

Category:	Best use of integrated communication measurement/research
Entering Company Name:	PR News Partners
Client:	Ingosstrakh
Campaign title:	PR News for Ingosstrakh

Objective/Brief

From the point of view of reputation, insurance in Russia is a tricky industry which people don't trust as they subconsciously see it in a negative light and expect being deceived. This is why every insurance company in the country, including leading and financially successful ones, has to constantly fight for customers, their loyalty and good opinion.

Ingosstrakh is one of the largest and oldest insurers in Russia and a fixture among the country's top 10 insurance companies. It has gone a long way from a state-owned entity to a 100% privately owned firm. Ingosstrakh celebrated its 70th anniversary in 2017.

The company set the following targets for 2017:

- increase company/brand awareness by 5%;
- increase stakeholder loyalty (willingness to recommend) by 10%;
- increase reputation index by 5%.

With its communications strategy, Ingosstrakh seeks to create an image of an innovative, fast and flexible partner company and a good friend to customers which is also an industry leader and trendsetter promoting and advancing insurance culture and helping consumers improve their insurance literacy.

Ingosstrakh hired PR News in 2015 to measure its PR performance on a regular basis starting with monthly media monitoring and analysis. The company had the media image of CEO Mikhail Volkov analyzed in 2016-2017, and a survey of its PR performance (expert polls) conducted in 2017, following up with a comprehensive reputation audit across as many audiences as possible, including polls of internal and external stakeholders and general public, and analysis of traditional media outlets and social media, in 2018.

The goal of the reputation audit was to get a comprehensive look at Ingosstrakh and its reputation as viewed by key audiences and as presented in the media to identify potential opportunities and threats. Another task was to study the state of the insurance industry/market in Russia and the spread of insurance stereotypes influencing behavior patterns, and to evaluate Ingosstrakh's role in advancing insurance culture in the country.

By approaching as many audiences as possible, we were able to receive comprehensive feedback to formulate constructive and practical recommendations and offer insights to help Ingosstrakh to update and review its strategy and positioning.

Strategy

We based our research process on the AMEC Measurement Framework (Appendix 1) to cover its key aspects and outcomes.

To achieve the goal of the audit we conducted:

- semiformal interviews with Ingosstrakh executives and external stakeholders (media, industry experts, corporate clients and partners) (hereinafter collectively referred as

- experts) consisting of a series of open-ended questions including questions requiring scoring answers on a scale of 0 to 10 (approx. 20 questions, 60-90 minutes);
- polls of consumers aged 18-65 years living in large cities and holding at least three insurance policies;
- media audit – quantitative and qualitative analysis of the company’s press coverage and social media presence in January 2016-February 2018;
- analysis of the company’s PR campaign on its 70th anniversary.

Execution/Implementation

The audit took six months. For it, we interviewed 8 Ingosstrakh executives, 56 external stakeholders and 409 consumers. We analyzed over 70,000 pieces of press coverage and more than 200,000 posts on social media (message boards, social networks, blogs and instant messaging services).

To analyze the data, we used statistical software, including SPSS Statistics (for factor and correlation analysis). We used context and psycho-semantic analysis methods to analyze expert opinions/interviews with the following outcomes:

- reputation profile of Ingosstrakh compared to the industry (competitors) and the ideal insurance company (audiences’ expectations);
- image of the ideal insurance company meeting audiences’ every expectation;
- SWOT analysis of Ingosstrakh’s reputation;
- emotion-based image (attitudes and sentiments) of Ingosstrakh;
- assessment of audiences’ trust and loyalty;
- comparative assessment of how Ingosstrakh is perceived by different audiences (company executives vs. external stakeholders vs. consumers);
- assessment of current market situation;
- consumer stereotypes about insurance.

By analyzing press coverage, expert opinions and consumer attitudes, we were able to identify quantitative changes in how Ingosstrakh is seen, as well as qualitative ones - values attributed to the company and motivations to associate with it or buy its products and services and to recommend it to peers - which influence audiences’ perception of the company and its reputation.

Effectiveness of Assignment

Ingosstrakh received press coverage on a regular basis throughout 2017, averaging at 1,700 pieces a month, up by 21% from 2016. The company’s media presence quality index is higher than the average rate for the industry and shows an optimal ratio of positive and negative press and a high level of media presence (featured coverage and mentions in headlines). A campaign on the occasion of Ingosstrakh’s 70th anniversary called Ingosstrakh 7.0 also contributed to favorable coverage of the company (Appendix 2, 6).

1. External stakeholders (media, industry/market experts, corporate clients, partners) (Appendix 3):
 - a. Reputation index rose by 10% on the year-over-year basis, with strengths in 2018 including rich history, strong brand, highly ethical business conduct and financial stability;
 - b. Awareness among experts remained the same, indicating that the company and its brand are well settled in their mind.
 - c. Loyalty increased by 20%, showing a high level of willingness to recommend Ingosstrakh as an industry expert, customer or partner which indicates that the company is gaining weight in the industry.

2. Consumers (Appendix 4):
 - a. Reputation index rose by 20%, with financial stability, history and a broad portfolio of products and services seen as the company's values.
 - b. Awareness improved by 7%, with positive trends in spontaneous and aided awareness helping to build a strong brand. The level of awareness is particularly high among consumers who are not customers of the company, indicating an effective communications strategy which creates strong word of mouth.
 - c. Compared to competitors, Ingosstrakh has the highest willingness-to-recommend score and a much smaller share of people with a negative view of the company. Consumers are willing to recommend Ingosstrakh and bring their business back to the company more often than other insurers.
3. The level of aggression towards insurance companies has been lowering. Although some distrust remains, consumers' view of insurance business as deceptive has been changing and they are starting to see it as offering certain value and benefits. Three top insurers, including Ingosstrakh, are credited with playing the biggest role in efforts to advance insurance culture and improve insurance literacy, meaning that Ingosstrakh's efforts in this area have been noticed and are now seen in a positive light (Appendix 5).
4. An important part of the research was to see if the image of a reliable friend and partner pursued by Ingosstrakh's communications strategy coincided with the actual image of the company that audiences had. We found that both experts and consumers increasingly agree with the message that Ingosstrakh provides a feeling of security (moreover, Ingosstrakh is the only company in the industry that this basic need is associated with). This is evidence of the company's effective interaction with audiences as they get its message clearly.
5. Words frequently used to describe Ingosstrakh include "ideal", "impeccable", "ethical", "intelligent", "intellectual", "sound" and "model". On the one hand, these descriptions, albeit stereotypical, do provide a reputational edge but, on the other hand, as the audit showed, they fail to communicate an image of a dynamic, agile and forward-moving company for which there is strong demand today. The picture they paint is of a too stable and settled-in-its-ways business and we found that there is a trend towards viewing Ingosstrakh as a slow and heavy company. The recommendations we offered as a result of the audit were aimed at correcting this perception in 2018.

By studying the attitude to Ingosstrakh in as many audiences as possible, we were able to see how the company's PR performance and media presence impact what values they see in the company and their willingness to associate with it and recommend it to peers. We were also able to see how well audiences receive and understand the messages and ideas Ingosstrakh seeks to cultivate. Despite there being some positive trends, it is too early to conclude that the company has succeeded in distinguishing itself from competitors and finding its unique place in the industry. Meanwhile, consumers are ready for new products, services and solutions and are waiting for that perfect insurer which can protect them and which they can trust.

Our recommendations as a result of the audit offer a number of optimal communications solutions to help Ingosstrakh find a special place in audiences' value paradigm.

Ingosstrakh commented:

"In the past year Ingosstrakh became one of the top three insurance companies in Russia in terms of communications. Regular analysis of our activities based on which we can make timely adjustments to our messages and promotion formats in general plays a big role in how we formulate our communications strategy. The comprehensive audit conducted by PR News helped us see what the market and stakeholders need and expect from the perfect insurance company. We were

offered a number of valuable insights and recommendations which we have incorporated into our current communications strategy. In doing so, we made sure to take into account all special traits and qualities found in each target audience as best we could and to employ the optimal and maximum effective PR formats and activities. We are actively using in our communications the concepts that are relevant to and demanded by target audiences, including those of personalized partnership, making life easier and saving time. We also see as one of our tasks the need to popularize insurance and overcome the stereotypes about it. Research shows that we are moving in the right direction and we intend to continue this work using the knowledge we gain and solutions we find through analysis of our publicity and PR activities”.

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We proposed using the AMEC Measurement Framework to better organize data in order to paint a clear picture of the path from planning a strategy to getting results and making changes to Ingosstrakh's reputation.

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AMEC Measurement Framework: Ingosstrah

PREPARATION	ALIGN OBJECTIVES	
	ORGANIZATIONAL OBJECTIVES	COMMUNICATION OBJECTIVES
	<ul style="list-style-type: none"> • Cultivate a new generation of consumers of insurance services in Russia to enable Ingosstrakh to maintain stable business in the long term. • Identify potential directions to expand insurance-adjacent services and increase their profitability. 	<p>Formulate an image of the company for each target audience:</p> <ul style="list-style-type: none"> • Partners and corporate clients: - <i>"Ingosstrakh is a reliable company that offers partners growth opportunities, provides new technology and helps them make their work easier "</i> • Consumers: <i>"Ingosstrakh is a stable and reliable company that constantly grows and develops to benefit customers"; "70 years of history and continuous growth "</i> • Industry: <i>"Ingosstrakh is an innovation-driven and pioneering company which advances the insurance industry and forms insurance culture in consumers"</i>
	INFORM & PREPARE COMMUNICATION	
TARGET AUDIENCE	STRATEGIC INPUTS	
<ol style="list-style-type: none"> 1. Partners 2. Corporate clients 3. Media 4. Industry experts 5. Consumers 	<ul style="list-style-type: none"> • 2017 reputation audit; consumer polls; regular media analysis since 2016. • KPIs • Reputation index up 5% • Loyalty up 10% • Awareness up 5% 	

IMPLEMENTATION

IMPLEMENT

ACTIVITIES

- PR support in the media on a regular basis
- Company's pages on social media
- Ingosstrakh 7.0 campaign
- Campaign consisting of a series of animated videos to popularize insurance products and services
- Aggregation of data from communications and market research
- Media analysis
- Expert polls (internal and external stakeholders)
- Consumer polls

MEASUREMENT & INSIGHTS

MEASURE ACTIVITY

OUTPUTS

- Media coverage: 18,400 pieces
- Earned social media: over 80,000 pieces
- 4 educational animated videos on YouTube
- 1,050 posts on own social media (VK, Facebook, Instagram)
- Ingosstrakh 7.0: 1,648 articles in traditional media, 2,342 posts on social media
- 15 videos on the company's YouTube channel about the exhibition "Windows into Russia: Masterpieces of Seven Generations" held as part of the Ingosstrakh 7.0 campaign

AUDIENCE RESPONSE & EFFECTS

OUT-TAKES

OUTCOMES

- 1 Wide publicity in a largely favorable tone (53% positive vs. 6% negative) with focus on the company in 50% of the cases and a large number of quotes from the company's representatives (41%)
- 2 Social media: steady publicity (about 6,000 posts monthly) with high reach (377 million) and engagement (600,000)
- 3 Reputation evaluated as above average by experts and average by consumers, compared to competitors
- 1 Consumer awareness up
- 2 Reputation index up (across all audiences)
- 3 Expert and consumer loyalty up
- 4 Reputation strengths, weaknesses, opportunities and threats
- 5 Change in popular stereotypes about insurance and insurers
- 6 Company's emotion-based image (attitudes and sentiments)

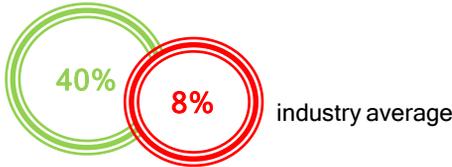
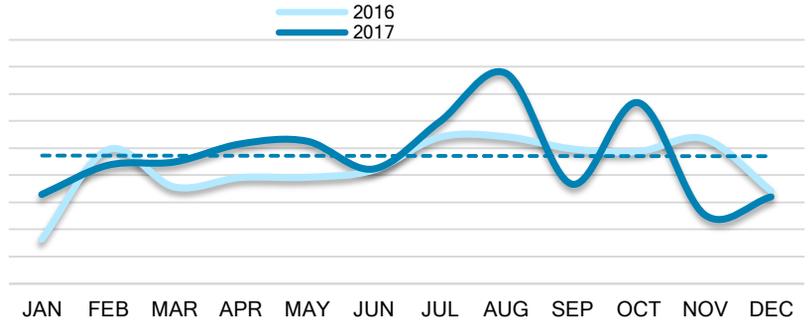
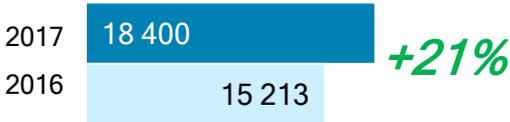
ORGANIZATION & STAKEHOLDER EFFECTS

ORGANIZATIONAL IMPACT

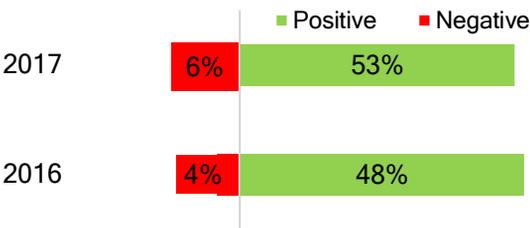
- Reputation index up 10% among experts and 20% among consumers in 2018 compared to 2017
- Consumer awareness up 7%
- Expert loyalty up 20%
- High willingness-to-recommend level among consumers
- Positive trends in consumer trust in insurers and insurance in general
- Experts and consumers increasingly agree with the message that Ingosstrakh provides a feeling of security (moreover, Ingosstrakh is the only company in the industry that this basic need is associated with)

APPENDIX 2. TRADITIONAL MEDIA

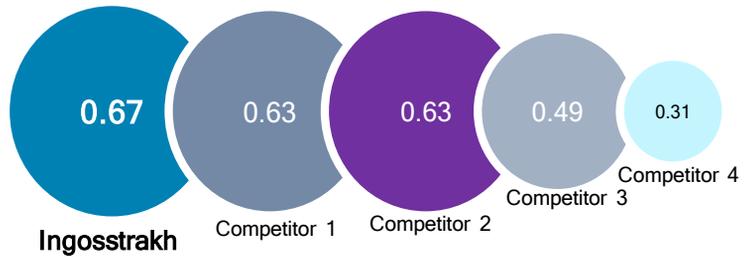
Media coverage



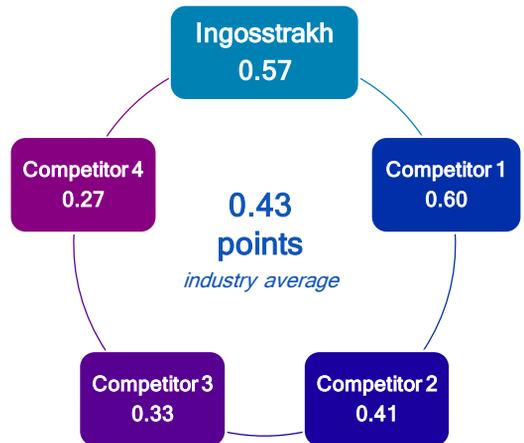
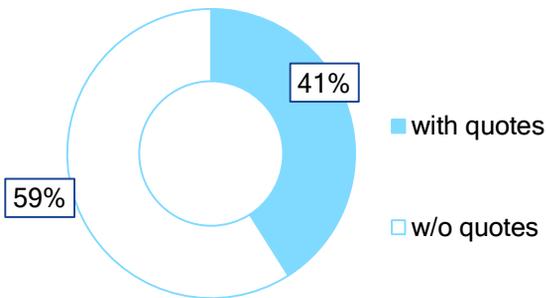
Tone



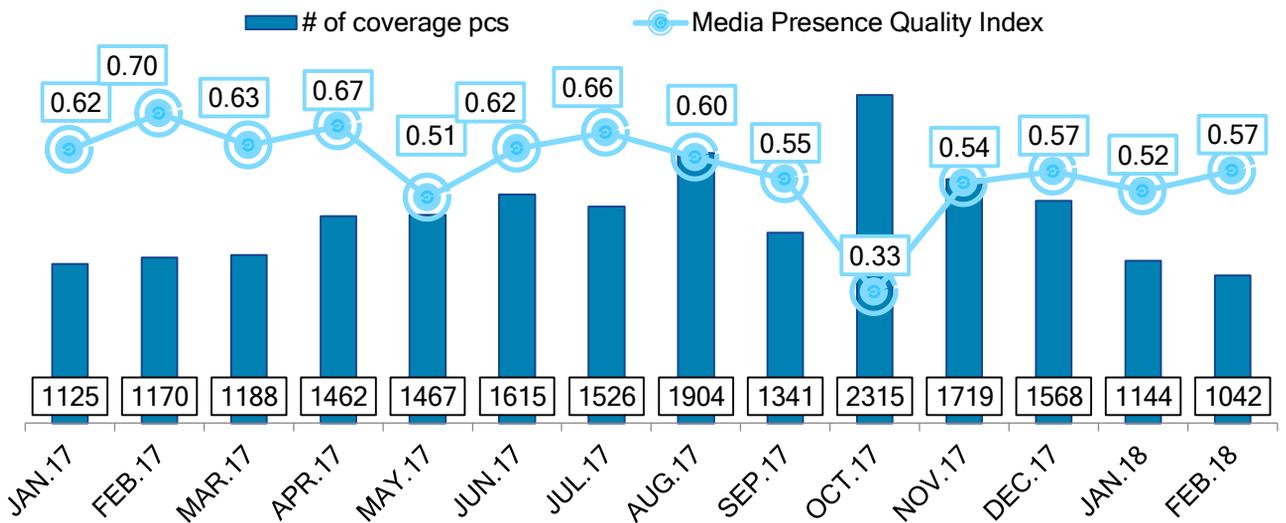
Positive to Negative Press Ratio



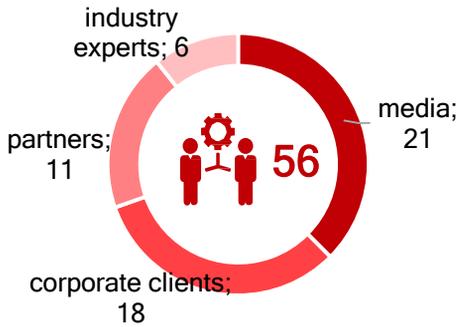
Ingosstrakh Speakers & Quotes



Ingosstrakh Media Presence Quality Index by Month



APPENDIX 3. EXTERNAL STAKEHOLDERS



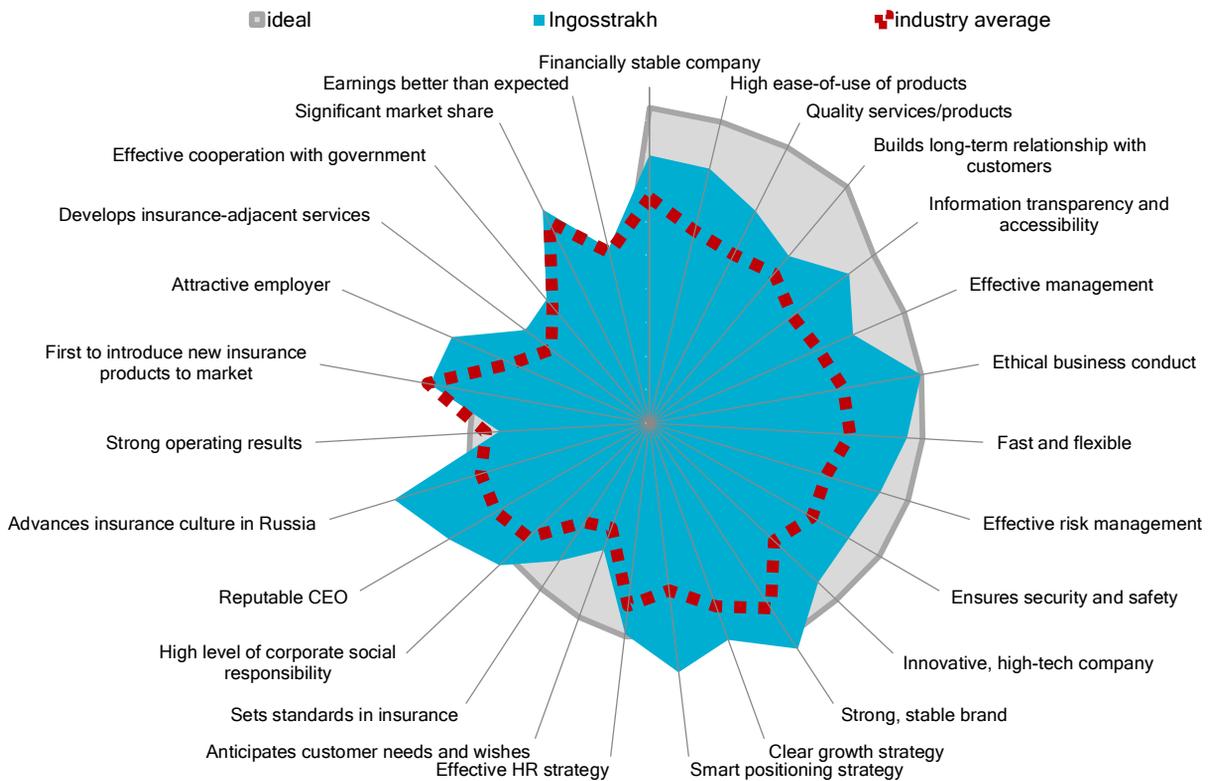
Reputation Index

Loyalty

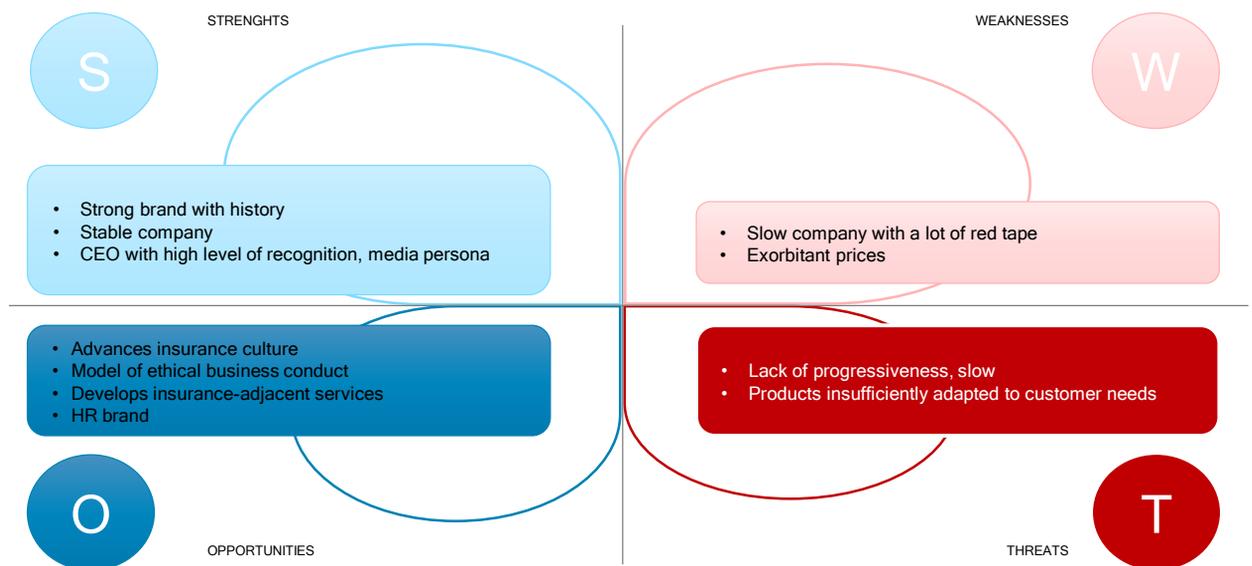
+10%
8.31

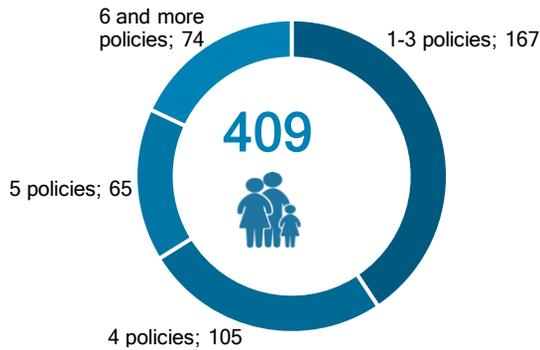
+20%
4.36

Ingosstrakh Reputation Profile vs. Ideal and Industry Average



Ingosstrakh Reputation SWOT Analysis





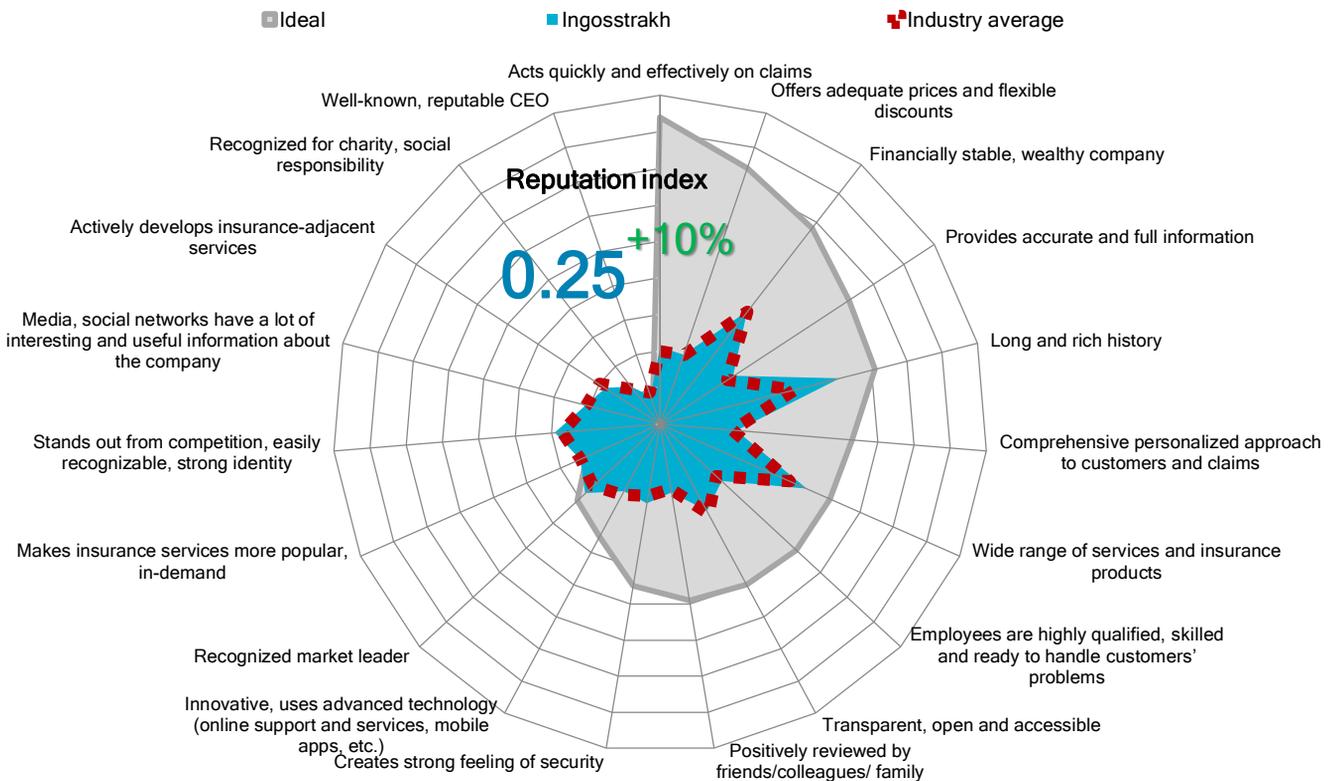
Awareness

Loyalty

+7%
3.81

#1 in industry
3.14

Ingosstrakh Reputation Profile vs. Ideal and Industry Average



Factor Analysis

Stability

time-tested company with broad portfolio of services

Recognized market leader

Long and rich history

Financially stable, wealthy company

Wide range of services and insurance products

Quality

company meets modern standard for product and service quality

Creates strong feeling of security

Acts quickly and effectively on claims

Positively reviewed by friends/colleagues/ family

Offers adequate prices and flexible discounts

Provides accurate and full information

Comprehensive personalized approach to customers and claims

Makes insurance services more popular, in-demand

Transparent, open and accessible

Innovation

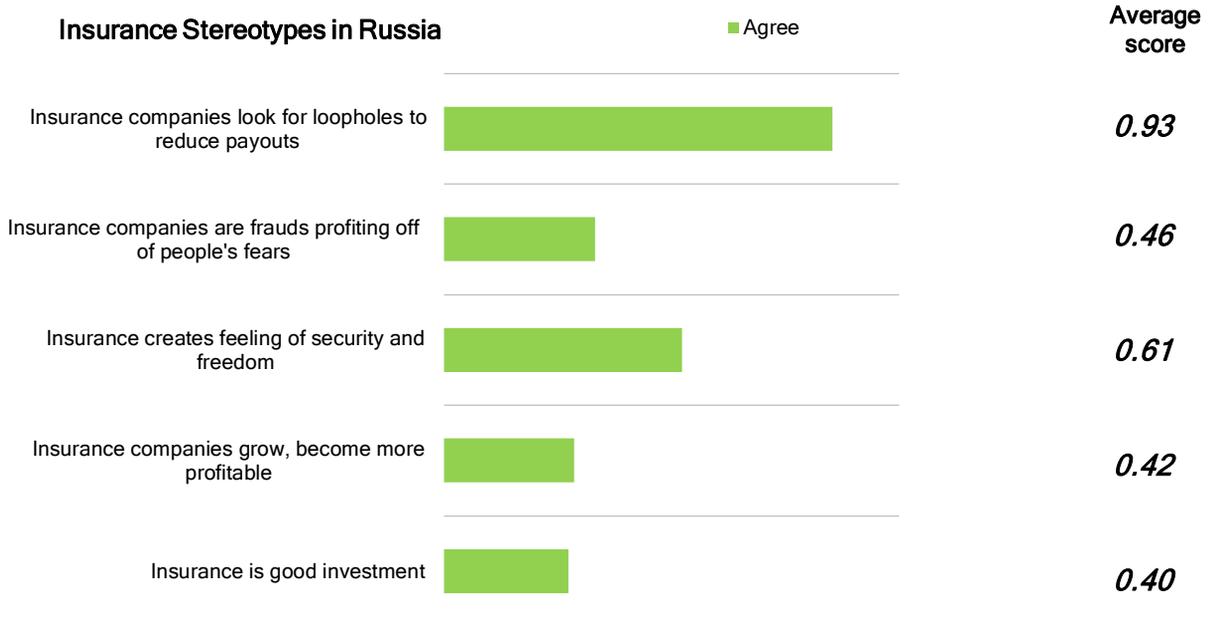
technology-driven insurer

Employees are highly qualified, skilled and ready to handle customers' problems

Media, social networks have a lot of interesting and useful information about the company

Actively develops insurance-adjacent services

Innovative, uses advanced technology (online support and services, mobile apps, etc.)



APPENDIX 6. INGOSSTRAKH 7.0 CAMPAIGN

