<td>57</td>
<td>34</td>
<td>7</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>68</td>
<td>26</td>
<td>4</td>
</tr>
<tr>
<td>Traditionalists</td>
<td>75</td>
<td>16</td>
<td>3</td>
</tr>
</tbody>
</table>

Gallup Research
1. Top executives are still geared towards traditional mass media and are less convinced of social media.

2. 96.2% of the respondents believe that mass media coverage influences corporate reputation, only 71.9% agree that social media has an impact.
Customer engagement drives social engagement — the degree to which consumers will work for or against an organization within their social networks— not the other way around.

Social Media and the Bottom Line

Social media does not exist in a vacuum, and consumers rarely interact with companies through these channels alone.

Social media initiatives need to be authentic, responsive, and compelling.
86% of respondents rate leadership as "urgent" or "important"

But only 13% say they do an excellent job at it
The readiness and importance of leadership

![Bar chart showing the readiness and importance of leadership.]

- **Not Applicable**: 1%
- **Not important**: 2%
- **Somewhat important**: 10%
- **Important**: 34%
- **Very important**: 54%

- **Not applicable**: 1%
- **Not ready**: 23%
- **Somewhat ready**: 48%
- **Ready**: 21%
- **Very ready**: 6%
The changes in the workforce and workplace are significant and disruptive. There also is a significant gap between the urgency of the talent and leadership issues leaders face today and their organizations’ readiness to respond.

- **Method:**

Deloitte surveyed 2,532 business and HR leaders across industries in 94 countries, including all the world’s continents.
Leadership, retention, and talent acquisition are the top global trends in perceived urgency.

Leadership is the top priority in developed and growing economies.

Human capital priorities vary by industry, with one exception: Leadership.

Companies report generally low levels of readiness to respond to the trends.
Figure 10. Areas of priority for different industries (by rank and percentage)

<table>
<thead>
<tr>
<th>Global</th>
<th>Trend</th>
<th>Consumer business</th>
<th>Energy and resources</th>
<th>Financial services</th>
<th>Life sciences and health care</th>
<th>Manufacturing</th>
<th>Professional services</th>
<th>Public sector</th>
<th>Technology, media &amp; telecom</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (86%)</td>
<td>Leadership</td>
<td>1 (85%)</td>
<td>1 (86%)</td>
<td>1 (89%)</td>
<td>1 (90%)</td>
<td>1 (84%)</td>
<td>1 (84%)</td>
<td>1 (84%)</td>
<td>1 (89%)</td>
</tr>
<tr>
<td>2 (79%)</td>
<td>Retention and engagement</td>
<td>2 (81%)</td>
<td>2 (79%)</td>
<td>2 (83%)</td>
<td>4 (78%)</td>
<td>2 (78%)</td>
<td>2 (79%)</td>
<td>5 (75%)</td>
<td>2 (80%)</td>
</tr>
</tbody>
</table>
Spaniards are the most disillusioned by far with their leaders. The Chinese are the least disillusioned.
### Capabilities associated with leadership

<table>
<thead>
<tr>
<th>Capability assessment</th>
<th>Not applicable</th>
<th>Weak</th>
<th>Adequate</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Including global skills and experiences in leadership program</td>
<td>29%</td>
<td>44%</td>
<td>21%</td>
<td>6%</td>
</tr>
<tr>
<td>Maintaining clear and current succession plans and programs</td>
<td>2%</td>
<td>44%</td>
<td>40%</td>
<td>14%</td>
</tr>
<tr>
<td>Providing focused leadership programs for Millennials</td>
<td>9%</td>
<td>73%</td>
<td>14%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Today’s market environment places a premium on speed, flexibility, and the ability to lead in uncertain situations.

Develop leaders at all levels—from bringing younger leaders online faster to developing leaders globally to keeping senior leaders relevant and engaged longer.

Changing expectations of the workforce and the evolving business challenges (speed and extent of technological change and innovation).

Good Leader Formula: Credible Leadership = Open Communication + Decisive Action + Personal Presence
The study explores how to engage with people to build a meaningfully different brand in a multiscreen world.

Method:
The study surveyed more than 17,000 consumers across 37 countries. In all countries, a 15-question survey was conducted via interviews on smartphone or tablet devices with 16- to 45-year-old multiscreen users, or those who own or have access to both a TV and either a smartphone or tablet.
A shift in consumer behavior and consumption on digital platforms. Content is king, but viewing habits vary by demographics.

- TV is generally more of a starting point and digital devices are generally used more to continue/complete tasks.
- A typical multiscreen user consumes 7 hours of screen media per day during a 5 hour period.
Among multiscreen consumers, overall marketing potential is highest in Asia, Africa and Latin America.
Brands should evaluate the multiscreen landscape by considering the scale of screens (reach/opportunity to contact) and receptivity of people to various marketing approaches.

Campaigns must mirror the way people live now, interacting with multiple screens over the course of the day.

The 4 C’s: consistent, connected, considered, concise

Make each part of the experience stand on its own. Each of the parts has to tell the whole story.
I notice increasing reluctance on the part of communication executives to use research; they are coming to rely too much on judgment, and they use it a drunkard uses a lamp post for support, rather than for illumination.