

REFERENCE

INTRODUCTION

The Communications Planning Pyramid

Effective highway safety communications come from good data and savvy programmatic strategies. And, of course, smart programs start with reasoned, sound policy.

After many years of trying numerous approaches to reach and persuade the public to change negative behaviors on the highways, we clearly know what works. The combination of high visibility enforcement with an intense flurry of paid advertising and publicity about that enforcement creates the heightened awareness and actual behavioral change we need to save lives. But, of course, we can't have high visibility enforcement at all times.

Between those periods of mobilizations and crackdowns are numerous opportunities for general awareness and social norming efforts, which are important to the development of a year-round communications plan and program. Advertisements alone do not have the power to make people believe there is a need to change their behavior. Earned media alone lacks the credibility of enforcement to change behavior. Enforcement alone does not reach a wide enough audience segment to achieve goals.

When focusing on a hard-to-reach audience, combining enforcement with a variety of strategic communications tactics is the ideal approach to achieving real behavioral change.

DATA

How to Use Data to Target Your Intended Audience

Data is the basis of any good communications strategy and should drive everything else – identifying your audience, utilizing media relations and advertising, and allocating budget and staffing resources. Accessing the right industry data, and conducting additional research if necessary, will provide you with powerful information to guide your planning efforts.

Begin by reviewing crash and enforcement statistics to help you determine the facts, and prioritize your problem areas. Having the basic demographic information (gender, age, education level, occupation type, income, etc.) is important. But when developing and sending messages that really hit the mark and change attitudes and behavior, it's even more useful to know your audience's psychographics, emotional triggers, lifestyles and values.

There are several good techniques and methods to help uncover these valuable insights about people in your audiences. Many of these approaches fall under the category of "qualitative research" (as compared to "quantitative research," which is statistical in nature and is typified by projects such as phone surveys, opinion polls, internet surveys, etc.).

REFERENCE

The bottom line is getting your target audiences to take action. Research shows the best way to influence someone is to connect with them by tapping into what is important to them. It's difficult to do that using a general message approach. Sacrificing quality (targeted communications) for quantity (mass communications) may gain more exposure for your messages, but it will likely do little to motivate high-risk drivers to not drink and drive, to wear their seat belts, or to not text and drive.

KEY TERMS

State Data Sources

Get the best data you can from your State's resources. This might include arrest data, conviction data, census data, citation data (which includes age and make of car), and DMV data. You could also get crash location, time of day, week, and more. You should look at more than just fatalities data – you should look at all reportable crashes. Examine at least five to six years of data to observe trends.

National Center For Statistics and Analysis (NCSA)

www.nhtsa.dot.gov

Since 1976, NCSA has provided the data and the analysis to allow complete understanding of the nature, causes and injury outcomes of crashes and the strategies and interventions that will reduce crashes and their consequences. Also available is a significant amount of behavioral research, which will help communications professionals more deeply understand how to affect behavioral change.

Fatality Analysis Reporting System (FARS)

www-fars.nhtsa.gov

NHTSA created FARS to assist the traffic safety community in identifying traffic safety problems and evaluating both motor vehicle safety standards and highway safety initiatives. They provide data on all fatal crashes from 1975 to present. Their data sources include police crash reports, death certificates, hospital medical records, emergency medical services and more.

National Occupant Protection Use (NOPUS)

www.nhtsa.dot.gov

This report tracks occupant restraint use in moving traffic and at controlled intersections. This data can be used to determine compliance with State safety belt and child restraint laws, to measure compliance with DOT cell phone policy, and to calculate number of lives saved due to seat belt usage.

Census Data

www.census.gov

Identifies State/county population, and provides useful information on income, education and more.

REFERENCE

STATE OF JACKSON

We have compiled real data from various southern States to create data for the fictional State of Jackson. The data presents a scenario that will be the basis of much of our training exercises and discussion throughout the workshop. It is our hope that this approach will provide you with instruction that is of immediate and practical use when you return home and begin developing communications plans for next year.

For this course, we will focus on one target group that still not buckling up, and therefore is dying in greater numbers: young males 18-34, who live in rural areas in the State of Jackson, and who drive or ride in pick-up trucks.

You'll find basic data for the State of Jackson on the following page.

REFERENCE

STATE OF JACKSON DATA

State Population	9,000,000	
Queensboro	2,400,000	Metro/urban
Liberty Rock	2,300,000	Metro/urban
Jefferson Ridge	150,000	Metro
Rutledgeburg	700,000	Metro
Marionville	680,000	Rural
Pendleton	362,000	Rural
Sandy Pines	485,000	Rural
Big Hickory	912,000	Rural
King's Hill	760,007	Rural

State of Jackson recently became a Primary State, with these seat belt usage rates

76%	Statewide
73%	Rural Areas
66%	Pickup Truck Drivers

2005 FARS Data	2,011		Total Traffic Fatalities
	764	38%	Alcohol-related
	1,166	58%	Unbelted
	524	26%	Belted, No Alcohol

Demographics of 2004 Traffic Fatalities

655	33%	Men	18-34
350	17%	Men	35-54
271	13%	Men	55+
256	13%	Women	18-34
166	8%	Women	35-54
208	10%	Women	55+
1,327	66%	Caucasian	
543	27%	African-American	
80	4%	Hispanic	
40	2%	American Indian	
21	1%	Asian American	

Geographic Location of 2004 Traffic Fatalities

1,669	83%	Nonurban areas
342	17%	Metro/urban areas

Vehicle in 2004 Traffic Fatalities

1223	61%	Car/SUV
362	18%	Pickup Truck (67% unbelted)
222	11%	Motorcycle

REFERENCE

SEGMENTATION: Insights on Target Audience Segments

Audience segmentation has the ability to help us develop communications that are consistently meaningful, relevant and persuasive to members of each audience subgroup. The most useful audience segmentation pairs demographic (age, sex, geography) with attitudinal and behavioral data (group characteristics).

Using this approach, we will review target audience demographics for basic understanding, then add attitudinal and behavioral information for each to learn how to further define our target audiences.

We will then explore how and why unsolicited advertising proposals can miss specific target audiences. We'll enjoy seeing some television and advertising that's entertaining, but we'll also talk about whether it's on target for a specific audience or not.

The purpose of this module is to clearly illustrate that audience segmentation can help you form a strategic communications plan that makes efficient use of resources to achieve results.

KEY TERMS

Universe

All people or target audiences who are prospects for a specific product, service or message.

Target Audience

The population segment (demographic group) identified as the most appropriate audience for a particular advertising campaign. The audience the advertiser would most like to reach with a message or the brand, product or service offered.

Audience Segmentation

The process of dividing up or grouping a target audience based on common characteristics related to behaviors or predictors of behavior, such as geographic region, demographics, psychographics and product usage. Audience segmentation helps to target media messages and key strategies.

Demographics

The characteristics that, from a marketing standpoint, define a person or audience segment. Typical representative characteristics include age, sex, income, education, marital status, home ownership, family size, etc.

Marketing Communications

All strategies, tactics and activities involved in getting the desired marketing messages to the intended target audience, regardless of the media used.

REFERENCE

EXERCISE 3

Who are we talking to?

These are the five major target audience segments used for impaired driving prevention, along with some demographic, attitudinal and behavioral information.

Discontented Blue Collars

Behavior/Attitude: *Let me drown my sorrows.*

Drinks to get drunk. Thinks they're "OK to drive." Lower education levels, lower income, less likely to be married.

Middle-Class Risk Takers

Behavior/Attitude: *I live my life and don't worry much about the consequences.*

Least likely to plan ahead. Thinks it's to drive after drinking, as long as no one gets hurt. Mostly men; some women. Middle-class socio-economics, more likely to be married with children.

Inexperienced Social Drinkers

Behavior/Attitude: *Let's party!*

Social drinker influenced by peer pressure. Drinks to get drunk. Most likely to use (but not be) a designated driver. Ages 18-24, still in school, single. Mostly men; some women.

Responsible Drinkers

Behavior/Attitude: *I'm unlikely to drive after having too much to drink.*

Drinks with meals. Has a denial tendency. Believes their drinking and associated driving are "under control." Older, married with children, relatively upscale socio-economics. Women as well as men.

Socially Accountable Drinkers

Behavior/Attitude: *I take precautions so I don't put myself and others at risk.*

Drinks with meals; also drink for taste. More fearful of killing/hurting others, as well as legal, financial and social consequences. Older, married with children, relatively upscale socio-economics. Men and women.

REFERENCE

PAID MEDIA

Ensure Your Audience Will Be Watching, Listening, Reading

Since paid advertising is often the single most expensive component of any integrated marketing communications campaign, a smart and effective media planning and buying approach is critical to maximizing campaign dollars.

Analyzing and pinpointing your target audiences and markets, as well as knowing your budget and desired flight dates, are the crucial first steps in determining the right paid media mix needed to reach and motivate your targets.

Every medium has its own attributes, its own strengths and weaknesses. Some forms of paid media offer broad-based coverage, while others are targeted to zero in on the audience you most want to reach.

This module is designed to deepen your understanding of how to develop and/or evaluate a proposed media buy. We'll discuss how to approach the media planning process, how to create a targeted media plan, and the importance of the media mix.

KEY TERMS

Flight

The dates in which a campaign is scheduled to run.

Daypart

Time periods of the broadcast day.

RADIO Morning Drive: M-F, 6:00 a.m. – 10:00 a.m.

Midday: M-F, 10:00 a.m. – 3:00 p.m.

Afternoon Drive: M-F, 3:00 p.m. – 7:00 p.m.

Evenings: M-F, 7:00 p.m. – Midnight

TV Prime: 8:00 p.m. – 11:00 p.m. (7-10 p.m. Central)

Late Night: 11:30 p.m. – 1:00 a.m. (10:30 p.m. – midnight Central)

Reach

The number or percentage of a population group (i.e., Men 18-34) exposed to a media schedule within a given period of time.

Frequency

The number of times people (or homes) are exposed to an ad message or campaign.

REFERENCE

Gross Rating Points (GRPs)

Ratings are an estimate of the percentage of individuals or households who will be exposed to a television or radio commercial. Each TV program or radio daypart delivers a specified number of rating points. GRPs are the sum of all ratings delivered by a given media buy or schedule. $\text{Reach} \times \text{Frequency} = \text{GRPs}$.

Cost per Rating Point (CPP)

The cost to reach 1 percent of a specified target audience (i.e., Men 18-34) with an ad in a given broadcast media vehicle.

Cost per Thousand (CPM)

A cost-efficiency comparison and measure that indicates the cost of reaching 1,000 readers, viewers or listeners through an advertisement.

Cost per Click (CPC)

Cost per click is also known as pay per click (PPC). Advertisers pay each time a user clicks on their listing and is redirected to their website. They do not actually pay for the listing, but only when the listing is clicked on. This system allows advertising specialists to refine searches and gain information about their market.

Cost per Engagement (CPE)

A cost per engagement model means advertising impressions are free and advertisers pay only when a user engages with their ad unit. Engagement is defined as a user interacting with an ad in any number of ways, including playing a game, taking a poll, rolling over an ad unit for a specified amount of time, or taking a product tour.

Clickthrough Rate (CTR)

Clickthrough rate is a way of measuring the success of an online advertising campaign. A CTR is obtained by dividing the "number of users who clicked on an ad" on a Web page by the "number of times the ad was delivered" (impressions). For example, if a banner ad was delivered 100 times (impressions delivered) and one person clicked on it (clicks recorded), then the resulting CTR would be 1 percent.

REFERENCE

MEDIA PLANNING GUIDE

Here are the top seven things you want to outline for a media planner so they can bring you a very targeted proposal.

1) Whom do you want to reach?

The answer to this question will dictate how your media plan will be developed. It is extremely important to understand who your target audience is from a marketing point of view first. A simple age and sex demographic description does not tell you who your target audience truly is. For example, when looking at safety belt usage rates, we find that “young males between the ages of 18-34 are more likely to drive and/or ride unrestrained. In addition, this group is most likely to be involved in a fatal crash where safety belts were not used.” A high percentage of this group drives pick-up trucks. This tells us that this target tends to skew more blue-collar, and the programming selected to reach them can be different than that used to reach a general male 18-34 target.

Many television and radio stations, as well as cable systems, subscribe to syndicated qualitative research (Scarborough, Media Audit) that can be very helpful in identifying the most effective mediums to use based on your target audience description. They can also provide demographic performance information from Nielsen (TV) and Arbitron (radio).

2) What's the budget?

The media budget must be compatible with the objectives. Media plans can be designed to reach broader targets (such as Adults 18+) or narrower segments (such as Men 18-34). In the case of television, the narrower target description (Men 18-34) requires greater selectivity of programming that specifically skews to the target. This is almost always more cost-effective; the extent of the differential is based on audience availability, programming that satisfies the target delivery, and marketplace supply and demand. Knowing this, the planner must take a realistic look at the media the budget will afford. A lower budget may require focusing on less expensive – but highly targetable – cable TV programming (Comedy Central, TNT) over that which broadcast TV outlets (FOX, NBC) provide.

3) Do you want higher reach or higher frequency?

Are you looking for higher reach (talking to as many members of your target audience as possible) or higher frequency (talking to members of your target audience as many times as possible)? In the cases of *Click It or Ticket* or *Drunk Driving. Over the Limit Under Arrest* [SHOULD WE USE NEW TAGLINE?????], the advertising campaign is relatively short. Remember, we are trying to affect a change in behavior. Research shows us that the target audience should be exposed to the message nine to eleven times in order to create any change in behavior. Therefore, for most highway safety campaigns, frequency is key.

4) Must the planner stick to one type of media or can he/she use several types?

If more than one type of media is to be used, do you have sufficient budget available to enable you to use each effectively? For example, if your plan calls for building frequency, you do not want to overcommit to

REFERENCE

prime-time programming with broadcast television that gives you great reach, but is probably too expensive to deliver the frequency you want. Husbanding dollars by using less prime programming should allow for a cable and/or radio effort to build frequency on top of your broadcast base.

5) How long will the schedule run?

A short campaign dictates use of those media that build their total potential audience quickly. For example, TV and radio can achieve a large measure of their total reach potential in two weeks, while a weekly magazine can take as much as 10 weeks.

6) When do you want it to run?

Local TV viewing levels vary from season to season for most target groups in most dayparts (prime time, late night, etc.). Some of these shifts may be very pronounced, especially in the summer. Therefore, identifying these conditions is critical to choosing the correct medium.

7) Where will it run?

Knowing where your target audience resides can greatly affect your choice of medium. If the audience you're trying to reach is mixed in with another State's Designated Marketing Area (DMA), then a localized cable TV effort may be the best way to target this group. Buying larger market radio or broadcast TV stations that include the adjoining State would result in paying for exposures that didn't help your campaign.

Media Planning Exercise

Refer to the State of Jackson sample media plan that starts on the following page and answer these questions to create the media planning guide that would have been provided to the State of Jackson media planner.

1. Whom do you want to reach?
 2. What's the budget?
 3. Will the plan use one medium or several?
 4. What level of communication do you want the campaign to achieve?
 5. How long will the schedule run?
 6. When do you want it to run?
 7. Where will it run (areas of the State)?
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REFERENCE

STATE OF JACKSON SAMPLE MEDIA PLAN

I. Target Audience Profiles

A. Primary Audience

Men 18-34 who drive pick-up trucks
Primarily views and listens to comedy, sports and rock music
Skewed blue-collar

B. Secondary Audience

African-American males, 18-34 years old
Primarily listens to Urban radio formats
TV viewing habits similar to general market

II. Paid Media Budget

A. Budget: \$883,100

B. Markets: Statewide

Primary Markets

Marionville
Pendleton
Sandy Pines
Big Hickory
King's Hill

Secondary Markets

Queensboro
Liberty Rock
Jackson Ridge (Jackson counties only)
Rutledgeburg

Note: Markets were prioritized based on unbelted pickup fatalities per 100,000 population (rural composition) and predicted based on having a high number of survey sites.

III. Media Strategy and Tactics

A. Strategy: Use electronic media to best reach this audience, and run it for two weeks, one week prior and during the first week of the high visibility enforcement period.

B. Focus on building reach and frequency to deliver our message to our targets.

1. Utilize broadcast TV to generate reach.

Key dayparts: Sports, Prime and Late Night
Key networks: ABC, FOX, NBC, UPN

2. Utilize cable TV to build frequency.

Lower program ratings coupled with lower costs equals frequency.
Cable Networks: Comedy Central, ESPN, SPIKE

REFERENCE

3. Utilize radio to build additional frequency.

Primary formats: Alternative, Country, Top 40, Urban and Rock

Dayparts: Morning Drive: M-F, 6:00 a.m. – 10:00 a.m.

Midday: M-F, 10:00 a.m. – 3:00 p.m.

Afternoon Drive: M-F, 3:00 p.m. – 7:00 p.m.

Evenings: M-F, 7:00 p.m. – Midnight

Selected weekend dayparts

IV. Media Weight Levels

A. TV

300 GRPs per week in primary markets

200 GRPs per week in secondary markets

Includes broadcast and cable TV

B. Radio

200 GRPs per week in primary markets

150 GRPs per week in secondary markets

V. Campaign Scheduling

A. Two-week flight

Schedule prior to and during first week of *Click It or Ticket* enforcement

VI. Budget Summary

A. By Medium:

Broadcast TV:	57%
Cable TV	19%
Radio:	24%
Total	100%

B. By Market:

Sandy Pines	\$ 68,400
Big Hickory	\$113,000
King's Hill	\$105,000
Marionville	\$ 63,400
Pendleton	\$ 37,200
Rutledgeburg	\$ 54,000
Queensboro	\$161,700
Liberty Rock	\$148,900
Jackson Ridge	\$131,500
Total Budget	\$883,100

REFERENCE

STRATEGIC PLANNING

Putting Your Tools to Work

Communications professionals who take a holistic, integrated, year-round approach to planning produce better results than those who use isolated paid-advertising programs based on short-term opportunities or special “offers of the day” from the media.

In the case of highway safety, better results are achieved through year-round communications programs. Awareness levels for your messages among your target audiences are sustained at higher levels when those messages are coordinated and integrated throughout the year. This continual reinforcement helps create positive behavioral change.

NHTSA’s national communications plan gives you a ready-made framework of potential opportunities, but this is only a starting point. In order to maximize your State’s efforts, it is important to develop a year-round strategic communications plan. The goal of this module is to provide a process of planning that will help you reach your target audiences well beyond the scope of the national mobilization crackdowns.

KEY TERMS

Communications Goals

- What you hope to accomplish.
- The long-range end result after two to five years.

Communications Objectives

- Directly related to the goals.
- Specific targets of an effort or initiative.
- Measurable and achievable with a given time period.

Communications Strategies

- Approaches you will take to meet your objective.—
- A general description of your approach to each target audience to best affect behavioral change.

Communications Tactics

- Specific activities you will do to bring each communications strategy to life.

Integrated Marketing Communication (IMC)

A management concept designed to make all aspects of marketing communication (e.g., advertising, sales promotion, public relations and direct marketing) work together as a unified force, rather than permitting each to work in isolation.

REFERENCE

OUTLINE

Communications Plan Development

- I. Overview
- II. Goals
- III. Objectives
- IV. Target Audiences and Key Messages
- V. Communication Strategies
- VI. Tactics and Materials
- VII. Cause Marketing
- VIII. Evaluation
- IX. Time Line
- X. Budget

REFERENCE

STEP-BY-STEP

Communications Plan Development

Step One: What is our State's policy on impaired driving?

- Are we telling our residents not to drink and drive? (Does this mean we want everyone to abstain from alcohol if they are going to drive? Are we communicating you shouldn't go out to dinner and have a glass of wine?); or
- Are we focusing on those drivers at a BAC of .08 and above; and/or
- Are we including drug impairment?

Once the policies have been clearly defined, States should look at their programs.

Step Two: Examine the programs

- Determine what programs (enforcement, prevention, rehabilitation, underage, etc.) are in place.
- Using data, determine the highest-risk areas where the program will be in place. (For example, during enforcement waves, determine the highest risk geographical areas where enforcement will be highly visible. If there are high-risk areas where enforcement is not stepped up, communications in these areas should be avoided.)

Step Three: Strategic planning

- Develop a yearlong communications plan that complements the programs.
- Develop core message strategies that support specific program activities.
 - Make sure core messages support the program (i.e., use enforcement messages during highly visible enforcement (HVE) periods and social norming messages during non-HVE periods).
- Use messaging that coordinates with National campaigns, as appropriate.
- Consider special emphasis periods associated with high crash rates and fatalities such as July 4th, Labor Day, Halloween, New Year's, etc.
- Determine resource allocation and planning based on programs and data.

Step Four: Tactical planning

- Based on the yearlong strategic plan, develop tactical plans for each program activity. The following questions should be answered before any plans are developed.
 - Who are we talking to? (Use State data and market research to identify specific audiences – primary, secondary and tertiary.)
 - What do we want them to do?
 - What do we want them to think?
 - What obstacles stand in our way?
 - What resources are available to deliver this communication?
 - What areas (geography) will this communication cover?
- Determine the appropriate media vehicles. Is this a paid, earned and social media communication or is it one of these based on the resource allocation determined in Step Three?

REFERENCE

- Finalize tactical plans and work the plan through partnerships, key media outlets, social networking, law enforcement (as appropriate), and other stakeholders.
 - Creative elements should be relevant and linguistically appropriate.
 - Keep ideas fresh and look for new ideas and/or hooks to keep media interest piqued.
 - Never forget who your audience is. That's whose behavior you want to change.
 - Make it easy for partners and the media to help you. Provide them with easy to understand talking points and provide creative elements that they can customize (i.e., posters, social media blurbs, fill-in-the-blank releases, op-eds, video clips, etc.).

Step Five: Evaluation – Determine your communications success

In addition to overall programmatic success, States should evaluate the success of their communications efforts. Some ways to do that are:

- Surveys – Where were surveys taken during the effort? Did the target audiences increase during this time?
- Clips – How many news clips or videos were published?
- Impressions – How many media impressions did we have? Did our results match our buys? (Media post buys are critical. Did we get what we paid for or does the media owe us impressions on our next wave?) Don't leave money on the table.
- How many visits did we get to our website?
- Was there increased activity on our social networks?

Summary

Communications should follow the policy and the program in order to have success. Developing a yearlong plan that allocates resources for creative, media, staff effort and evaluation allows those priority programs to flourish. If something didn't work, re-examine it and rework your plan. The public and your audiences are always changing. Make sure you evaluate every step and work your plan.

REFERENCE

High-Visibility Case Study and Completed Checklist

Communication Program Event

State is conducting a statewide, high-visible enforcement effort for three weeks, mid-August through Labor Day.

Step ONE: What is our State's policy on impaired driving?

State policy is to enforce .08 BAC laws.

Step TWO: Examine the programs.

State program will provide overtime enforcement over 75 percent of State.

Step THREE: Strategic planning

1. State's yearlong communications plan says State will use National core HVE message.
2. State has allocated 45 percent of its impaired driving communications budget to this effort providing for paid, earned and social media.

Step Four: Tactical planning

Who are we talking to?

1. State primary target is Men 18-34 (based on fatality and arrest data).
2. State secondary target is newly arrived Latinos 18-34 (based on fatality and arrest data).
3. State has a special emphasis on Men 21-24 in XX area based on data.

What do we want them to do?

1. Plan ahead and secure alternate transportation if they are going to be drinking/partying.

What do we want them to think?

1. Law enforcement is stepping up impaired driving enforcement.
2. The chances of being stopped and/or arrested if you drive at a BAC of .08 or higher are greater than ever before.

What obstacles stand in our way?

1. Target audience mentality that other people shouldn't drive drunk, but they have the skills to do it.
2. Target audience mentality that they know the regular places law enforcement looks for drunk drivers. "I'll avoid those roads."

What resources are available to deliver this communication?

1. State has \$300,000 for paid media.
2. State has 80 staff hours for earned media generation.
3. State has 25 staff hours for social media.
4. State has 40 staff hours for evaluation.

REFERENCE

What areas of State are we covering?

1. State is covering 3 out of 5 Designated Marketing Areas (DMAs). RATIONALE: One DMA does not have overtime enforcement. One DMA has 80 percent spill to another State and has a low fatality rate according to the latest data.
 - State will run 300 Gross Rating Points (GRPs) on TV and 200 (GRPs) per week in three DMAs.
 - This leaves the paid media budget with 17 percent remaining, 12 percent of which will be used to target our secondary audience.
 - Five percent of paid media will go towards guerilla tactics towards our tertiary audience on the local college campus.
2. State has set aside \$5,000 for a kick-off event.
3. State will issue press releases and sound bytes to every TV and newspaper in the targeted, geographical area.
4. State is providing fill-in-the-blank releases, op-eds and talking points to 64 partner organizations.

Step FIVE: Evaluation

1. State will have four communications-related questions on its statewide survey. The results were...
2. State will require its advertising/PR firm to present a post-buy analysis. State achieved a 95 percent post and added-value of 36 percent. The remaining 5 percent will be applied to the next campaign.
3. State will count the visits to its website. The Web had a 14 percent increase.
4. State will track earned media clips. Earned media generated 1,200 articles/viewings with an audience of 780,000.
5. State will track social media communications. Sixteen posts were made about increased enforcement, generating 320 direct comments, 12,250 shares and 8,000 tweets.