

How to set up a measurement system that measure what matters and continuously improves your programs

UC Davis

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CEO

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Why Measure?

“The main reason to measure objectives is not so much to reward or punish individual communications manager for success or failure as it is to learn from the research whether a program should be continued as is, revised, or dropped in favor of another approach ”

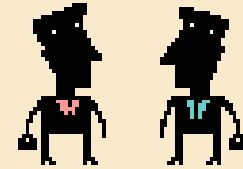
James E. Grunig, Professor Emeritus, University of Maryland

“If we can put a man in orbit, why can't we determine the effectiveness of our communications? The reason is simple and perhaps, therefore, a little old-fashioned: people, human beings with a wide range of choice. Unpredictable, cantankerous, capricious, motivated by innumerable conflicting interests, and conflicting desires.”

Ralph Delahaye Paine, Publisher, Fortune Magazine , 1960 speech to the Ad Club of St. Louis



A Metrics Timeline



MSM

Online

Social Media

Eyeball counting

HITS

Engagement

Panels

Content
Analysis

Web
Analytics

Business
Intelligence

The Evolution of Social Media

2000-2004

Social Media/CGM
emerges as a technology
function



Social
Media

2004-2010

Force-fitting Social Media
into Existing Structure



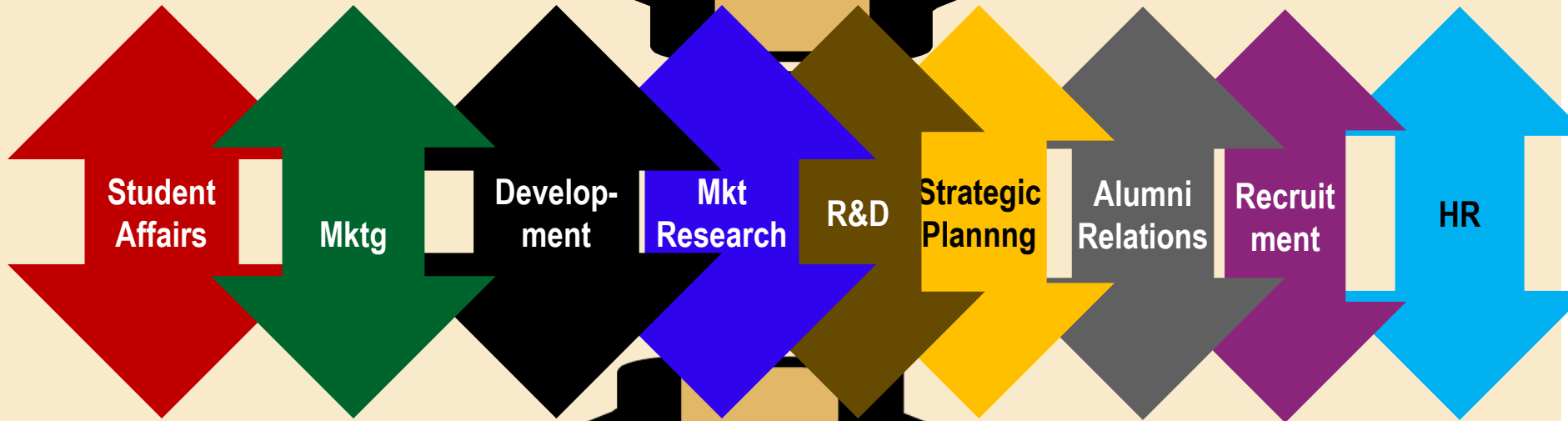
2010-2015

Integrating Social Media
into the Organizational
DNA



It's not all about you, so get over it

Conversations



Savings, shorter cycles, more renewals, better ideas, research



Social Media = Profit Opportunities

- 📍 Going where the fish are = Greater efficiency:
 - 🌟 44 % of junk mail goes to landfills unopened . Response rates <0.25% now acceptable; on average less than 1 % of all emails is opened & acted upon.
 - 🌟 Old Spice, Sodexo, Dell
- 📍 Greater loyalty: Listen for need, respond with help
 - 🌟 Home Depot, Network Solutions, Comcast
- 📍 Greater engagement:
 - 🌟 Quilted Northern, USO
- 📍 Better ideas, products
 - 🌟 Dell Ideastorm, Starbucks, Compare the Market
- 📍 Prevent brand damage
 - 🌟 Southwest, PSNH
- 📍 Make more money
 - 🌟 NPR @Acarvin; HSUS, Goodwill, Southwest, Stanford



Social Media: Profit Threats



Insensitivity



Kenneth Cole, UCLA



Poor planning



Groupon,



Lack of internal coordination



GoDaddy, Aflac



Not following the rules



Edelman/Walmart,



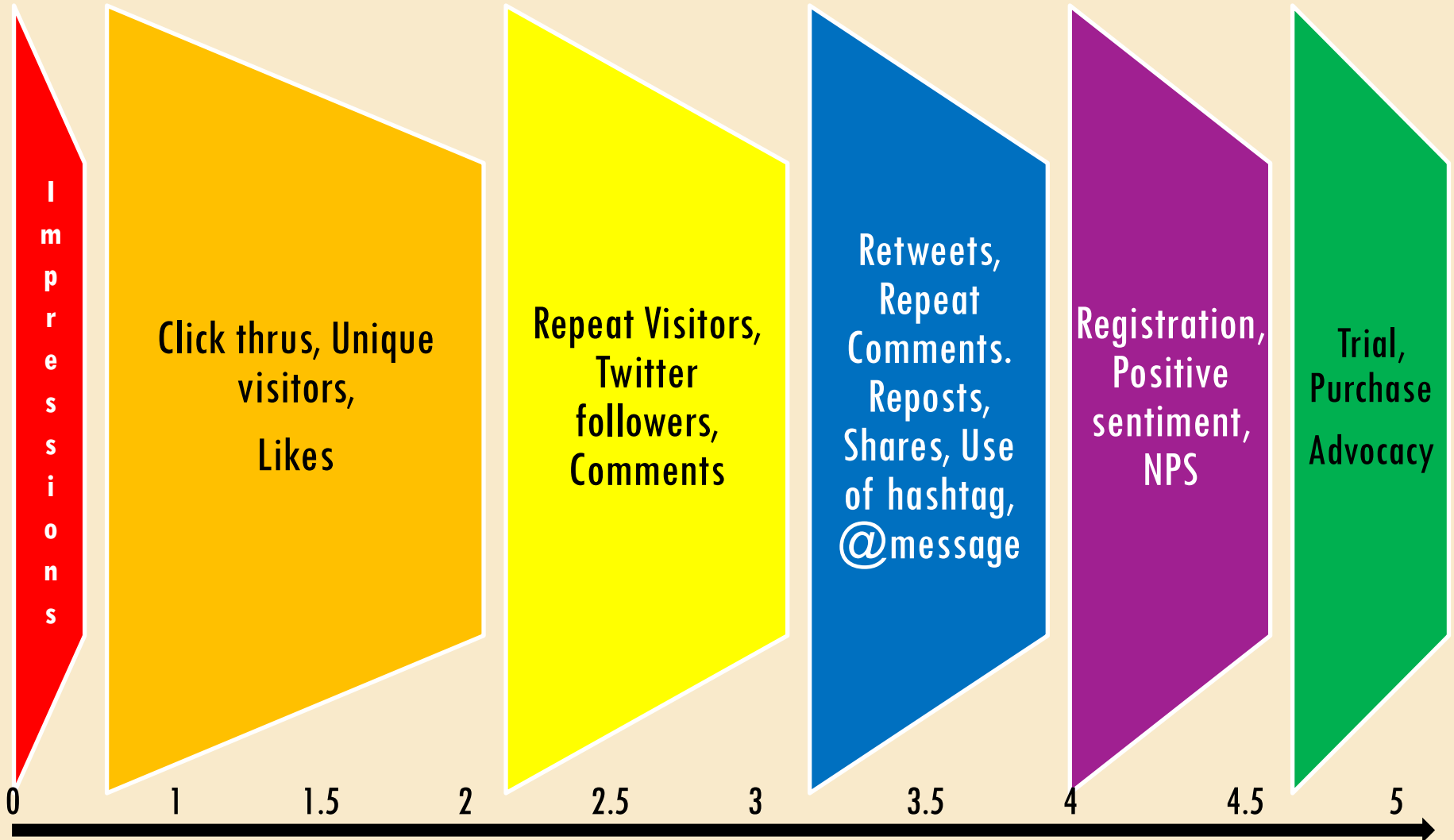
Too much screaming, not enough conversation



Most marketers



The Phases of Engagement



A word about influence tools



Measure what matters



There is no “bible”



Influence \neq Reach, GRP, or
any other magic bullet



All influence is relative



A computer cannot tell you
who matters most



The 6 steps to the measuring reputation in the 21st Century

1. Define the “R” — Define the expected results?
2. Define the “I” -- What’s the investment?
3. Determine what you are benchmarking against
4. Define the specific KPIs (what you want to become)
5. Pick a tool and undertake research
6. Analyze results and glean insight, take action, measure again

Step 1: Define the “R”



What return is expected? —

Define in terms of the business or mission



What problems are you trying to solve?

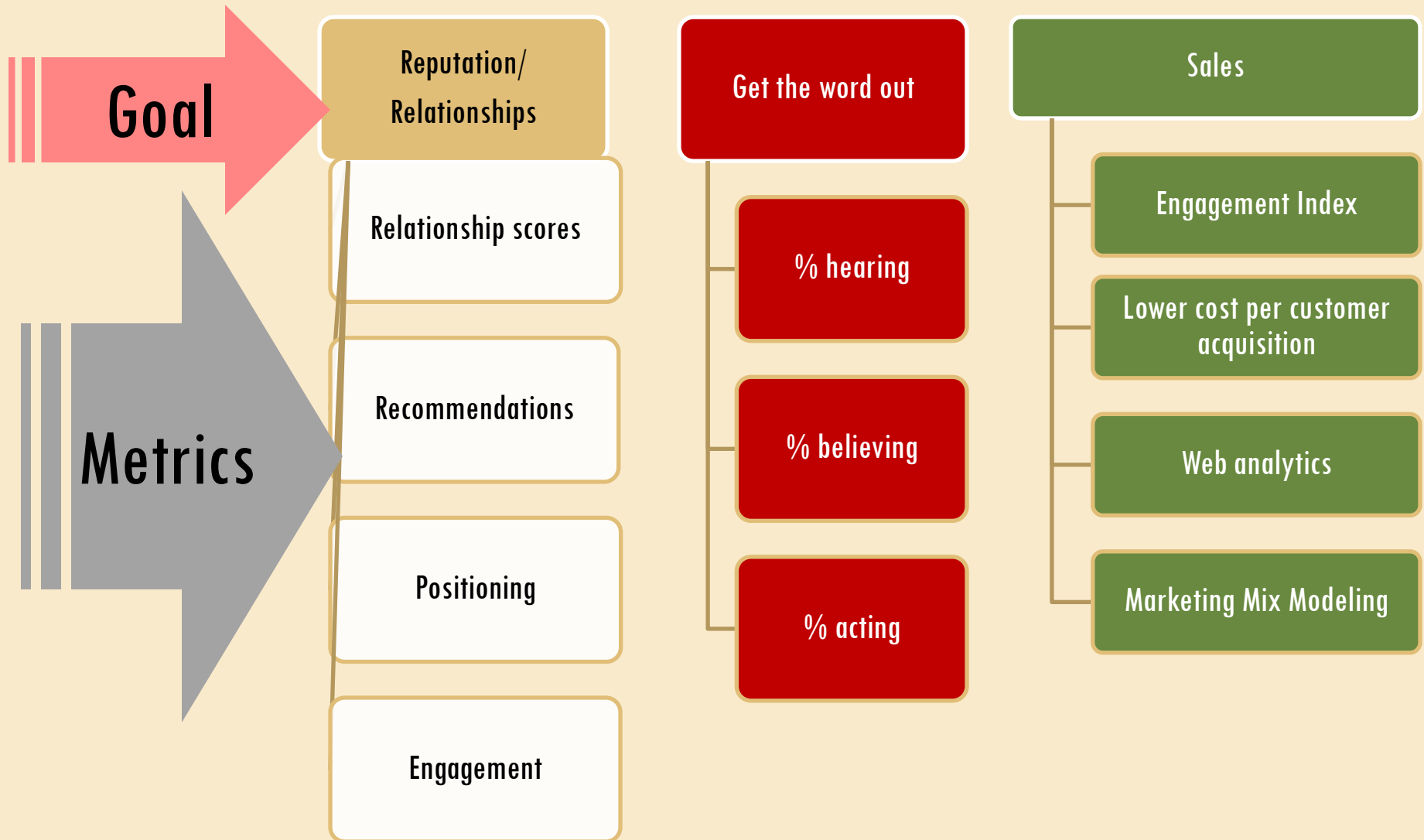


If you are celebrating complete 100% success a year from now, what is different about the organization?

What you said

1. Get message out
2. Educate
3. Cost savings
4. Awareness
5. Engagement
6. Leads/Applications
7. Applications
8. Enrollment
9. Followers
10. Retweets
11. Reduced email
12. National recognition/ranking

Goals drive metrics, metrics drive results



Reach, Influence & Clicks are not ROI!



Net Revenue/cost = ROI



Revenue = \$\$ in or \$\$ not spent



HSUS

- Flickr Revenue: \$650,000
- Contest Cost \$1000
- Net Revenue = \$649,000



Sodexo

- Twitter costs: \$30,000
- Cost savings: \$300,000
- Net savings (ROI): \$270,000




Step 2: Define the “I”



Social Media is not “FREE”

 **Dedicated Personnel Time**

 **Opportunity Costs**

 **Resources**

 **Facebook Ads**

 **Agency compensation**

 **Senior Staff time**

Step 3: Define your benchmarks



Past Performance



Different programs, different tactics



Think 3



Peer



Underdog nipping at your heels



Stretch goal





Whatever keeps the C-suite up at night

What you said





1. Other nationally ranked universities
59.1%
2. Other UC campuses 54.5%
3. Other higher educational facilities in the Sacramento region 27.3%
4. Other regional recreational and entertainment opportunities
18.2%
5. For-profit online degree programs
9.1%
6. Nonprofit online degree programs
9.1%
7. Other philanthropic options 9.1%

Step 4: Define your Key Performance Indicators (KPIs)




 You become what you measure, so pick your KPI carefully

-  You decide what's important
-  Benchmark against peers and/or competitors

 The Perfect KPI:

-  Gets you where you want to go (achieves corporate goals)
-  Is actionable
-  Continuously improves your processes
-  Is there when you need it

 KPIs should be developed for:

-  Programs
-  Overall objectives
-  Different tactics



One possible KBI: The Optimal Content Score



You decide what's important:



Benchmark against peers and/or competitors



Track activities against OCS over time



Desirable:



Mentions of the brand



Key messages



Favorable Positioning



Visibility



Undesirable



Omitted



Negative tone



No key message

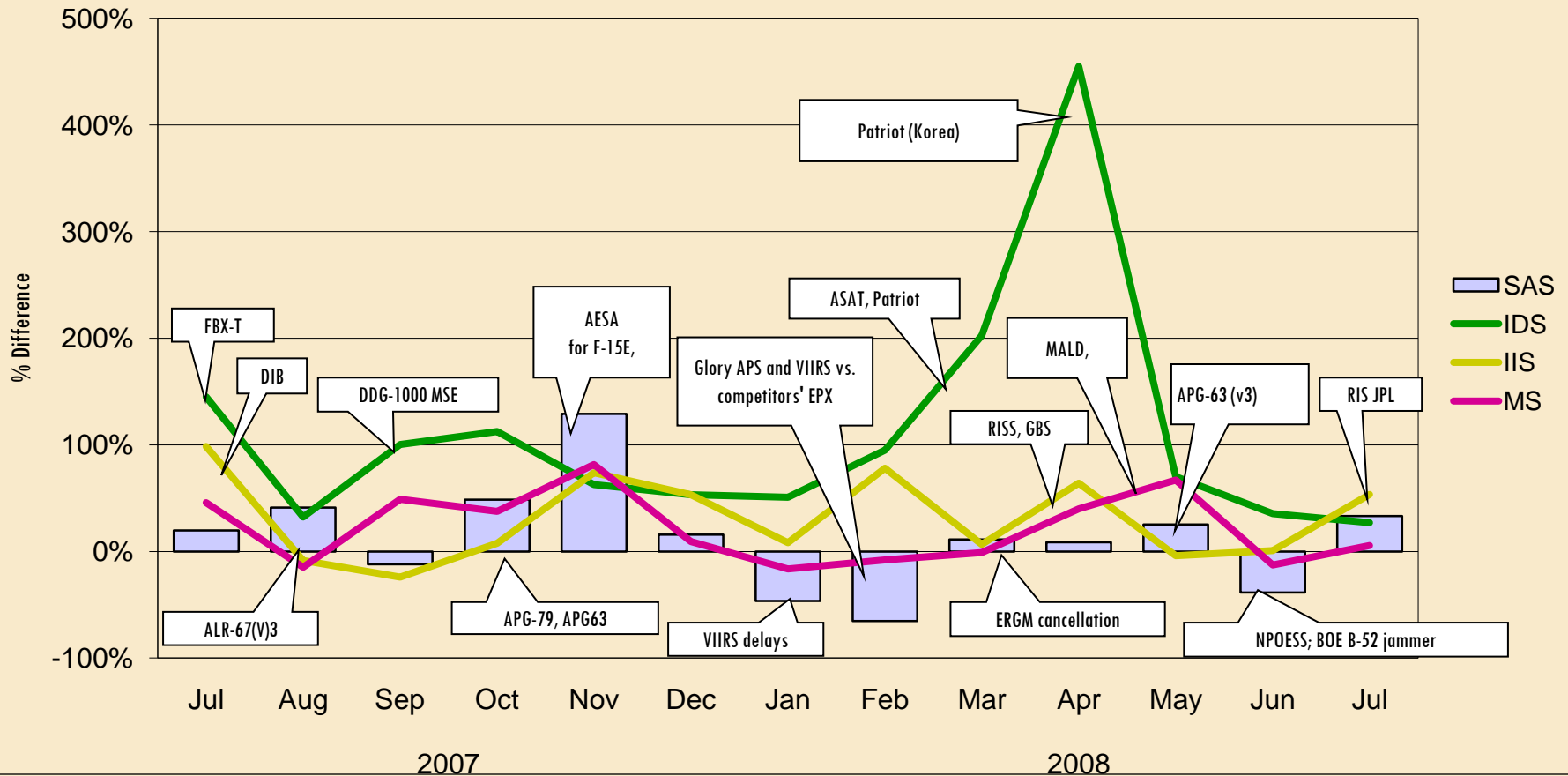


Unfavorable positioning

Charting KBI over time between divisions

Kick Butt Score Relative to other LOBs

The Percent Difference Between Each Business Unit's Average KBI and the KBI for each Business Unit

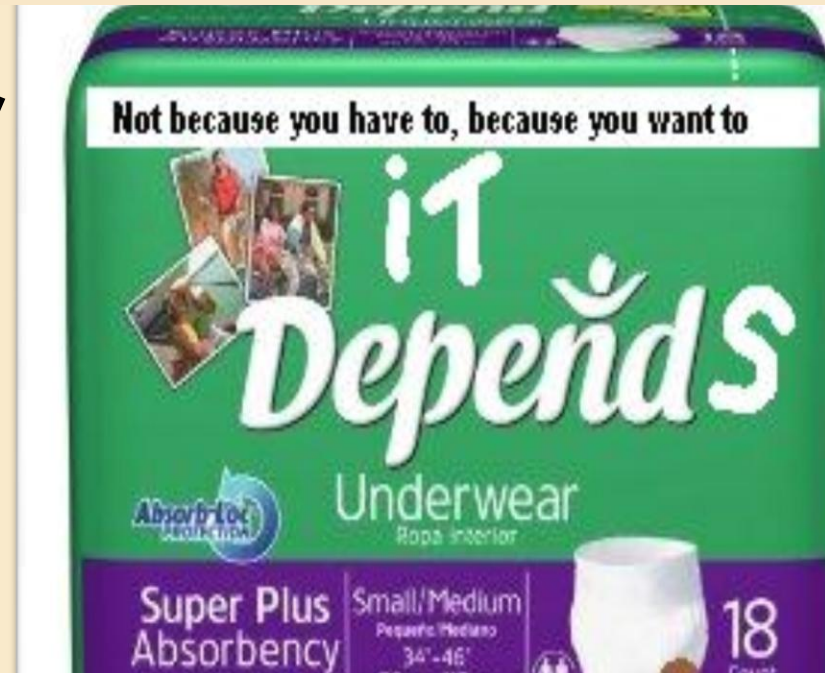


Step 5: What's the right measurement tool?

🕒 If you want to measure messaging, positioning, themes, sentiment: **Content analysis**

🕒 If you want to measure awareness, perception, preference: **Survey research**

🕒 If you want to measure engagement, action, purchase: **Web analytics**



Step 5: Selecting a measurement tool

Objective	KPI	Tool
More efficient customer acquisition	% decrease in cost per customer acquisition % increase in leads vs. activity	Web Analytics + CRM
Reduction in churn	% renewal rate by activity % repeat traffic	Web Analytics + CRM
Engage marketplace	Conversation index greater than .8 Rankings % increase in engagement	Web analytics or Content Analysis: TypePad, Technorati Omniture, Google Analytics
Communicate messages	% of articles containing key messages Total opportunities to see key messages Cost per opportunity to see key messages	Media content analysis —

Cautionary Content Tales



“Cleveland Fed,” MIT,



Google Gamers



“Not” lists



The better we get at managing the
flow, the better the spammers get
at pushing stuff at us



Measurement of places you control

Location	Metric
Corporate Blogs	% increase in repeat visits, ration of posts to comments
Facebook Page	Length of threads, % increase in likes , tone of comments
Twitter Account	Retweets, Use of hashtags
YouTube Channel	Ratings & Comments
Foursquare	Coupon redemptions, tone of shouts

Tools to measure if they act



Coupons



Google Analytics



Omniture










Web Trends



Yowza

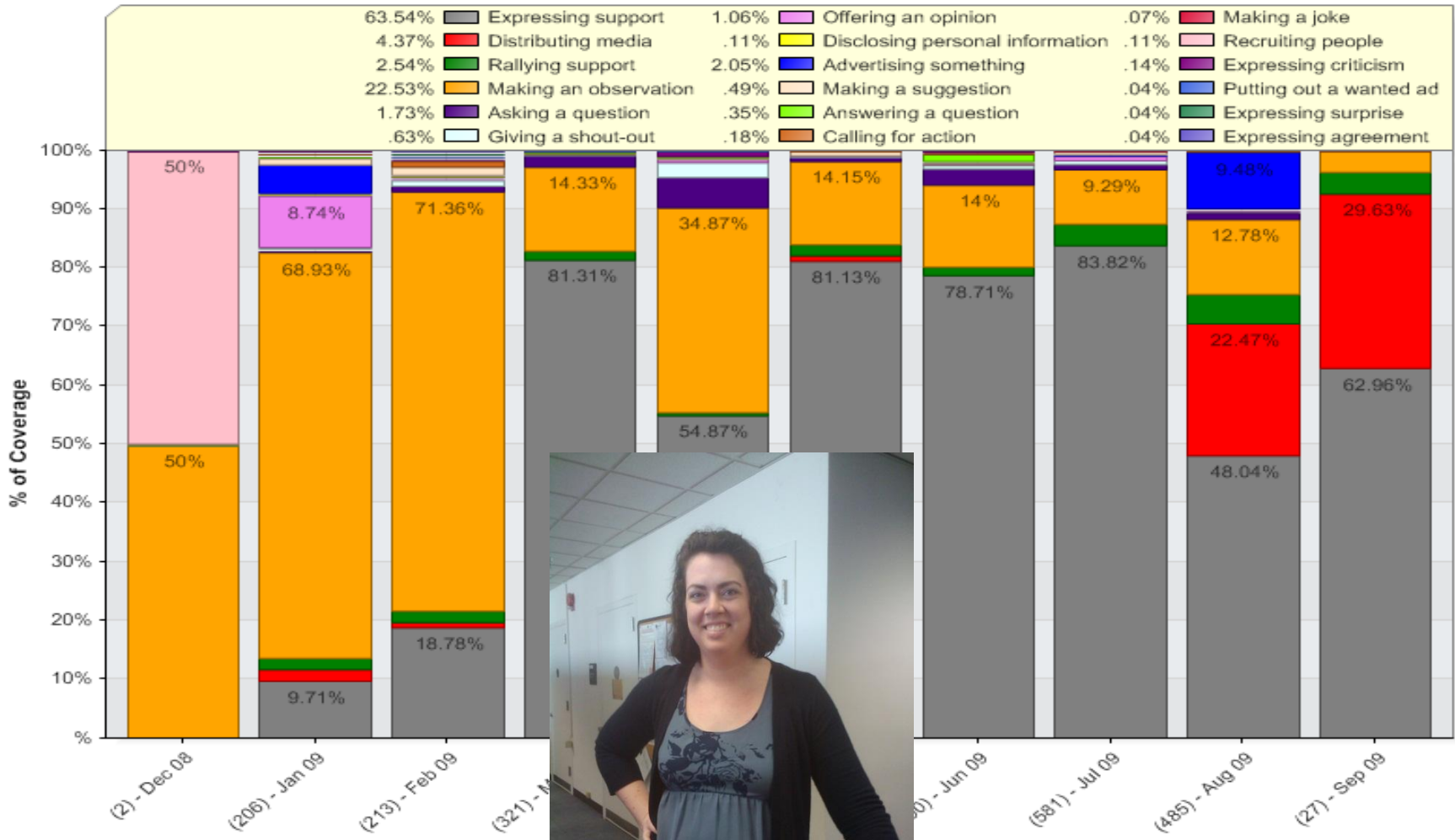


Step 6: Tying it all together: Research without insight is just trivia

-  Find your “Abby”
-  Look for failures first
-  Check to see what the competition is doing
-  Then look for exceptional success
-  Compare to last month, last quarter, 13-month average
-  Figure out what worked and what didn't work
-  Move resources from what isn't working to what is



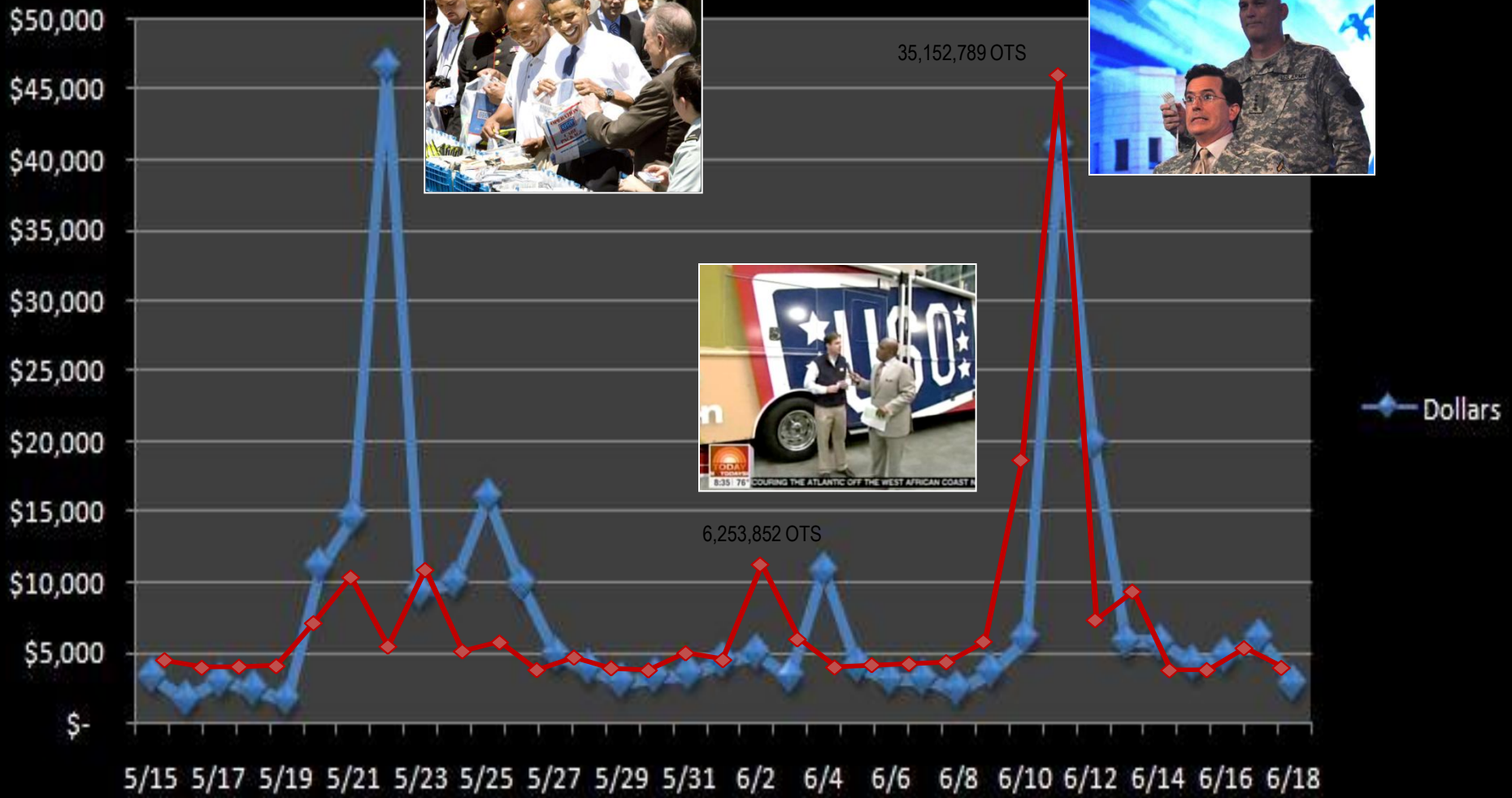
The impact of Emily



Media Engagement & Online Giving

Online Revenue


May 15th - June 18th in \$USD



Tales from the Trenches

Does your university make the grade?

 Case studies from Georgia Tech, MSU

 Step 1: Prioritize external audiences

 Students

 Faculty

 Alumnae

 Donors


 Potential students/faculty


 Parents

 Grant makers

 Government policy makers

 Step 2: Identify goals for the research


 Step 4: Do research

 Step 5: Use the data

Lessons learned

- ✦ Engagement vs mentions
- ✦ Types of conversation tell you what to pay attention to
- ✦ Focus on two or three types of social media that matter to your audience
- ✦ Top schools stay on top via social media
- ✦ Keep it personal, real & authentic
- ✦ Encourage individuals, not departments, to maintain institution blogs
- ✦ To drive engagement, encourage personal opinions and anecdotes
- ✦ Go where the interest is, don't reinvent the wheel
- ✦ Students and other members of your target audience are already visiting blogs, YouTube and Social Bookmarking sites. Leveraging the existing interest in these sites is a better way to build brand awareness than creating my our own.

Georgia Tech Case study

 Local, National, TV media included in a longitudinal study of earned media. Social Media was added as a pilot

 Selected peer institutions included

 Sports excluded

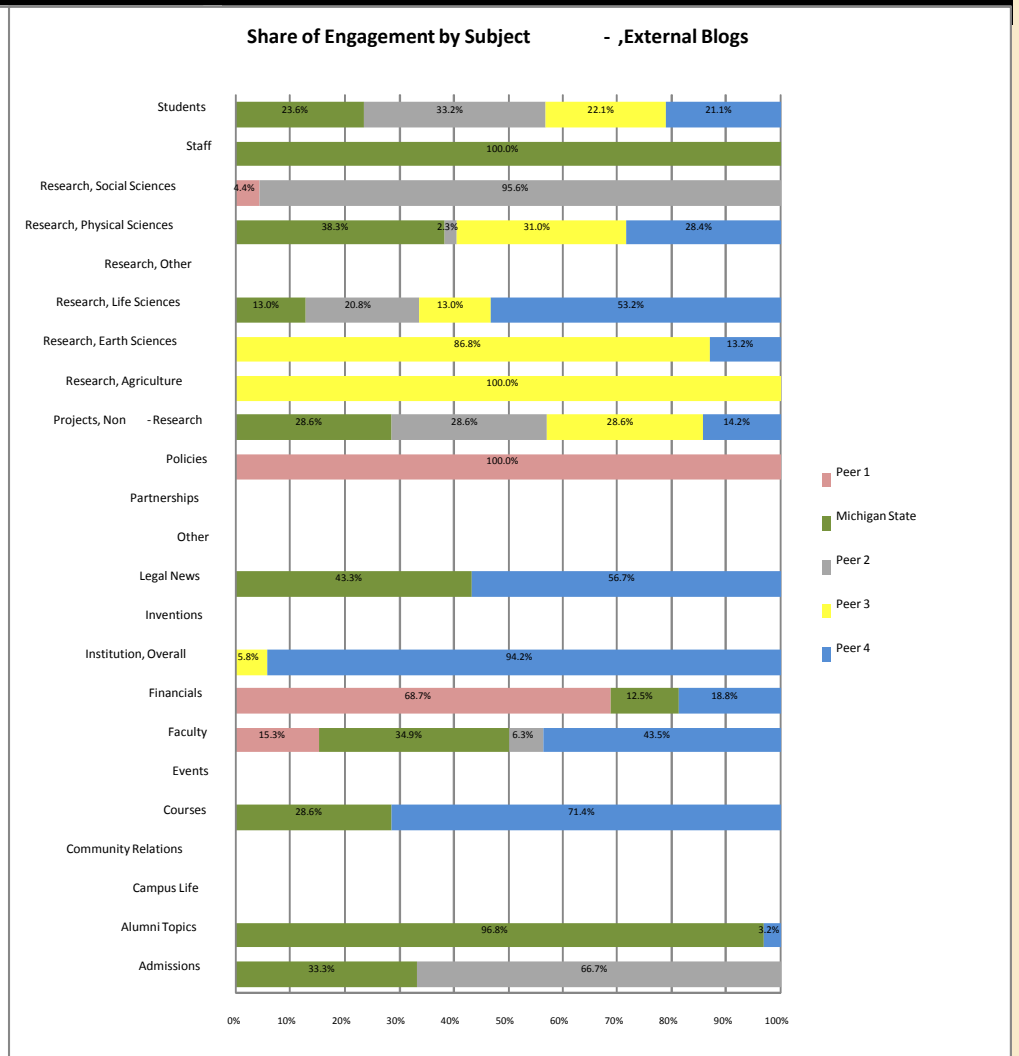
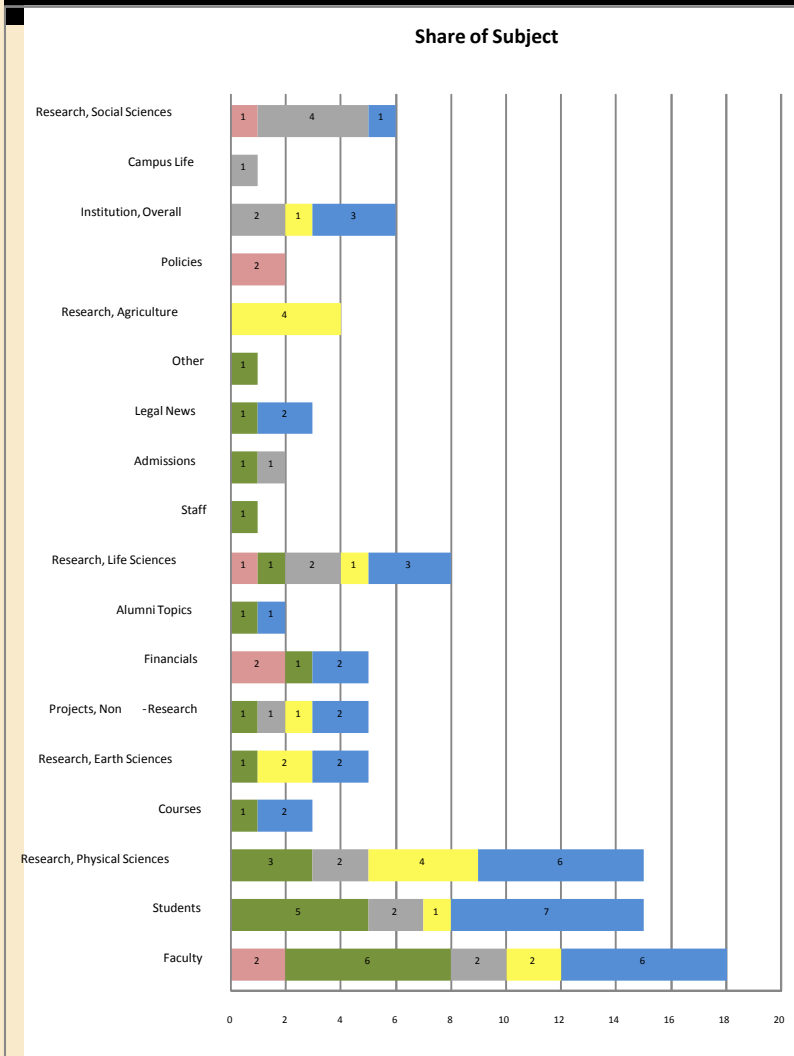
 UGM added as pilot

 All items read by member of target audience

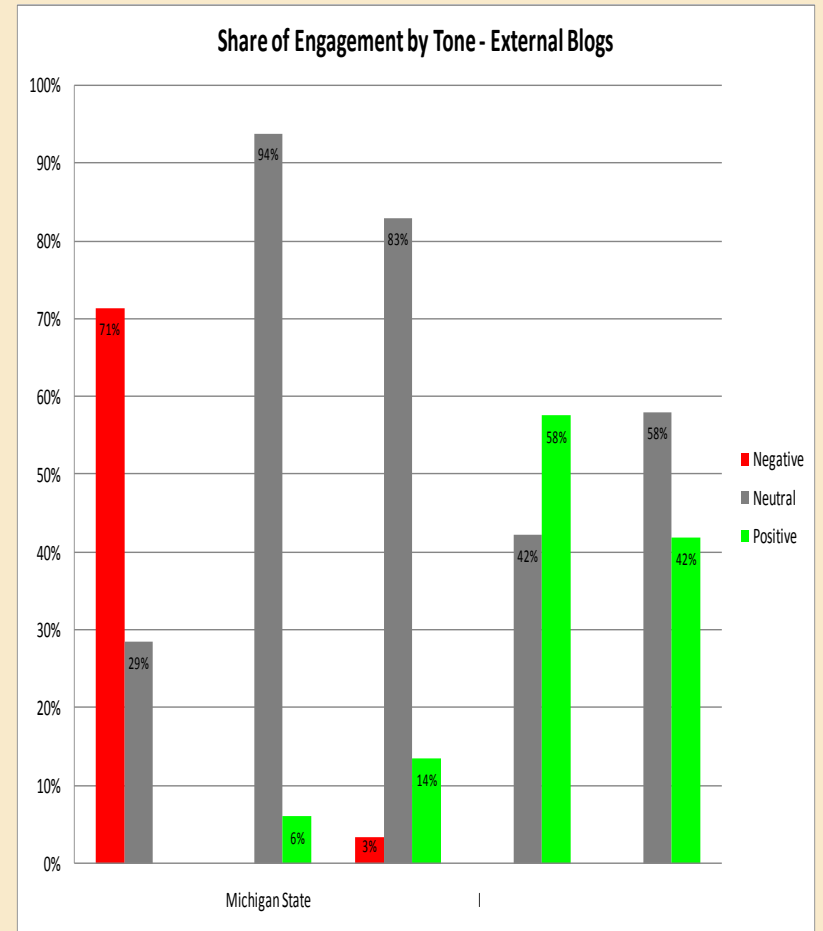
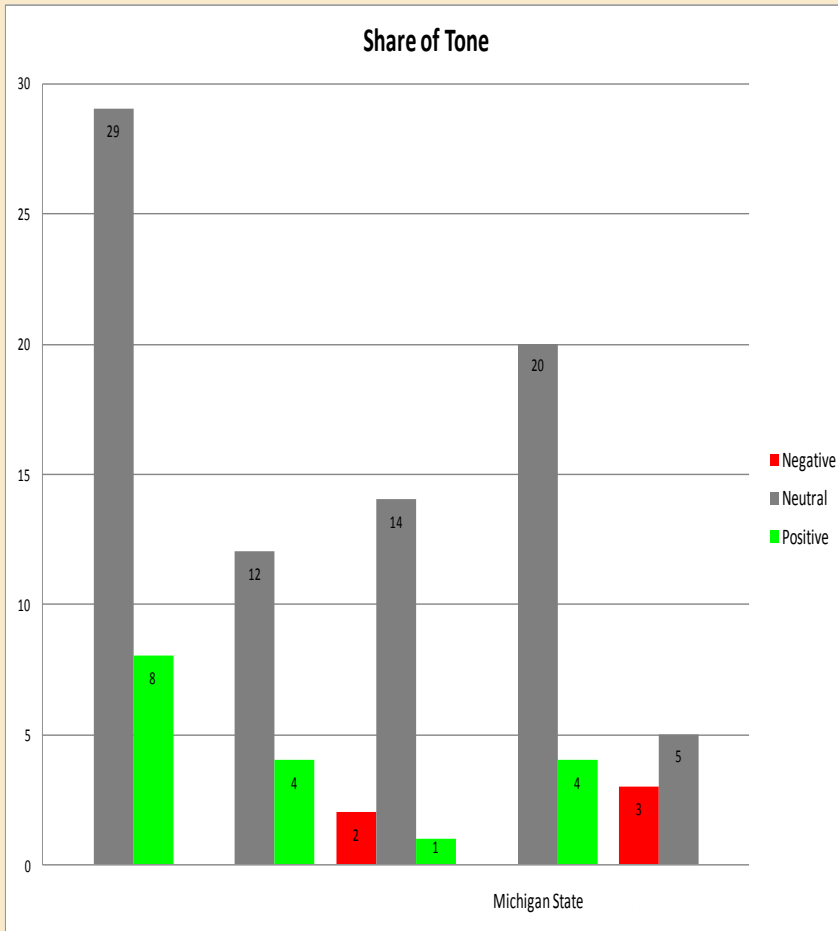
 Goals:

- Establish performance benchmark
- Observe user habits to inform UGM strategies
- Understand the influence of traditional media on UGM channels
- Provide support for funding of UGM programs

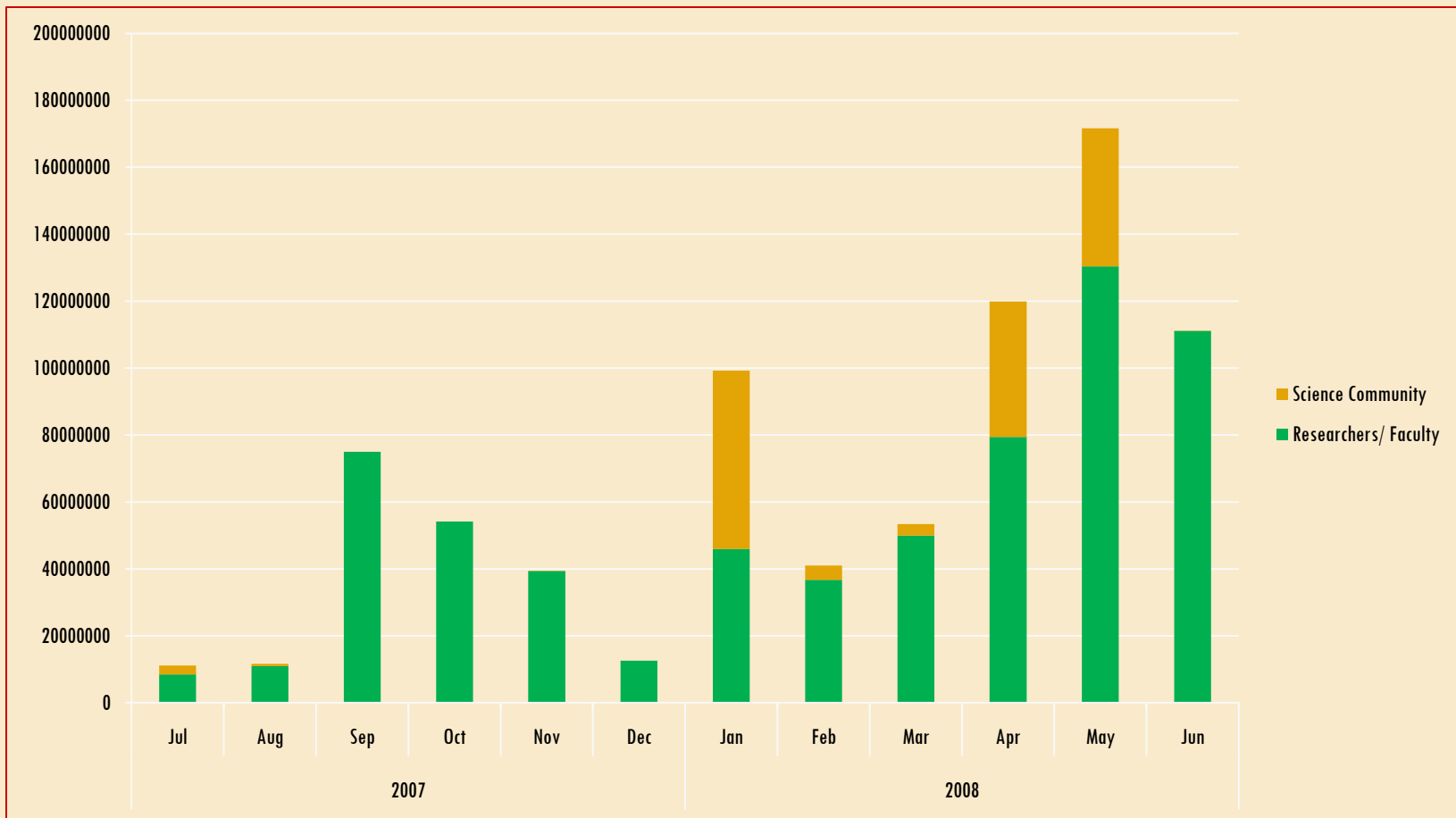
Share of conversation vs share of engagement



The vast majority of discussion in external blogs is neutral.

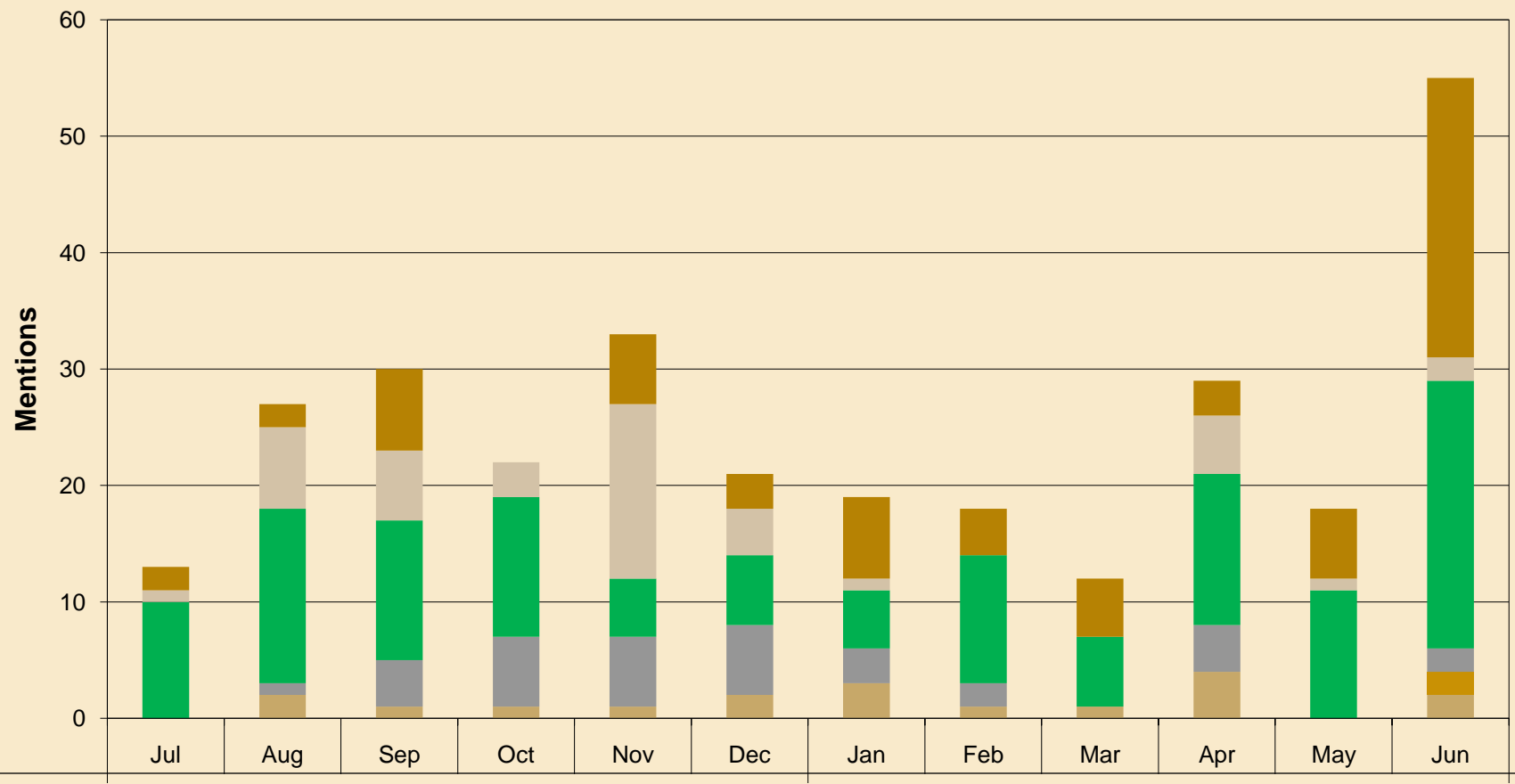


Science & Faculty quotes increased

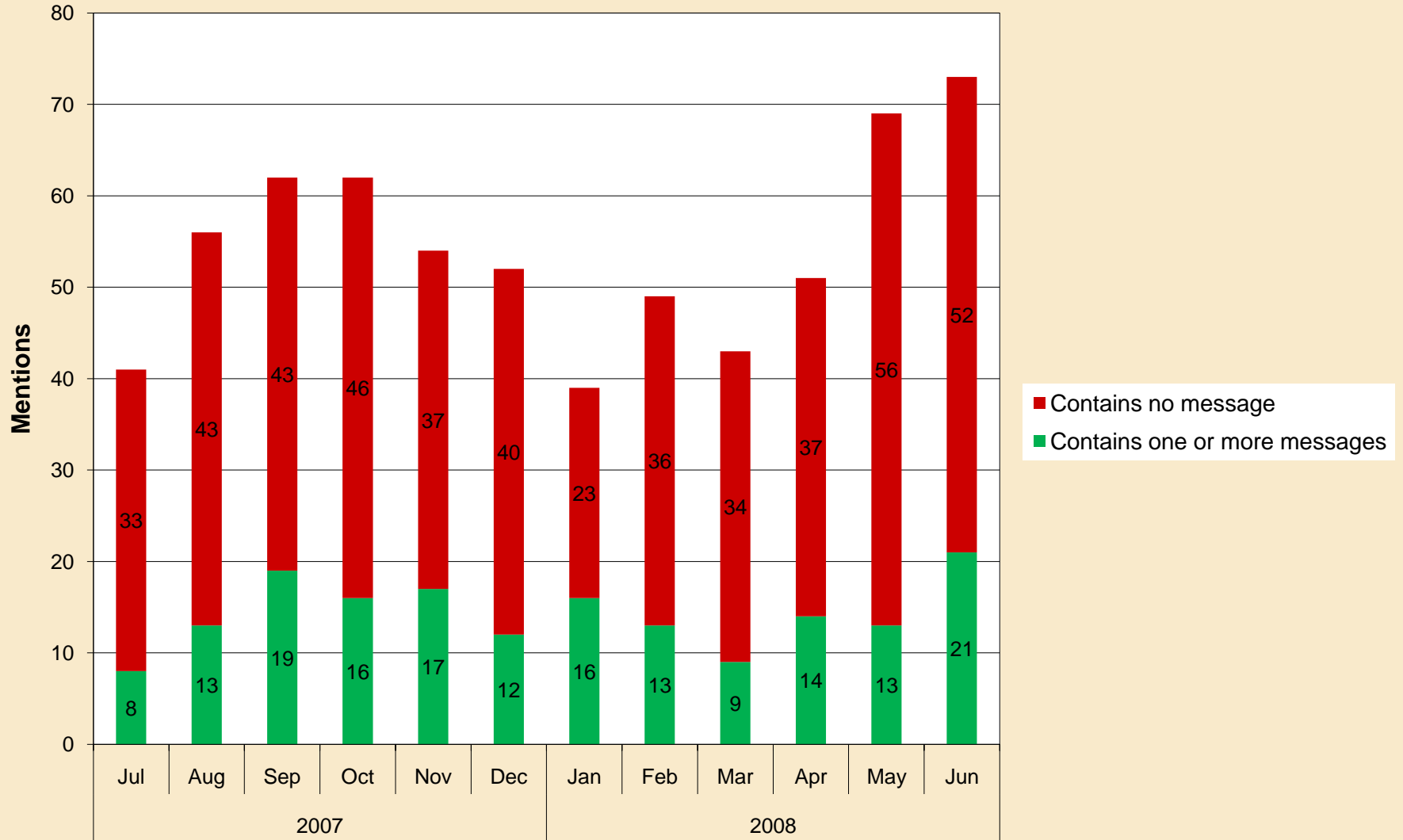


Favorable Positioning on key issues improved

- Awards/recognition of excellence
 - Social responsibility
 - Leadership - policy, best practices
- Employer of choice
 - Leadership - innovation/advanced research
 - Leadership - educational quality



Communication of key messages has improved



Overview of Key Metrics

Peer 1 was the competitive leader in all but *YouTube*, where Peer 4 and Peer 3 led.

Actions attributed to individuals were responsible for most content, except on *YouTube*.

	Bookmark.	Facebook	Ext. Blogs	Inst. Blogs	YouTube	MSM
SOV	2%	—	8%	9%	11%	7%
Popularity	230 bkmks	500/mo.	—	20 links	150k views	—
Engagement	59 cmts	1 day	13 cmts	2-12 cmts	2 cmts	—
% Positive	20%	32%	54%	50%	15%	15%
% Negative	0%	0%	4%	0%	1%	2%
Strat. Mess.	40%†	18%†	42%	42%†	18%	38%

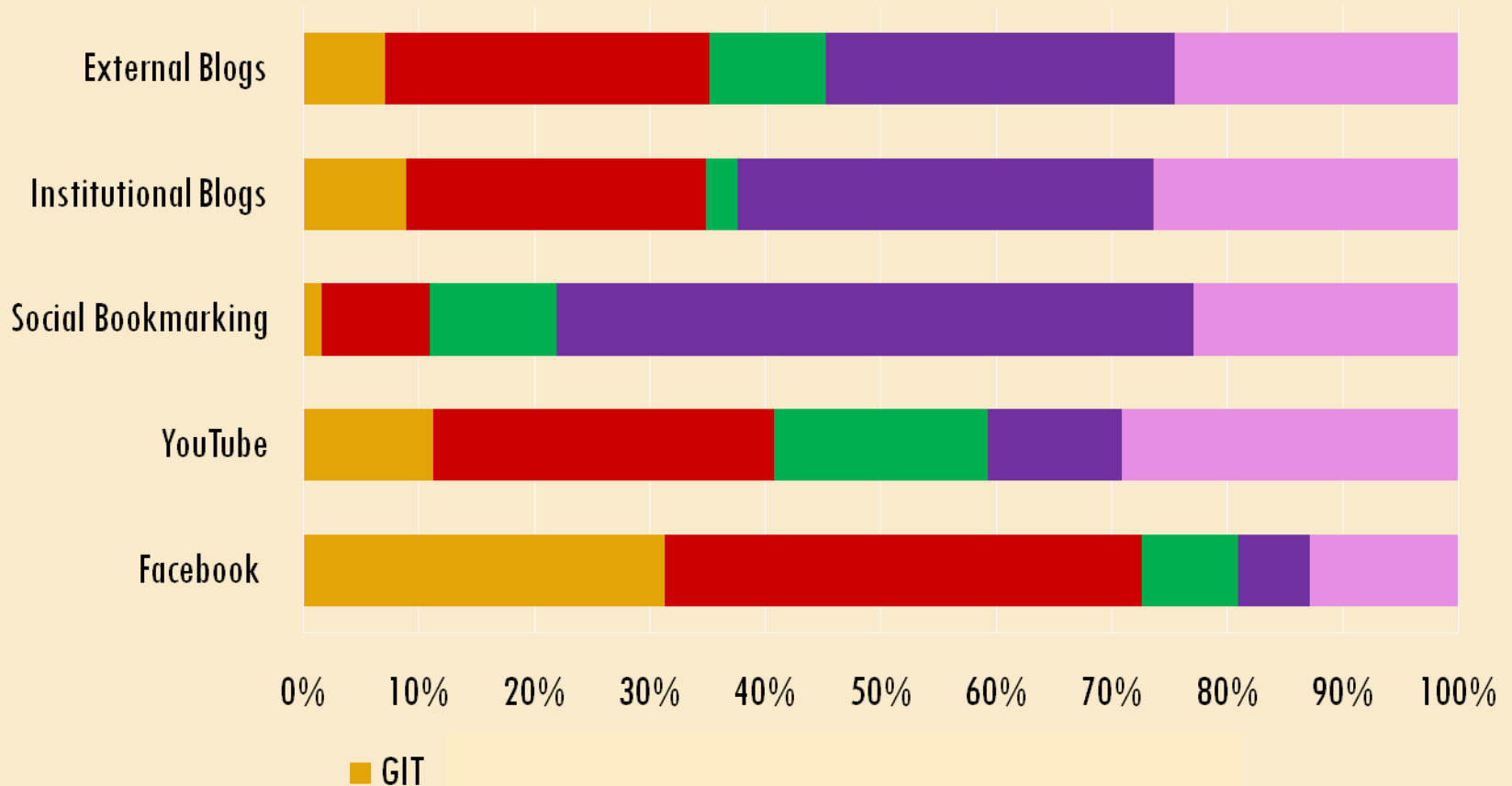
† Small base size. Findings are directional only.

Few subjects appear across all forms of social media, so tailor outreach accordingly

Rank Order	Facebook	YouTube	Social Bookmarking	External Blogs	Institutional Blogs
1	Campus Life	Events	Courses	Faculty	Campus Life
2	Sports	Campus Life	Projects, Non-Research	Research, Physical Sciences	Events
3	Technology	Faculty	Research, Physical Sciences	Institution Overall	Institution Overall
4	Product Services	Courses	Events	Expert Commentary	Institution Sub-Groups
5	Events	Institution Overall	Faculty	Events	Admissions

Peer 1 dominates social bookmarking, institutional blogs, Peer 4 leads on Facebook

Share of discussion by media



Influence of traditional media

On average, bloggers included as many as six links to external content in a post, the number three source being traditional news media sites.

Links to its newsroom accounted for 26% of links to *mit.edu* on blogs.

On Facebook, traditional news media sites were the source of 25% of popular items posted to profiles.

One third of content on social news sites was from traditional media sources.

Twice as many hard news stories were posted to social news sites as features.

Selected Traditional Media Outlets Among Popular Sources of Content

BBC

Boston Globe

CNET

CNN

EurekAlert!

Google News

Los Angeles Times

The New York Times

Pittsburgh Post-Gazette

San Francisco Chronicle

Washington Post

Recommendations: Safe Bets

Safe Bets: Subjects that result in desirable, engaging discussion

Research that has resulted in a new, demonstrable **invention**.

Research in engineering, computing and robotics.

Faculty achievements, lectures and appointments.

Events, especially **competitions**.

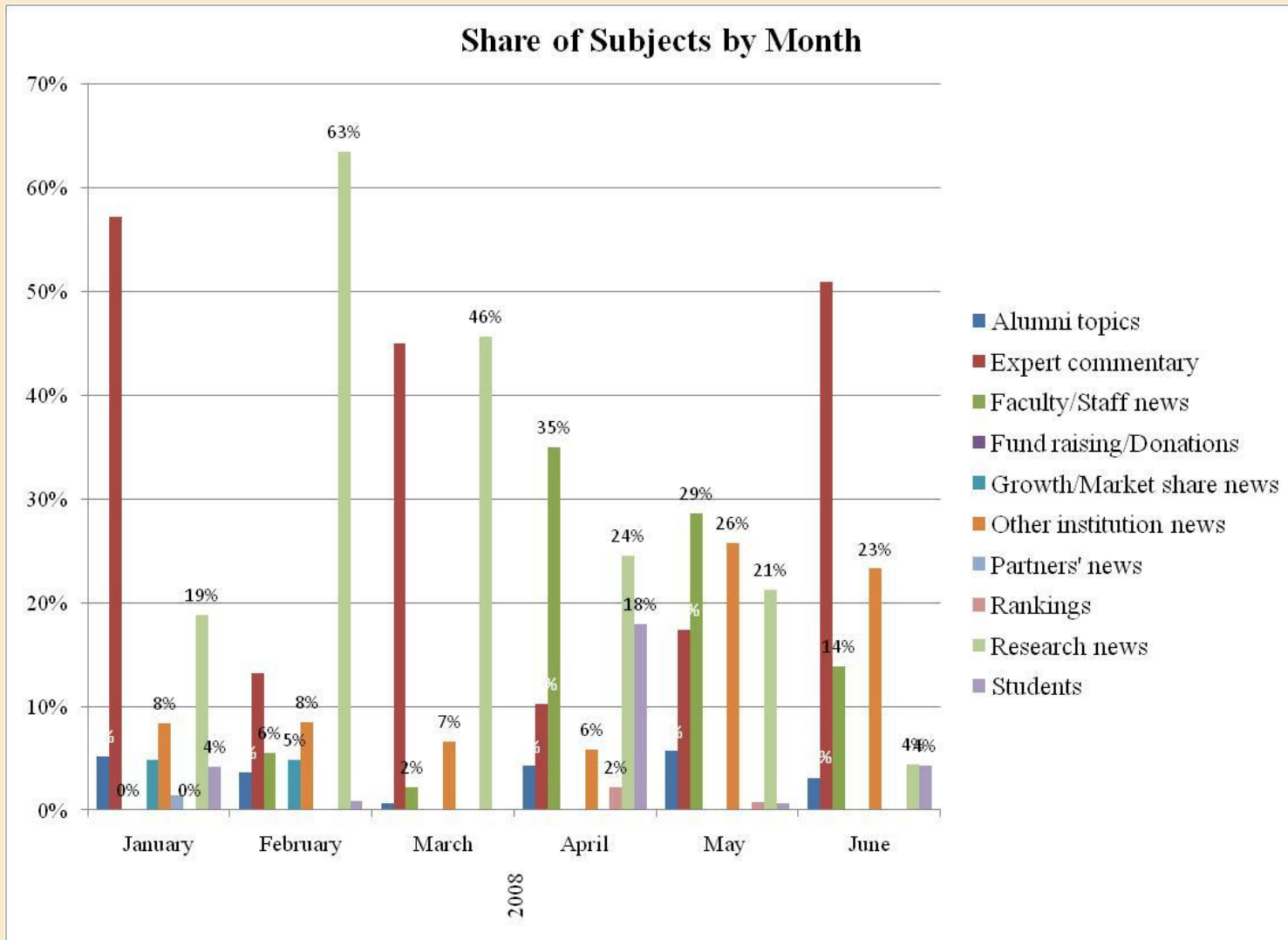
On institution-supported blogs, **campus life**, depictions of student life and admissions procedures.

On external blogs, **expert commentaries** by faculty, especially political commentary.

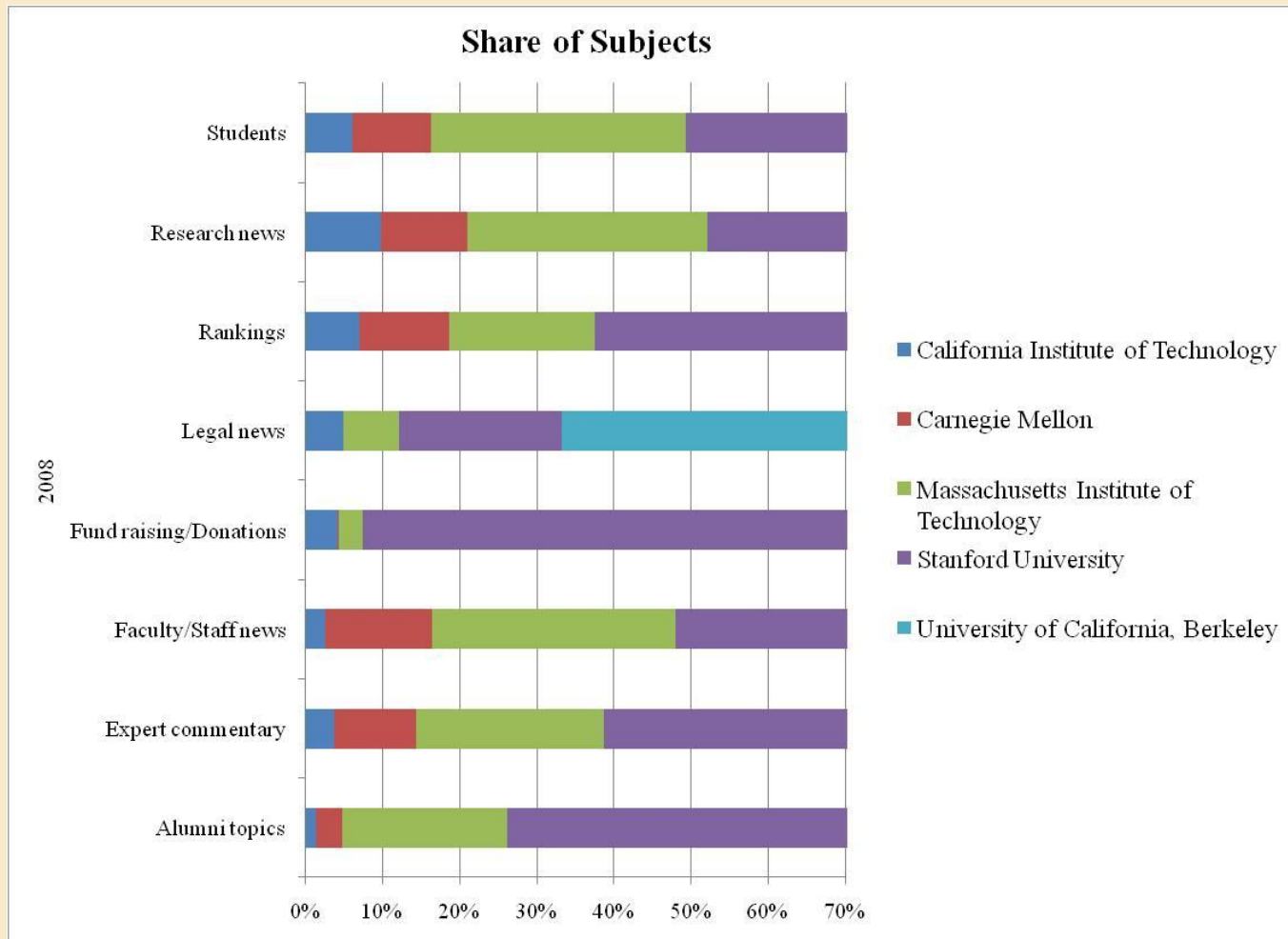
Emerging benchmarks

- 🔍 Engaged = 13 comments per post
- 🔍 Hyper-engaged = 35 comments per post
- 🔍 After 3 days most comments are done, 14 days max
- 🔍 Social Bookmarking momentum = 1 submitted item every other day
- 🔍 Message should be communicated in 2 out of 5 blogs

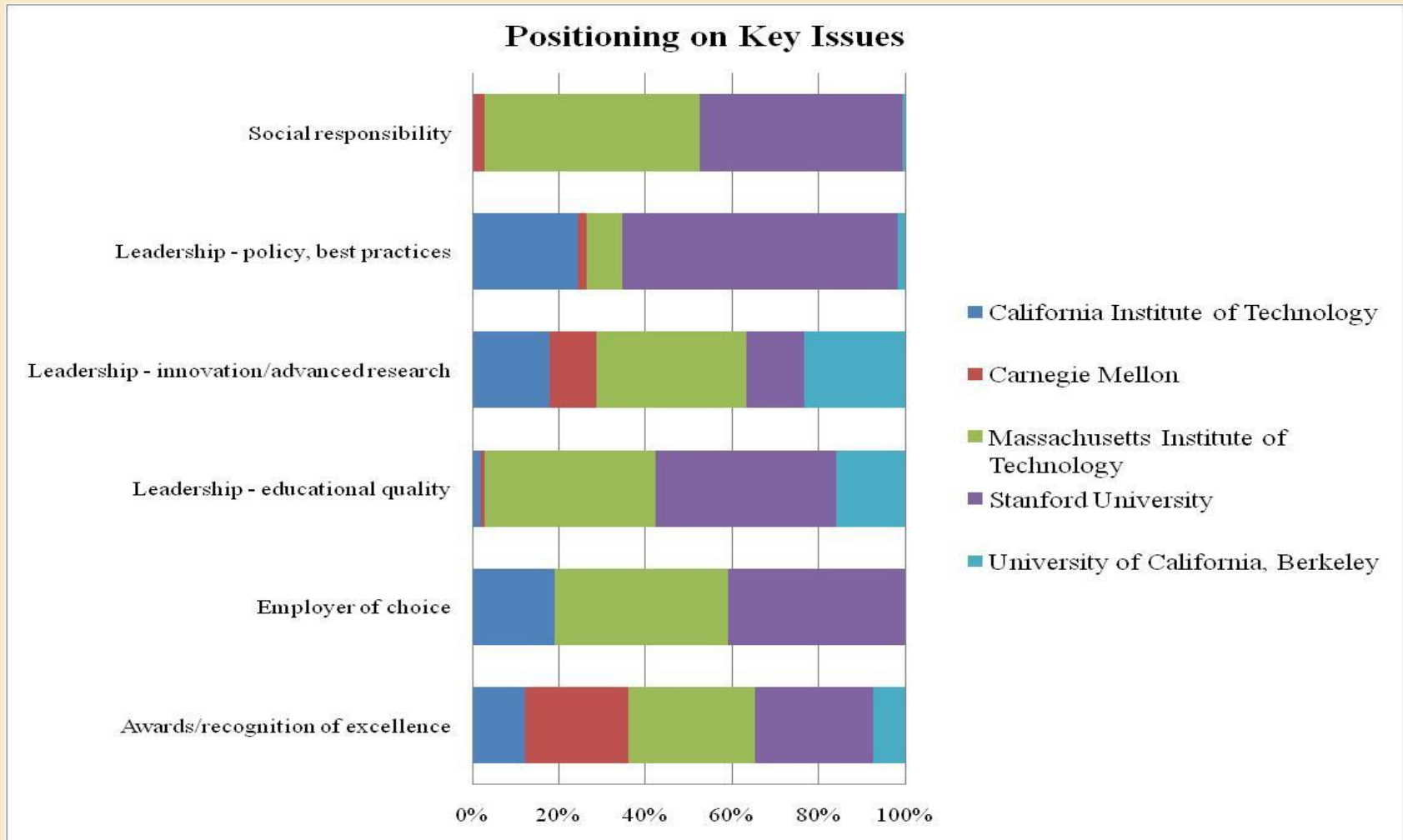
Expert commentary & Faculty/Staff news dominated C-M coverage



Stanford dominates fundraising/alumni discussions

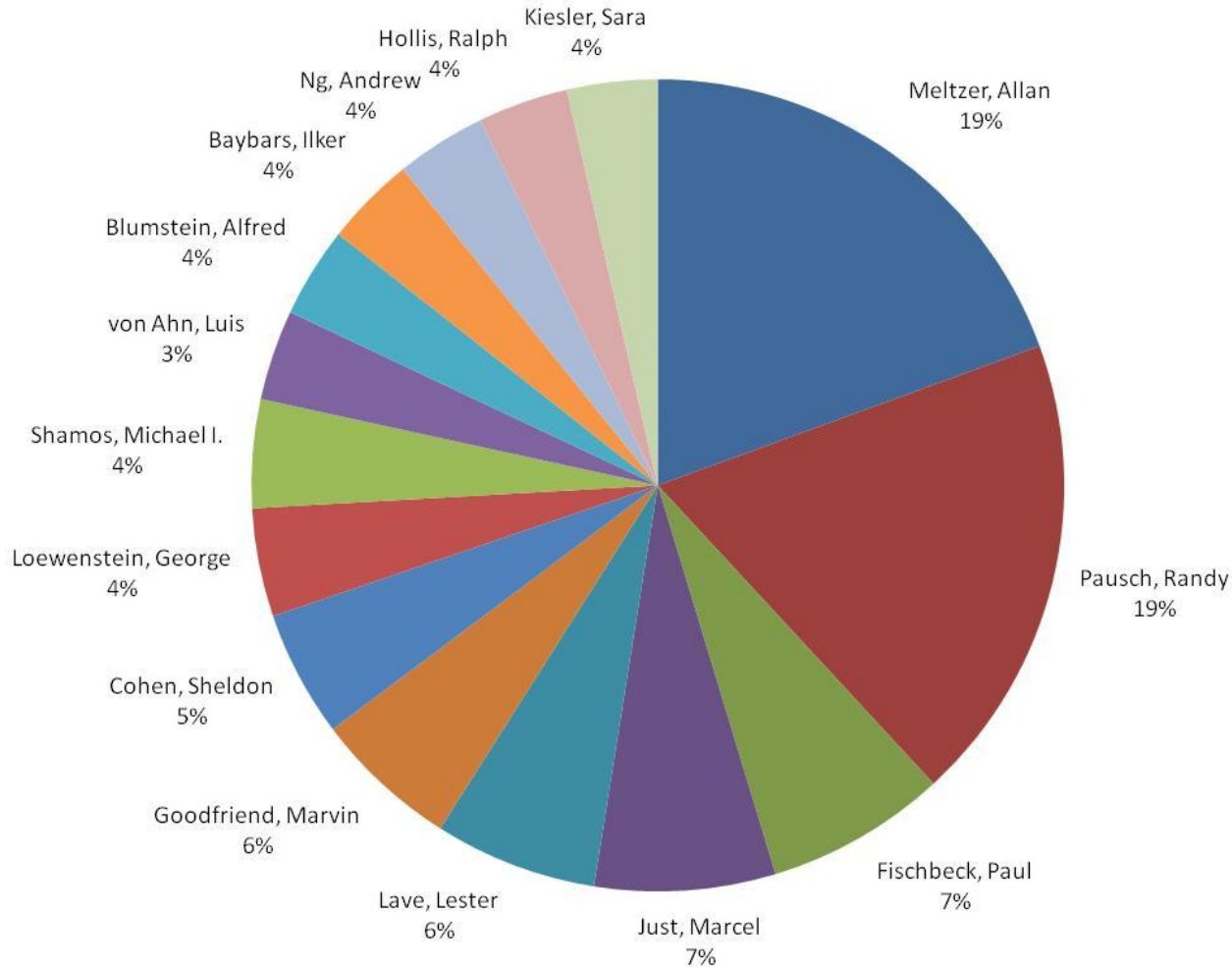


C-M lags in favorable positioning



Meltzer, Pausch were most visible spokespeople

Share of Quotes by Carnegie Mellon Spokesperson



Thank You!



For more information on measurement, read my blog: <http://kdpaine.blogs.com> or subscribe to The Measurement Standard:

www.themeasurementstandard.com



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