



INSTITUTE FOR
PUBLIC RELATIONS

THE TOP 10 PUBLIC RELATIONS INSIGHTS OF 2018

FROM THE INSTITUTE FOR PUBLIC RELATIONS BOARD OF TRUSTEES

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INTRO

Thanks to our Board of Trustees, comprising senior-level executive and leading executives, who help us choose topics that matter to the profession. Each year the IPR Board will continue to present top research insights that uncover the science beneath the art of public relations™.



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* The studies are ranked in no particular order

WHY THIS RESEARCH IS IMPORTANT:

While all corporate crises and controversies should be taken seriously by the C-Suite, these findings reveal which types of crises and controversies Americans considered to be the most serious, and which types of controversies and crises are most likely to result in a boycott or consumers spreading negative comments.

METHOD:

A national poll surveyed 2,201 adults to examine their perceptions of 21 business crises and controversies. Results from the full survey have a margin of error of ± 2 percentage points. Data were weighted to approximate a target sample of adults based on age, race/ethnicity, gender, educational attainment and region.

KEY FINDINGS:

- Out of 21 types of crises and controversies, Americans considered companies that make illegal campaign contributions to be the most severe, followed by companies ignoring sexual harassment or discrimination claims in the workplace, and companies experiencing a massive data hack resulting in the respondent's personal information being stolen.
- Sixty-five percent (65%) of respondents said if a company was facing a crisis in which it was alleged to have committed an act of serious moral or legal wrongdoing, they would stop buying the company's products or services.
- People are more likely to give a company the benefit of the doubt in a crisis if the organization demonstrates transparency and accountability.
- As a result of a corporate crises or controversy, respondents ages 65 and older were overall more likely than any other age group to stop doing business with a company instead of making negative comments about it.

#1

ILLEGAL CAMPAIGN CONTRIBUTIONS, SEXUAL HARASSMENT OR DISCRIMINATION CLAIMS, AND DATA HACKS ARE PERCEIVED TO BE THE MOST SEVERE TYPE OF ORGANIZATIONAL CRISES AND CONTROVERSIES

By: Public Affairs Council and Morning Consult

PUBLIC CRITICAL OF HARASSMENT AND DISCRIMINATION

Older people had more unfavorable feelings than younger people about bad behavior in the workplace



STUDY TITLE: FIGHT OR FLIGHT: HOW AMERICANS REACT TO CORPORATE CRISES AND CONTROVERSIES

Link: <https://pac.org/fight-flight-americans-react-corporate-crisis-controversies-morning-consult-crisis-management/>

#2

THE MAJORITY OF U.S. CONSUMERS EXPECT BRANDS TO BE INVOLVED IN CORPORATE ADVOCACY

APCO Worldwide

WHY THIS RESEARCH IS IMPORTANT:

This research demonstrates how most influential stakeholders expect companies to be involved in societal issues. By developing the Five Acts of Corporate Advocacy, APCO Worldwide helps shine a light on consumers' expectations of businesses and their perceptions of corporate advocacy.

METHOD:

APCO conducted an online survey of 1,000 hyper-aware and influential U.S. consumers fielded from October 17 – October 30, 2017.

KEY FINDINGS:

- Ninety percent of respondents expect brands to be involved in taking on society's most pressing concerns.
- Ninety-three percent of respondents agreed "the best companies do good for their shareholders while also doing good for society."
- Ninety-four percent of respondents agreed that "a company that goes above and beyond in how it treats its employees probably goes above and beyond in other aspects of its business."
- Five acts of corporate advocacy were developed: (1) know your audience, (2) recognize and embrace your strengths, (3) don't say it, do it, (4) bring your whole team onboard, (5) gang up on a problem.

STUDY TITLE: CORPORATE ADVOCACY IN FIVE ACTS

Link: <https://www.apcoworldwide.com/docs/default-source/default-document-library/Thought-Leadership/apcos-five-acts-of-corporate-advocacy.pdf>

Good Corporate Advocacy starts at home.

What is the most important thing a company can do when it comes to being "good to society?"



And while it's true money talks, it doesn't always speak loud enough.

Which of these companies would you admire more?



#3

A MORE SYSTEMATIC APPROACH TO BEHAVIORAL ECONOMICS CAN UNLOCK SIGNIFICANT VALUE FOR ORGANIZATIONS

By: Richard H. Thaler, University of Chicago Booth School of Business

STUDY TITLE: FROM CASHEWS TO NUDGES: THE EVOLUTION OF BEHAVIORAL ECONOMICS
Link: <https://pubs.aeaweb.org/doi/pdfplus/10.1257/aer.108.6.1265>

WHY THIS RESEARCH IS IMPORTANT:

Behavioral Economics has inspired scholars across different disciplines and fundamentally changed the way we think about human behavior. The field of behavioral economics combines insights from psychology, judgment, decision making, and economics to generate a more accurate understanding of human behavior.

METHOD:

This paper, published in American Economic Review, is a collection of stories and research from Thaler and his colleagues and how those stories explain the evolution of Behavioral Economics.

KEY FINDINGS:

- Behavioral Economics has come a long way and the current generation of behavioral economists are using all the modern tools of economics, from theory to big data to structural models to neuroscience, to better understand human behavior.
- Presenting one option as a “default option” increases the chances it will be chosen. When people are given something by default, it becomes more valued than it would be have been otherwise.
- Rather than assume people will react in “rational” ways, Behavioral Economics suggests taking the complexity of human behavior into account. Understanding the complex roots of decision-making can help organizations create better products, services, or incentives.
- Prospect theory is a behavioral model that shows how people decide between alternatives that involve risk and uncertainty (e.g., % likelihood of gains or losses). Prospect theory indicates that people are loss-averse; since individuals dislike losses more than equivalent gains, they are more willing to take risks to avoid a loss.
- The application of Behavioral Economics can be beneficial to business, but acting ethically is critical. Some firms are actively making use of behaviorally-informed strategies to profit from the lack of scrutiny shoppers apply. For example, consumers who click “agree” without carefully reading can be locked in a long-term contract that can only be terminated with considerable time, aggravation, or worse.

#4

AVERAGE CONSUMERS SPEND 38 HOURS WATCHING VIDEO CONTENT WEEKLY; “MILLEXZIALS” ARE INCREASINGLY BINGE-WATCHING

By: Deloitte Insights, Center for Technology, Media & Telecommunications

WHY THIS RESEARCH IS IMPORTANT:

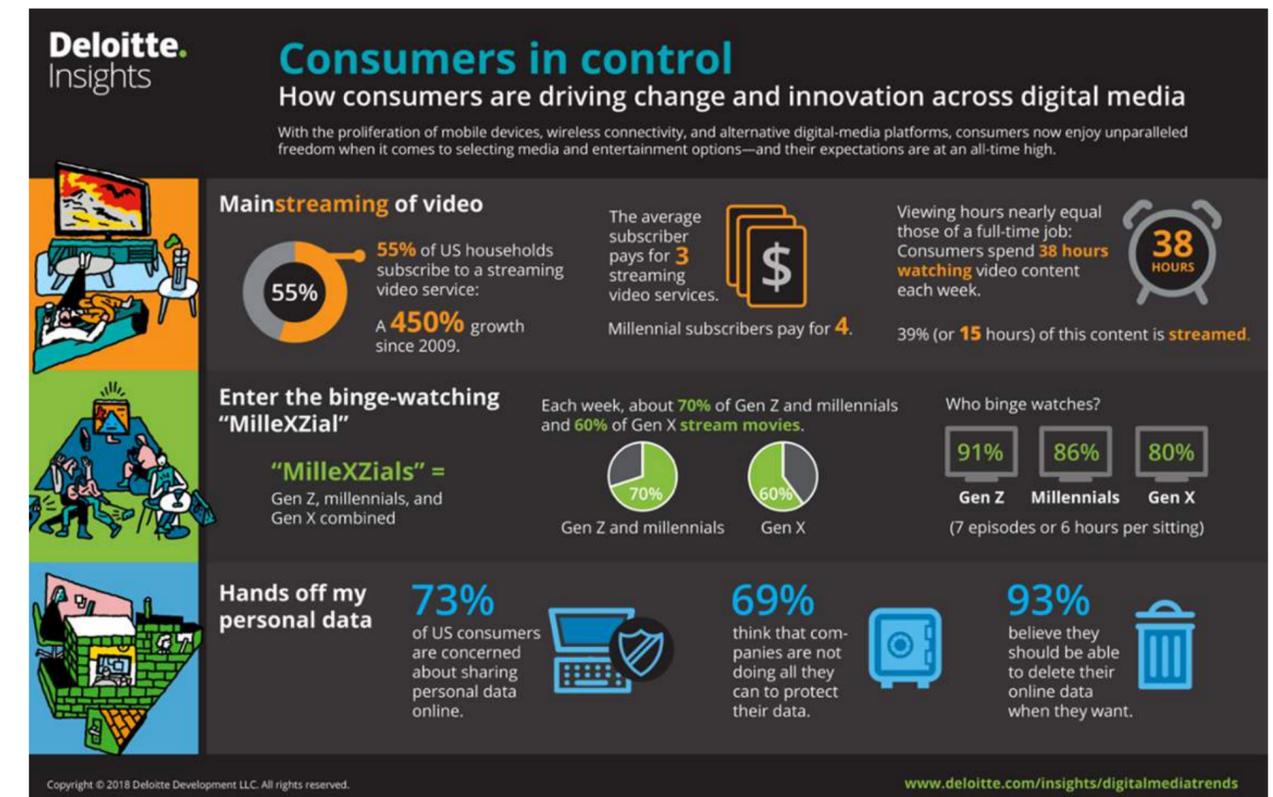
This research shows how U.S. consumers are driving change and innovation across digital media, as well as the changing mobile consumption habits of five generations of consumers. Consumers expectations are at an all-time high, especially regarding content quality and control of personal data. Organizations can use these results to improve services and better meet consumer expectations.

METHOD:

There were 2,088 respondents to an online survey in November 2017 across five generations: Generation Z (ages 14-20), Millennials (ages 21-34), Generation X (ages 35-51), Baby Boomers (ages 52-70), Matures (ages 71+). All data were weighted based on the U.S. census to give a representative view of the average U.S. consumer.

KEY FINDINGS:

- Video streaming services have grown by 450% since 2009. On average, U.S. consumers spend 38 hours watching video content each week.
- Fifty-five percent of U.S. households subscribe to a video streaming service, and the average subscriber pays for three video streaming services.
- Results showed the emergence of “MilleXZials,” the combination of the Gen Z, Millennial, and Gen X generations. The mobile consumption behaviors of Generation X now closely mirror those of Generation Z and Millennials.
- Binge-watching (7 episodes or 6 hours per sitting) is the norm for “MilleXZials.”
- Other findings include: consumers are concerned about sharing personal data online (73%); consumers think that companies are not doing all they can to protect their data (69%); and consumers believe they should be able to delete their online data when they want (93%). Additionally, results indicate a 10 percentage point drop, from 37 to 27 percent, in consumer willingness to share personal data in exchange for personalized advertising.



INCLUSION & DIVERSITY WITHIN ORGANIZATIONS ON A GLOBAL SCALE AFFECT EMPLOYEE SATISFACTION, PROFITABILITY AND INNOVATION

By: McKinsey & Company

#5

WHY THIS RESEARCH IS IMPORTANT:

This report examines the growth of inclusion & diversity (I&D) (since the 2015 report) and identifies four imperatives for delivering I&D. Findings further prove why I&D should be highly important to organizations including increased employee satisfaction, innovation, and business performance.

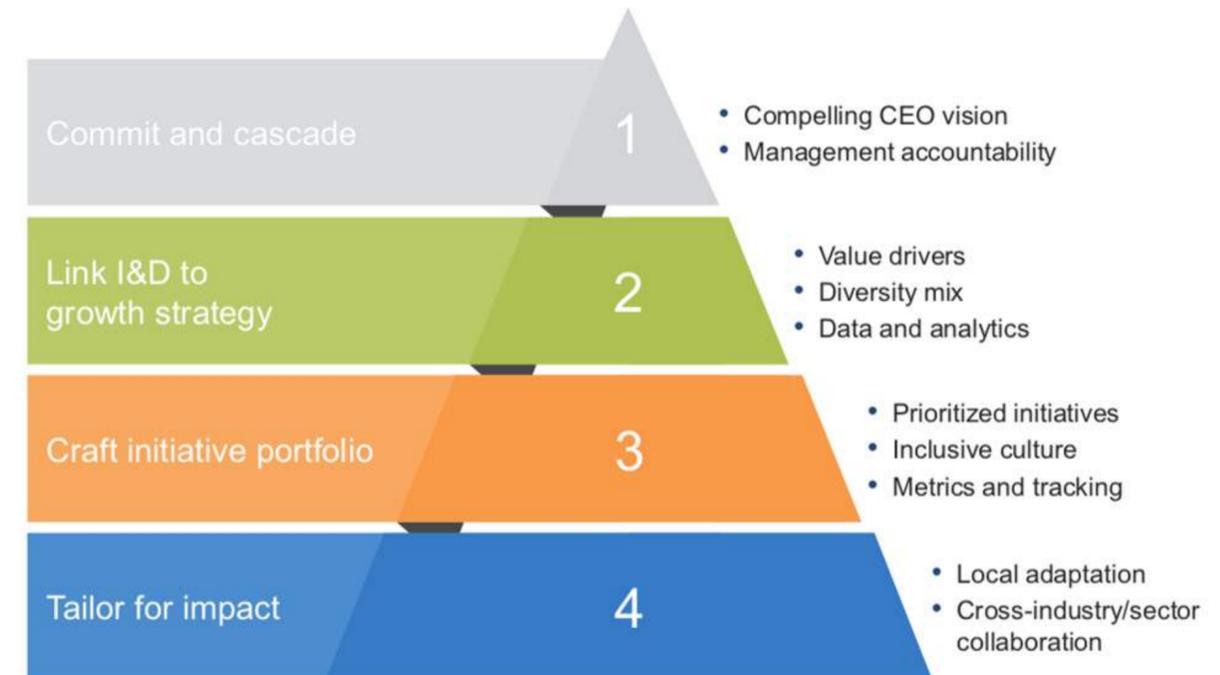
METHOD:

Research is based on an analysis of public data from 1,007 companies across 12 countries from December 2016 to November 2017. In-depth profiles created for 17 leading companies also identify how I&D is creating value for specific industries and regions.

KEY FINDINGS:

- Four imperatives for delivering I&D were developed: commit and cascade, link I&D to growth strategy, craft an initiative portfolio, and tailor for impact.
- Women are underrepresented in line roles (even at the top-quartile, gender-diverse companies in this study).
- Companies with the most ethnically/culturally diverse boards worldwide are 43 percent more likely to experience higher profits.
- Companies in the top-quartile for:
 - Gender diversity on executive teams were 21 percent more likely to outperform on profitability and 27 percent more likely to have superior value creation.
 - Ethnic/cultural diversity on executive teams were 33 percent more likely to have industry-leading profitability.
- Companies in the bottom-quartile for both gender and ethnic/cultural diversity were 29 percent less likely to achieve above-average profitability.

Four imperatives for building a successful I&D strategy



STUDY TITLE: DELIVERING THROUGH DIVERSITY

Link: <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

#6

MAJORITY OF SOCIAL MEDIA NEWS CONSUMERS EXPECT NEWS SEEN ON SOCIAL MEDIA TO BE LARGELY INACCURATE

By: Pew Research Center

WHY THIS RESEARCH IS IMPORTANT:

Findings show that even though 57 percent of respondents expect news seen on social media to be largely inaccurate, most Americans (68%) continue to get at least some of their news on social media. This research reveals the changing habits of social media news consumers, gives insight regarding the demographics of those consumers, and offers insights as to what they like most about their news experience on social media.

METHOD:

An online survey of 4,581 respondents was conducted from July 30 to August 12, 2018. The margin of sampling error for the full sample is ± 2.5 percentage points.

KEY FINDINGS:

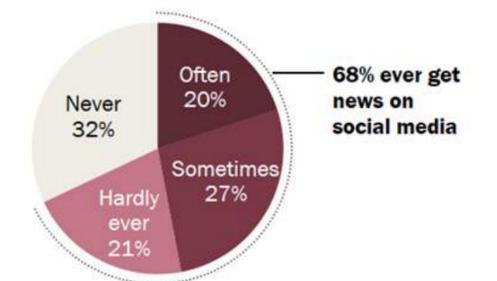
- Fifty-seven percent of respondents expect news on social media to be largely inaccurate.
- Two-thirds of respondents (68%) reported they at least occasionally get news on social media (only up from 67% in 2017).
- The growth in social media news consumption has slowed down.
- Convenience (21%) was the most commonly cited benefit of getting news on social media.

STUDY TITLE: NEWS USE ACROSS SOCIAL MEDIA PLATFORMS 2018

Link: <http://www.journalism.org/2018/09/10/news-use-across-social-media-platforms-2018/>

About two-thirds of Americans get news on social media

% of U.S. adults who get news on social media ...



But most social media news consumers expect news there to be inaccurate

% of social media news consumers who say they expect the news they see on social media to be ...

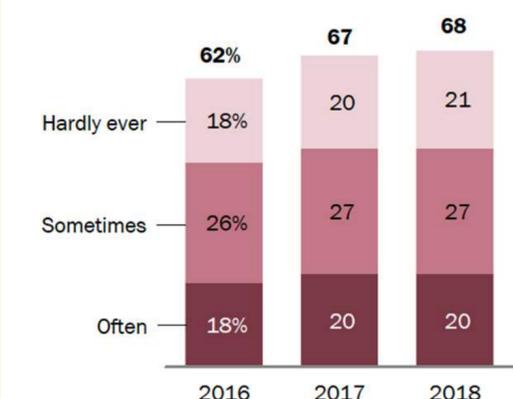


Note: No answer responses not shown. Source: Survey conducted July 30-Aug. 12, 2018. "News Use Across Social Media Platforms 2018"

PEW RESEARCH CENTER

No change in share getting news on social media in 2018

% of U.S. adults who get news on social media ...



Source: Survey conducted July 30-Aug. 12, 2018. "News Use Across Social Media Platforms 2018"

PEW RESEARCH CENTER

#7

NEARLY HALF OF AMERICANS BELIEVE CEO ACTIVISM INFLUENCES THE DECISIONS AND ACTIONS OF GOVERNMENT

Weber Shandwick and KRC Research

WHY THIS RESEARCH IS IMPORTANT:

With CEO activism on the rise, this study provides insight into the current attitudes of Americans regarding their knowledge of CEO activists, what they believe CEOs should speak out on, and their purchasing behavior as a result of CEO activism.

METHOD:

In May 2018, Weber Shandwick and KRC Research conducted an online survey of 1,006 adult Americans.

KEY FINDINGS:

- Seventy-seven percent of Americans agree that CEOs need to speak out when their company's values are violated or threatened.
- Forty-eight percent of Americans believe CEO activism influences the decisions and actions of government, up from 38 percent in 2017.
- Nearly half of Americans (46%) think there will be an increase in the number of CEO activists in the next few years.
- Americans are divided as to whether CEOs have a responsibility to speak up on important issues (39% believe it is a responsibility, 42% disagree, and 19% are unsure).

STUDY TITLE:

CEO ACTIVISM IN 2018: HALF OF AMERICANS SAY CEO ACTIVISM INFLUENCES GOVERNMENT

Link:

<https://www.webershandwick.com/news/ceo-activism-in-2018-half-of-americans-say-ceo-activism-influences-government/>

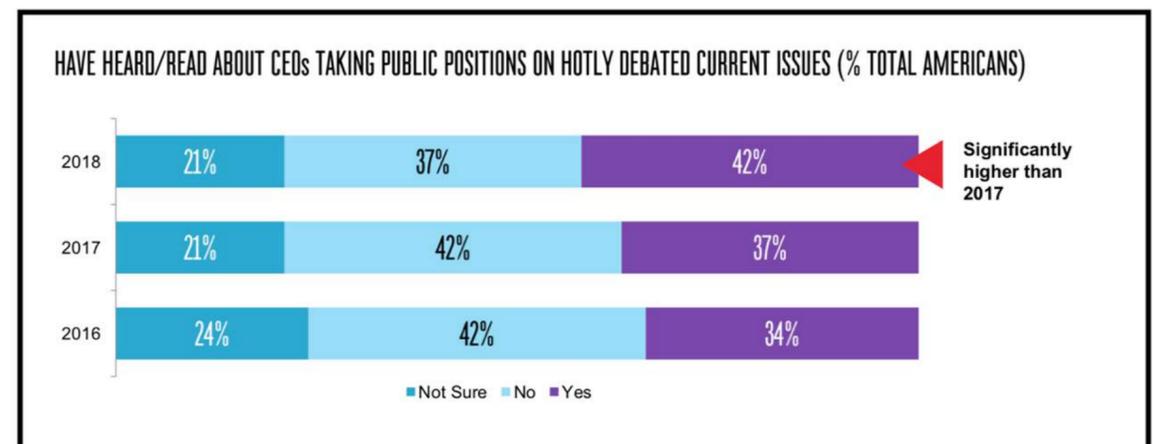
MORE AMERICANS ARE AWARE OF CEO ACTIVISM, VIEW IT FAVORABLY AND SEE ITS POTENTIAL TO INFLUENCE PUBLIC POLICY.

AMERICANS EXPECT CEO ACTIVISM TO CONTINUE TO RISE.



AWARENESS OF CEO ACTIVISM IS UP SIGNIFICANTLY IN 2018

42% of Americans are aware of CEO activism, a significantly higher level of awareness than past years.



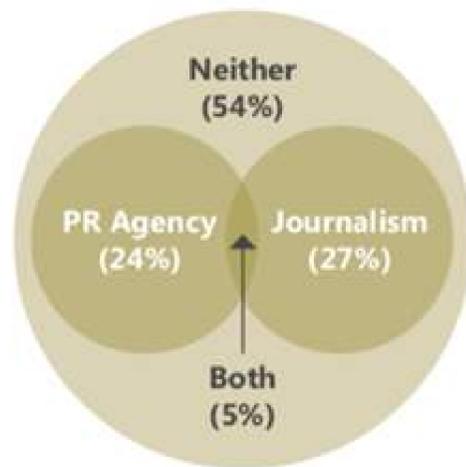
#8

COMMUNICATIONS FUNCTIONS AT ASIAN MULTINATIONAL CORPORATIONS' (MNCs) STRATEGIZE AND EXECUTE THEIR PLANS BASED ON THE SOCIOCULTURAL CONTEXT IN WHICH THEY ARE DEVELOPED, RATHER THAN USING WESTERN BEST PRACTICES AS A PRIMARY GUIDE

By: Taylor Bennett Heyman and Edinburgh Business School

STUDY TITLE: COMMUNICATIONS IN ASIAN MULTINATIONAL CORPORATIONS: A RISING FUNCTION WITH A GROWING TALENT BASE
Link: <http://www.taylorbennettheyman.com/wp-content/uploads/TBH-Communications-in-Asian-Multinational-Corporations-Dec-2017.pdf>

Previous Experience as a Journalist or in a PR Agency



The prior working experiences of these individuals differed somewhat to what one might expect to see in regions like North America and Western Europe. Over half had never worked in journalism or PR agencies – two of the more traditional routes into communications in the West.



WHY THIS RESEARCH IS IMPORTANT:

Using qualitative and quantitative research, this study reveals insights about the makeup of the largest communications functions in multinational corporations (MNCs) based in East and Southeast Asia (ESEA), and their communication styles and best practices. Findings show that ESEA MNCs do not aim to follow Western communicators' best practices, and instead emphasize Asian cultures in their communications, such as the importance of cultural diversity and building strong and lasting relationships.

METHOD:

This research studied the communications functions of 162 of the largest ESEA MNCs, whose headquarters span 10 countries. The final data set consisted of 64 communications functions and the majority were headquartered in either Hong Kong or Japan. Qualitative interviews were also conducted with 20 senior-level communications practitioners who currently work or have previously worked for an ESEA MNC.

KEY FINDINGS:

- Out of the 64 communications functions studied:
 - The majority of leaders in the most senior operating position of ESEA MNCs' communications functions are female (59%).
 - Seventy-five percent of top leadership in the communications function were local professionals. This is interesting because many Western MNCs state they have difficulty finding local talent for their offices in Asia. A possible explanation is that Western MNCs may have a requirement that the position have previous work experience with a Western MNC, which would rule out around two-thirds of potential candidates.
- Interviewees stated that ESEA MNCs are more conservative and introverted than Western MNCs in their communication.
- In line with Asian cultures, there is a strong emphasis from ESEA MNCs to build strong and lasting relationships with various stakeholders and to embrace cultural diversity. "We treat the media as respected customers. I enjoy that fact that we get to know the media as people, not just as journalists."
- There are two trends in the makeup of ESEA MNCs' communication functions: (1) the prioritization of internal communications and a shift in reporting line from HR to communications, and (2) prominence of CSR or citizenship activity.
- There is an increase of representatives from communications functions serving on ESEA MNC boards. This has boosted the perception among communicators that their discipline offers a viable path to leadership positions within the business.

WHY THIS RESEARCH IS IMPORTANT:

Rather than just focusing on the evaluation of the communications function, this study evaluates communications and public relations in the broader organizational context—revealing the distinct views of top communications executives while identifying key drivers and impediments of high-performing corporate communications teams.

METHOD:

This study used a mixed-method approach. Thirty-minute in-depth interviews with 15 CCOs were conducted, followed by a quantitative online survey with 74 respondents. Survey respondents were members of CCO organizations or the top communications professional in their organization.

KEY FINDINGS:

- When asked to rate the importance of business functions to the overall success of a company on a scale of 1 (not important) to 7 (vitally important), CCOs ranked the functions as follows: finance (6.51), IT (6.00), communications (5.85), marketing (5.66), legal (5.61), and human resources (5.46).
- Five themes emerged from in-depth interviews when respondents were asked what characteristics define a high-performing corporate communications team. The five themes are: (1) adaptable, (2) collaborative, (3) analytical, (4) possess specific and appropriate forms and levels of expertise, and (5) demonstrate leadership across the organization.
- On a scale of 1 (not important) to 7 (vitally important), top factors driving high performance were ranked as follows: function's work is aligned with business goals (6.49); people in the function collaborate effectively with others (6.25); the communications function adapts quickly to change (6.15); and demonstrate respect for others and a culture that allows people to do their best work (6.14).
- CCOs in the in-depth interviews said high performance is impeded by team, organization, and external factors such as: lack of clarity and alignment in the business; poor leadership; poor culture; inflexible processes and systems; too much policy and process; not having top management understand and appreciate the communications function; and, environments of constant change.

#9

CCOS RANKED COMMUNICATIONS AS THE THIRD MOST IMPORTANT FUNCTION (BEHIND FINANCE AND IT) TO THE OVERALL SUCCESS OF THE BUSINESS

By: Timothy Penning, Ph.D., APR, Grand Valley State University, and Mark Bain, Upper 90 Consulting

Table 3
Factors important to performance in communication

Variable	N	M
Our function has a clear role in the organization	74	6.08
Our function has a clear vision for our work	74	5.99
We have communication skills needed	74	5.96
We have interpersonal skills we need for our work	74	6.00
We have leadership skills needed for our work	74	5.96
We have the tools we need	73	5.25
Our function is diverse and inclusive	74	5.51
Our work is aligned with organization goals	73	6.49
People in our function understand organization's business	74	6.12
We know how to advise others	73	5.92
We collaborate effectively with others	72	6.25
CEO visibly supports our function	74	6.08
Our function has effective leaders	73	6.10
We have appropriate measures to assess our impact	74	5.12
We share accountability for achieving common goals	73	5.62
We have sufficient budget	74	5.18
We stay focused on priorities	73	5.60
We demonstrate respect for others	74	6.14
Our function has a culture that allows best work	73	6.14
Our function adapts quickly to change	74	6.15
<i>1 = "not important"....7 = "vitally important"</i>		

Table 2
Importance of performance by function

Function	N	M
Finance	74	6.51
Marketing	74	5.66
Human Resources	74	5.46
IT	73	6.00
Legal	74	5.61
Communications	74	5.85
<i>1 = "not important"....7 = "vitally important"</i>		

STUDY TITLE: HIGH-PERFORMING CORPORATE COMMUNICATIONS TEAMS: VIEWS OF TOP CCOS

Link: <https://prjournal.instituteforpr.org/wp-content/uploads/2.-High-Performing-Corporate-Communication-Teams-1-1.pdf>

#10

NINETY-FOUR PERCENT OF CONSUMERS SAY THE GOVERNMENT SHOULD REGULATE THE ETHICAL USE OF TECHNOLOGY IF BRANDS CANNOT DO IT RESPONSIBLY

STUDY TITLE: BRANDS IN MOTION | INNOVATION, ETHICS AND REASON: THE GROUNDING FORCES IN A WORLD OF MOTION
Link: <https://we-worldwide-arhxo0vh6d1oh9i0c.stackpathdns.com/media/444253/bim2018-whitepaper-web-final.pdf>

By: WE Communications

WHY THIS RESEARCH IS IMPORTANT:

This study shifts the traditional perspective of brand positioning (which assumes that your brand is moving to a fixed destination of success) to brand motion (which assumes there is no fixed destination and takes into account that everything in the environment is moving: your competitors, consumers, and their expectations). Findings reveal that consumers' expectations are growing for how brands use technology ethically and responsibly to improve their lives. These findings give brands insight into where they fall on the motion matrix, how they compare to other brands in their industry, and how to use technology in a way that meets, or even exceeds, customer demands.

METHOD:

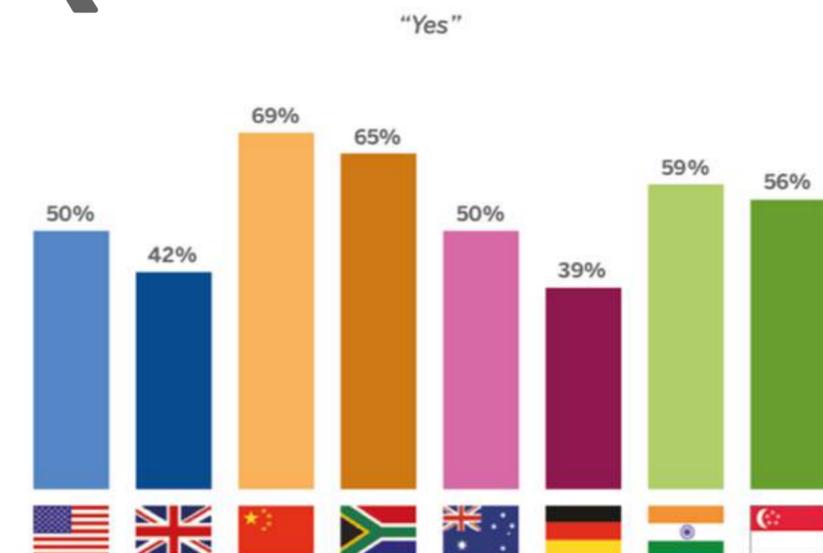
In May to June 2018, WE conducted an online global survey of 26,897 adult consumers and B2B decision-makers (18+ years of age) across eight countries (U.S., U.K., South Africa, China, Singapore, India, Germany, Australia). Respondents did not work in advertising/PR/marketing/market research, and were qualified to take the survey based on brand awareness, and purchase history and intent. A total of 90 brands were examined in the survey across eight categories: health & wellness, prescription health, food & beverage, finance & banking, automotive, computing devices, smart home, and business tech solutions.

KEY FINDINGS:

- Ninety-seven percent say brands are responsible for their own ethical use of technology and 94 percent say that if brands can't do it on their own then the government should step in.
- The majority are fearful of how technology could disrupt their lives. Fears include: unsecured personal data (84%); that their or their family's identity could be compromised online (80%); compromised medical records (71%); being a pedestrian in a world of self-driving cars (67%); and that AI will automate their job (54%).
- Consumers say brands may have the capability to provide stability in a climate of uncertainty (83%).
- Even though consumers feared personal data wasn't secure (84%) and feared their phone was listening to them (64%), the smart home overcame consumer fears and had the biggest year-over-year jump of any category.
- Globally, consumers are dedicated to a smaller number of brands, which means competitors of a highly-liked brand may have a difficult time drawing their share of consumers.



Do brands have the capability to provide stability?



Stability is an element of motion. During uncertain times, there's an opportunity for brands to step up and provide a much-needed stability.

BELOW IS A SUMMARY OF ONE OF THE IPR SIGNATURE STUDIES FROM 2018, COMPLETED IN PARTNERSHIP WITH PEPPERCOMM. WHILE IT IS NOT A PART OF OUR TOP 10 STUDIES OF 2018, WE DID WANT TO SHOWCASE THESE FINDINGS.



CMOS AND CCOS ARE INCREASINGLY TAKING A STAND ON SOCIAL TOPICS THAT MAY, OR MAY NOT BE, RELATED TO THEIR CORE BUSINESS

By: Institute for Public Relations and Peppercomm

WHY THIS RESEARCH IS IMPORTANT:

This study explores how CMOs and CCOs are redefining their roles as a result of the current volatile social, cultural and political climate. Many Chief Marketing Officers (CMOs) and Chief Communications Officers (CCOs) are now leading the way to give their organizations a social voice, both internally and externally, with employees, customers and clients. This study found that companies are more comfortable with uncertainty and are spending more time addressing social topics that may, or may not, be related to their core business—but are guided by their organizational principles and values.

METHOD:

This study is an analysis based on interviews with 25 senior communication and marketing executives in large companies.

KEY FINDINGS:

- While companies are more comfortable with uncertainty, they are spending more time addressing social topics that may or not be related to their core business, guided by their organizational principles and values.
- Companies were strategic and thoughtful with how they communicated, but many felt pressure to respond rapidly, with both their internal and external stakeholders.
- Employees are increasingly expecting their companies to take a stand on social issues.
- More companies are observing trends, reviewing crisis plans, and checking the pulse of the social, cultural, and political climate by using tools and techniques to stay abreast of changing issues.
- False news is challenging communications and marketing executives, making the role of building and protecting the company's reputation even more complex.

STUDY TITLE: TAKING A STAND: HOW CMOS AND CCOS ARE REDEFINING THEIR ROLES IN TODAY'S HIGHLY CHARGED SOCIAL, CULTURAL AND POLITICAL CLIMATE

Link: <https://instituteforpr.org/taking-a-stand-how-cmos-and-ccos-are-redefining-their-roles-in-todays-highly-charged-social-cultural-and-political-climate/>

WHICH EXECUTIVE ARE YOU?

This research uncovered a broad spectrum of executives in terms of their mindset and approach to this tumultuous world and their role as communicators.

<p>THE RISK-AVERSE EXECUTIVE Avoids speaking out on any controversial social topic that might alienate even a small percentage of stakeholders</p>	<p>THE CONSERVATIVE COMMUNICATOR Shies away from controversial and/or political topics publicly Considers speaking out on hot-button issues with employees</p>
<p>THE PRAGMATIC STUDENT Seeks guidance from their peers, and based on best practices, creates their own tailored approach</p>	<p>THE C-SUITE COLLABORATOR Actively engages with the C-suite and key employee groups Creates alignment, strategy and action plans</p>
<p>THE MORALIST Sees themselves as the keeper of the organization's purpose, values and principles Willing to take a stand on issues that strike at the heart of the business</p>	<p>THE COURAGEOUS ADVOCATE Actively and passionately speaks out on hot-button issues to reinforce the company's purpose, even if it means alienating key stakeholders</p>

CHECK OUT OTHER IPR RESEARCH FROM 2018

Ten Lessons Learned from Standards That Failed the Test

Presented by the IPR Measurement Commission

<https://instituteforpr.org/ten-lessons-learned-from-standards-that-failed-the-test/>

Silicon Valley, We Have a (Dis)Information Problem

Presented by the IPR Measurement Commission

<https://instituteforpr.org/silicon-valley-we-have-a-disinformation-problem/>

Corporate Volunteering Evaluation: A Toolkit Featuring Digital Storytelling

Presented by the IPR Measurement Commission

<https://instituteforpr.org/digital-storytelling-toolkit/>

Mind the Gap: Increasing Women's Leadership in PR (full study coming in 2019)

Sponsored by KPMG

