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Tales from the Trenches, How Organizations are Measuring Value in Social Media

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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

Conquering your fears

Fear	Response
I'm afraid that metrics will reveal that my program isn't working	• If it's not working, why keep doing it?
I'm afraid of what I'll hear	• If you're deaf to the conversation, only your enemies will hear it
I'm afraid I won't be able to justify my program/existence	• It's not about justifying, it's about improving
I'm afraid I'll be fired for not showing the right numbers	• You should be fired for not showing any numbers
I'm afraid to admit that I don't know how to measure	• Learn the language of business first, measurement will follow

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A measurement timeline

MSM	Online	Social Media
Eyeball counting	HITS	Engagement

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Social Media renders everything you know about measurement obsolete

Old School PR   21st Century Role of PR

- You can't talk when the marketing department is talking sales, leads and revenue
- Impressions are impossible to count in social media
- Who cares about impressions when you can measure brand engagement ?
- Who cares about reach when you can measure revenue?
- Wouldn't you rather be closer to your customers?
- Better measurement tools are available

Why Traditional Metrics (AVEs) are like buggy whips

- They both confuse activity with outcome
  - The goal is to arrive at your destination, not to have a faster horse
- They both were based on a flawed premise
  - Neither PR people nor horses respond well to beatings
  - Comparing PR to Advertising is like comparing the Surrey With a Fringe On Top to the Space Shuttle — they serve different purposes
- They both were rendered obsolete by technology

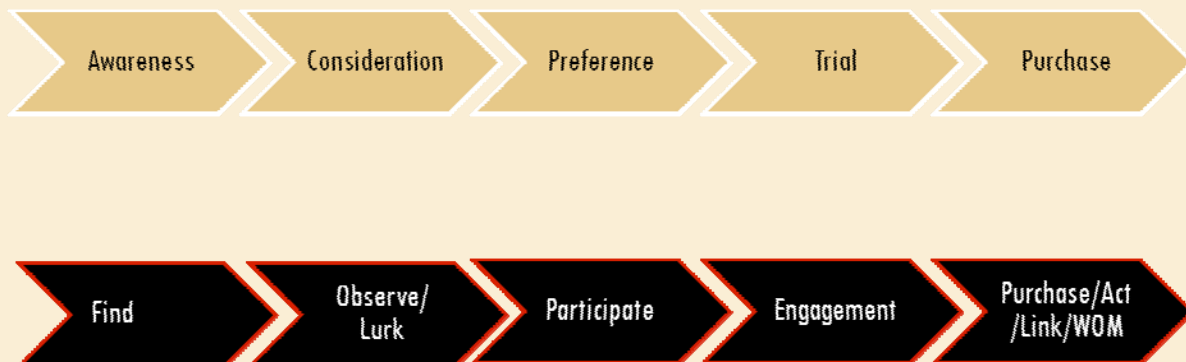## 12 Signs that it's the end of measurement as we know it

1. The Dept of Defense considers Twittering and other forms of social media critical to national security
2. BMC Software measures communications effectiveness based on contribution to EPS
3. BestBuy measures 85% lower turnover as a result of its Blue Shirt community
4. State Farm uses an internal blog to measurably improve morale
5. ASPCA correlates increases in on-line donations and increased membership with its social media efforts
6. HSUS generated $650,000 in new donations from an on-line photo contest on Flickr
7. NWF increased wildlife spotting as well as members with its Twitter account
8. The Red Cross measures the effectiveness of Twitter via lives saved and harm avoided
9. ImmunizeBC measures success in terms of vaccines given, awareness AND traffic
10. IBM receives more leads, sales and exposure from a $500 podcast than it does from an ad
11. 11 Mom's turned around Walmart's image and delivered measureable increases in sales.
12. @comcastcares turned around Comcast's customer service reputation
13. A social media campaign for War Child delivered a 38% increase in donations and 300 new volunteers

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The Engagement Decision Tree

| Awareness | Consideration | Preference | Trial | Purchase |

| Find | Observe/Lurk | Participate | Engagement | Purchase/Act /Link/WOM |

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The measurement fork in the road

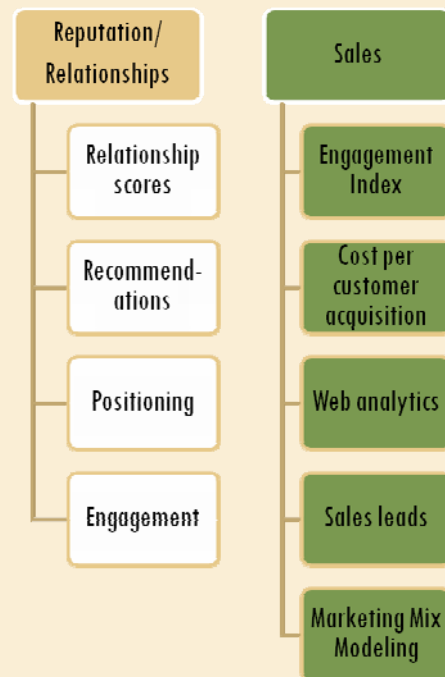## Marketing/leads/sales

Reputation/relationships

To fix this

Or get to this

Goals drive metrics, metrics drive results

Goal

Metrics

Reputation/ Relationships	Sales
Relationship scores	Engagement Index
Recommend-ations	Cost per customer acquisition
Positioning	Web analytics
Engagement	Sales leads
	Marketing Mix Modeling

Listen, learn, change

Tone of Conversation over time

Mentions

Positive
Neutral
Negative
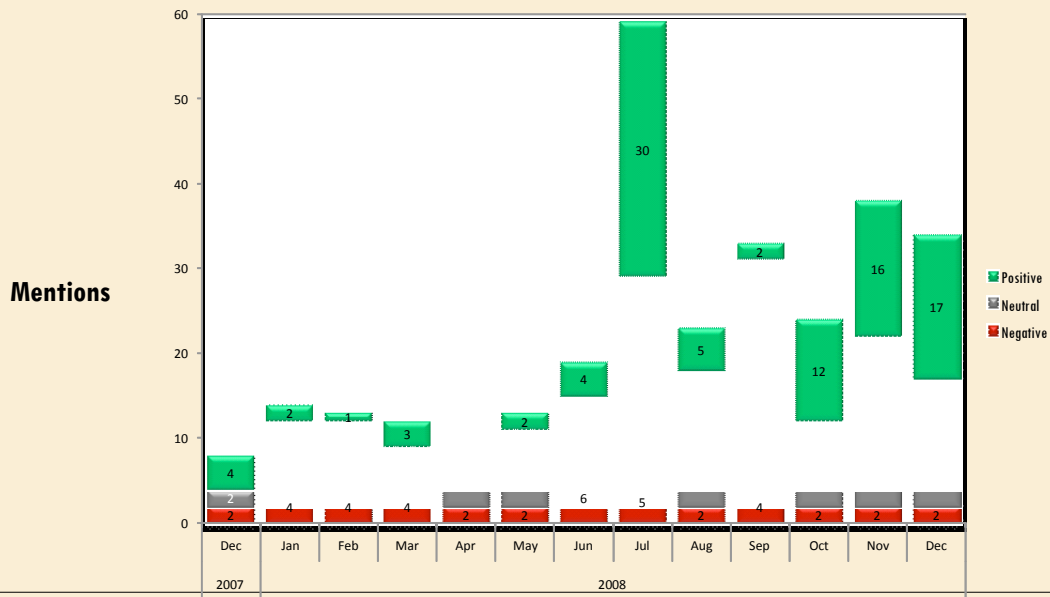
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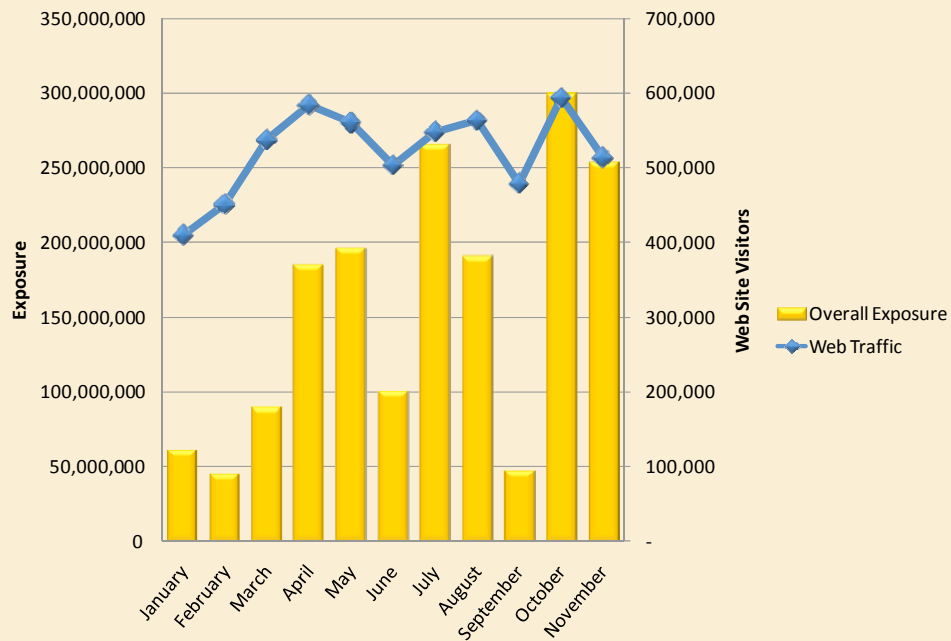
Negative coverage over time
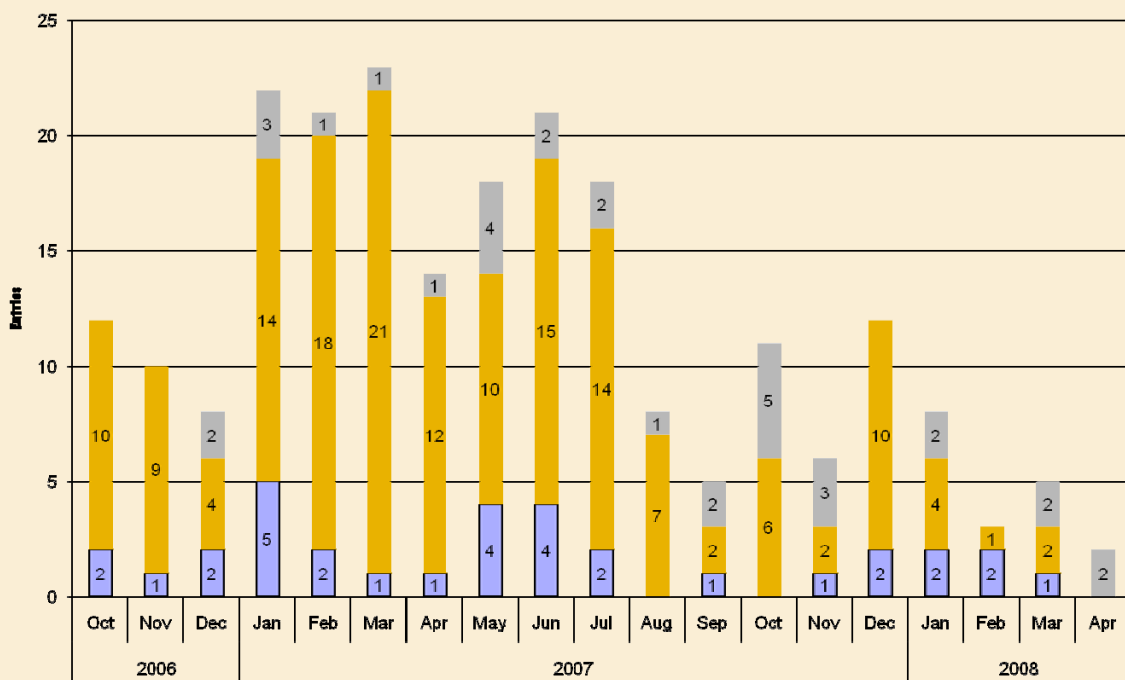
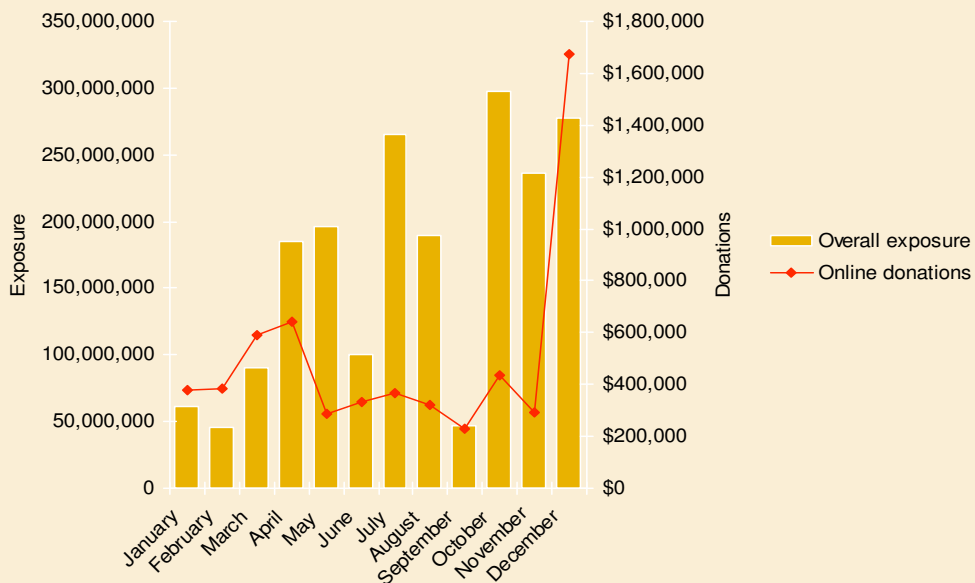KDPaine & Partners   People talk, We Listen

Correlation exists between traffic to the ASPCA web site and the organization's overall media exposure

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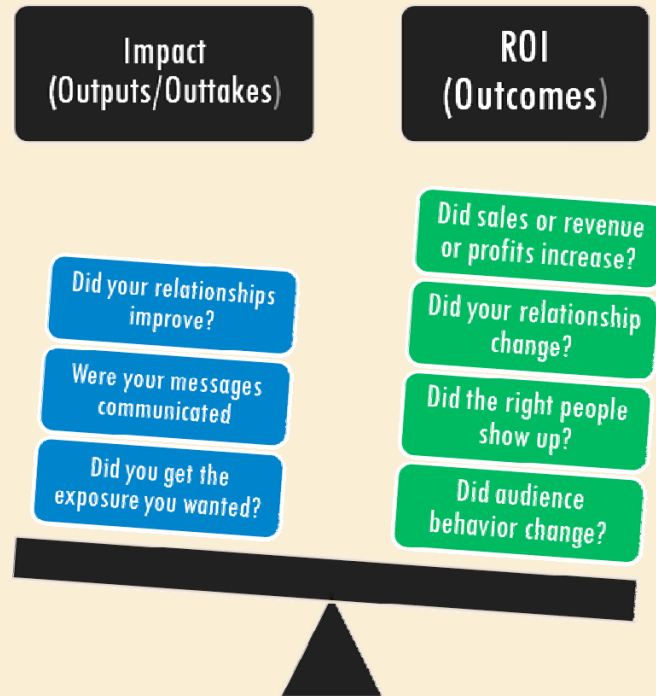
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Tying activity to development/marketing goals

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14

What do you need to measure?

Impact (Outputs/Outtakes)

ROI (Outcomes)

Did sales or revenue or profits increase?

Did your relationships improve?

Did your relationship change?

Were your messages communicated

Did the right people show up?

Did you get the exposure you wanted?

Did audience behavior change?

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Goals, Actions and Metrics

Goal	Action	Output Metric	Outtake Metric	Outcome Metric
Increased on-line reservations	Revamp website	Amount of content on web site	% perceiving state as a destination	% increase in web traffic and reservations
#1 site for visitors to NH	Increase staffing and resources for communications	Increased exposure of "visit NH" message	Increased perception of NH as an an extreme destination	% increase in agreement with the statement
Website is preferred site for information	Add content, features to web site, keep up to date	% increase in traffic	% agreeing with the statement	# 1 rankings, and time spent on site

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The 7 steps to Social Media ROI

1. Define the "R" — Define the expected results?
2. Define the "I" -- What's the investment?
3. Understand your audiences and what motivates them
4. Define the metrics (what you want to become)
5. Determine what you are benchmarking against
6. Pick a tool and undertake research
7. Analyze results and glean insight, take action, measure again

Step 1: Define the "R"

- What return is expected?
- What will be different when the program has launched?
- What were you hired to do?
- If you are celebrating complete 100% success a year from now, what is different about the organization?
- If your department was eliminated, what would be different?

Step 2: Define the "I"

- **What is the investment?**
  - Personnel
  - Agency compensation
  - Senior Staff time
  - Opportunity cost

Step 3: Define your audiences and how you impact them

- There is no "audience." There are multiple constituencies
- List every stakeholder
  - Where do they go for information? Don't ask me, ask your customers.
  - What's important to them?
  - What is the benefit of having a good relationship with that stakeholder group?

- Understand your role in getting the audience to do what you want it to do
  - Raise awareness
  - Increase preference
  - Increase engagement

Step 4: Define your Key Performance Indicators (KPIs) carefully because you become what you measure

- Cost savings
- Efficiency
  - Cost per message communicated
  - Cost per new lead/customer acquired
- Productivity:
  - Increase in employee engagement/morale
  - Lower turnover/recruitment costs
- Engagement:
  - Ratio of posts to comments
  - % of repeat visitors
  - % of 5+min visitors
  - % of registrations

- Trust:
  - Improvement in relationship /reputation scores with customers and communities (Loyalty/Retention)
- Thought leadership:
  - Share of quotes
  - Share of opportunities
- Message penetration
  - Positioning on key issues
  - Improvement in favorable/unfavorable ratio
  - Improvement in Optimal Content Score (OCS)

What makes a perfect communications KPI?

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

Why an Optimal Content Score?

You decide what's important:

Benchmark against peers and/or competitors

Track activities against OCS over time

- **Positive:**
  - Mentions of the brand
  - Key messages
  - Positioning
  - Visibility

- **Negative**
  - Omitted
  - Negative tone
  - No key message

How to calculate Optimal Content

Optimal Content Score						
Quality score	+1			0		-1
		Score		**Score**		**Score**
Tonality	Positive	3	Neutral	0	Negative	-3
Positioning	Contains	2	Doesn't contain	0	Positions the competition favorably or positions Sargento negatively	-2
Messaging	Contains	3	partially contains	0	Does not contain or miscommunicates key message (neg mess)	-1
Quotes	Contains	1			Does not contain	-1
Competitive mention	Does not mention Competition	1			Competition mentioned prominently	-3
Total Score		10		0		-10

Visibility Score						
	+1			0		-1
		Score		**Score**		**Score**
Brand Photo	Contains	3	Doesn't contain	0	Contains competitive photo	-5
Dominance	Focal point	3			Not a focal point	-1
Visibility	Headline mention	2	Top -20 % of story	0	Minor mention	-2
Target publication	Top Tier	2	2nd tier	0	Not on target list	-2
Total Score		10		0		-10

Standard classifications of discussion

- Acknowledging receipt of information
- Advertising something
- Answering a question
- Asking a question
- Augmenting a previous post
- Calling for action
- Disclosing personal information
- Distributing media
- Expressing agreement
- Expressing criticism
- Expressing support
- Expressing surprise
- Giving a heads up
- Responding to criticism
- Giving a shout-out
- Making a joke
- Making a suggestion
- Making an observation
- Offering a greeting
- Offering an opinion
- Putting out a wanted ad
- Rallying support
- Recruiting people
- Showing dismay
- Soliciting comments
- Soliciting help
- Starting a poll
- Validating a position

Standard classifications of videos

- Advertisement
- Animation
- Demonstration
- Event/Performance
- Fiction
- Film
- Home Video
- Instructional Video
- Interview
- Lecture
- Montage
- Music Video
- News Broadcast
- Promotional Video
- Sightseeing/Tour
- Slideshow
- Speech
- Television Show
- Video Log

Step 5: Define your benchmarks

- Past Performance
- Think 3
  - ✦ Peer
  - ✦ Underdog nipping at your heels
  - ✦ Stretch goal
- Whatever keeps the C-suite up at night

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

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Step 6: Conduct research (if necessary)

- First: find out what already exists
  - Web analytics
  - Customer Satisfaction data
  - Customer loyalty data
- Second: Decide what research is needed to give you the information you need:
  - Message content analysis
  - Relationship surveys

Step5: Selecting a measurement tool based on your KPIs

Objective	Metric	Tool
Increase inquiries, web traffic, recruitment	% increase in traffic #s of clickthrus or downloads	Google Analytics, Omniture
Increase awareness/preference	% of audience preferring your brand to the competition	Survey Monkey, Zoomerang, PollDaddy, Vizu
Engage marketplace	Conversation index greater than .8 Rankings	Type pad, Technorati , Xinureturns
Communicate messages	% of articles containing key messages Total opportunities to see key messages Cost per opportunity to see key messages	Media content analysis – Dashboards
	% aware of or believing in key message	Survey Monkey, Zoomerang,Vizu, PollDaddy

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Your tool box needs:

1. A content source:
   - ✳ Google News/Google Blogs
   - ✳ Technorati, Social Media Mention, Twazzup,
   - ✳ Cyberalert, CustomScoop, e-Watch
   - ✳ Radian 6, Techrigy, Visible Technologies
   - ✳ RSS feeds
   - ✳ Survey Monkey/Zoomerang
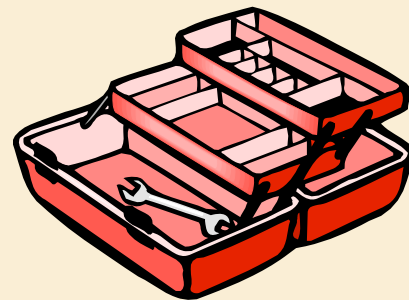
Your tool box also needs to include:

2. A way to analyze that content
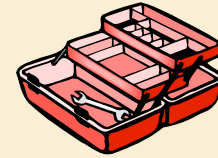
- ✸Automated vs. Manual
- ✸Census vs random sample
- ✸The 80/20 rule — Measure what matters because 20% of the content influences 80% of the decisions
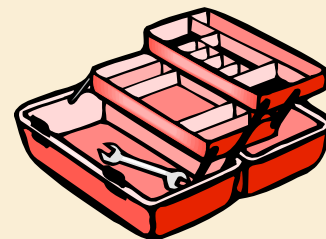- ✸Dashboards to aggregate data

✸Tools:
- •Woopra
- •Net promoter score
- •Hubspot Grader
- •Xinureturns
- •Twinfluence
- •SPSS
- •Excel
- •Crimson Hexagon
- •www.tealium.com

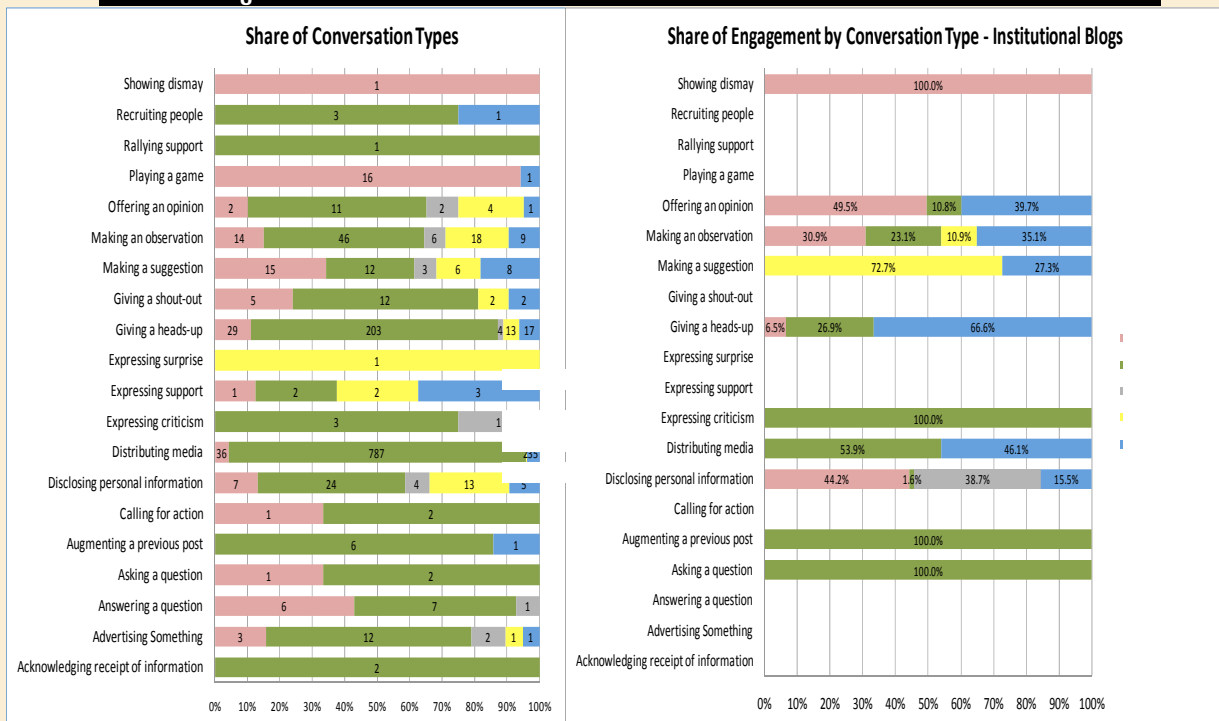## Your tool box also needs to include:

3. A way to measure engagement

- ✸The conversation index=
  - • Ratio of posts to comments
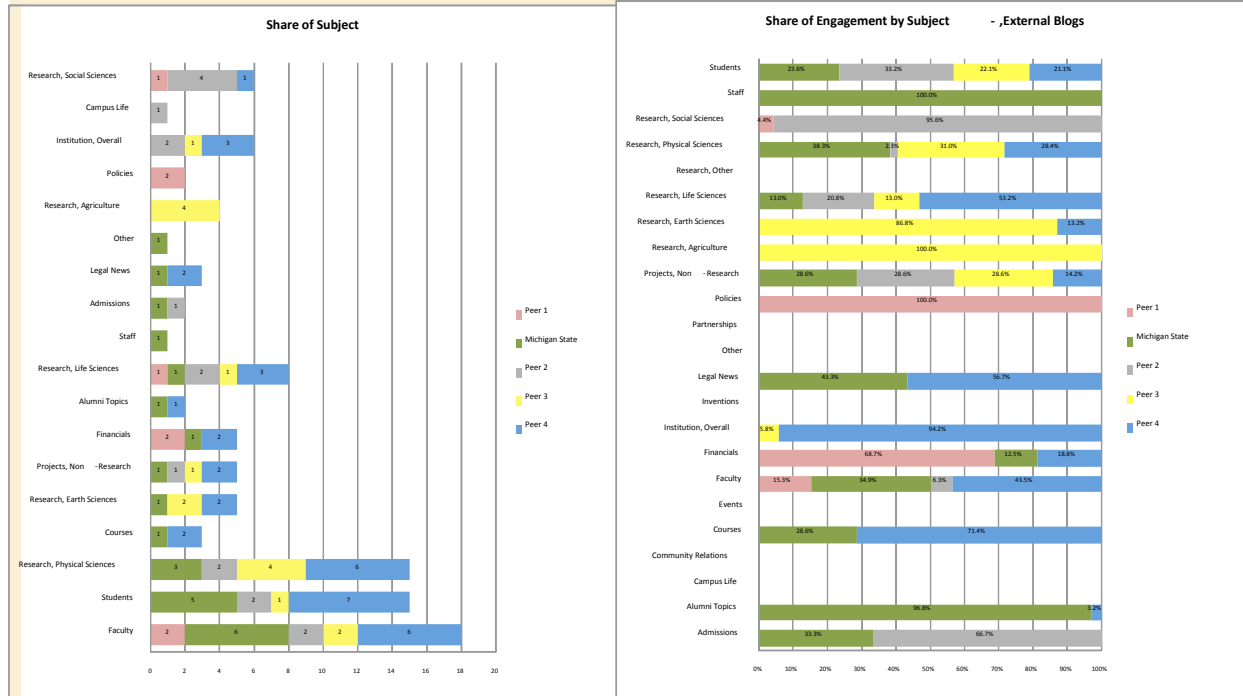- ✸Relationship studies
- ✸The engagement index

Managing engagement on your own property

- % increase or decrease in unique visits
- In the past month, what % of all sessions represent more than 5 page views
- % of sessions that are greater than 5 minutes in duration
- % of visitors that come back for more than 5 sessions
- % of sessions that arrive at your site from a Google search, or a direct link from your web site or other site that is related to your brand
- % of visitors that become a subscriber
- % of visitors that download something from the site
- % of visitors that provide an email address

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For all institutions, most postings were simply making an observation or distributing media.

Share of Conversation Types

Share of Engagement by Conversation Type - Institutional Blogs

Share of Subject

Share of Engagement by Subject   - ,External Blogs

The vast majority of discussion in external blogs is neutral.

Share of Tone

Share of Engagement by Tone - External Blogs
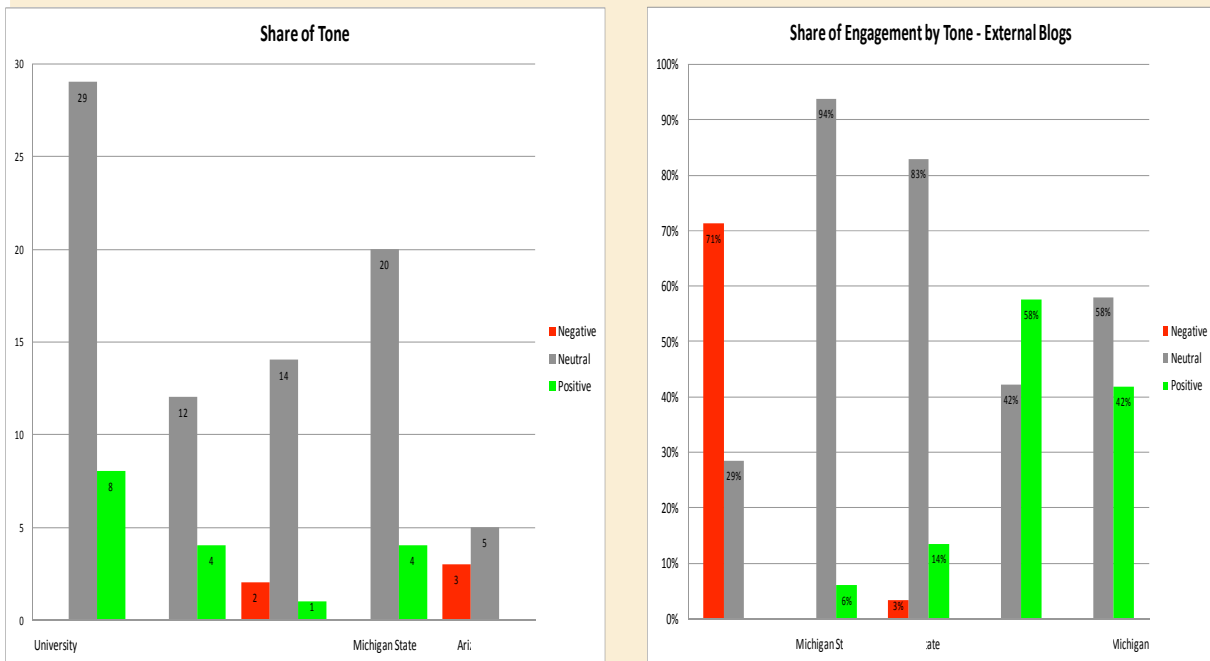
Aspects of relationships

- Control mutuality
- Trust
- Satisfaction
- Commitment
- Exchange relationship
- Communal relationship

Components of a Relationship Index

Control mutuality
- In dealing with people like me, this organization has a tendency to throw its weight around. (Reversed)
- This organization really listens to what people like me have to say.

Trust
- This organization can be relied on to keep its promises.
- This organization has the ability to accomplish what it says it will do.

Satisfaction
- Generally speaking, I am pleased with the relationship this organization has established with people like me.
- Most people enjoy dealing with this organization.

Commitment
- There is a long-lasting bond between this organization and people like me.
- Compared to other organizations, I value my relationship with this organization more

Exchange relationship
- Even though people like me have had a relationship with this organization for a long time; it still expects something in return whenever it offers us a favor.
- This organization will compromise with people like me when it knows that it will gain something.
- This organization takes care of people who are likely to reward the organization.

Communal relationship
- This organization is very concerned about the welfare of people like me.
- I I think that this organization succeeds by stepping on other people. (Reversed)

How to implement relationship metrics

Step 1: Conduct a benchmark relationship study

Step 2: Implement PR program

Step 3: Conduct a follow up relationship study

Step 4: Look at what's changed

Step 7: Analysis - -Research without insight is just trivia

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

Thank You!

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

  www.themeasurementstandard.com
- Follow me on Twitter: KDPaine
- Find me on Facebook: Katie Paine
- Reach me on Skype: KDPaine
- Or call me at 1-603-319-1055