



Measurement and Managing Crises – How It Works

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Don't Flip Out

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**"The Crisis Management Seminar broke up early.
The speaker got a paper cut and flipped out."**



Bring It Back to the Basics

- Situation Analysis/Issue
- Objectives/Goals
- KPI's
- Target Audiences
- Key Messages
- Strategies/Tactics
- Budget
- Results and Evaluation



Keep With the Times

- Your crisis plan must have a social media and a measurement component. Crisis plans must be designed with the current media landscape in mind and the reality of how people find, consume, and share information. And you have to be prepared to measure whether or not your response is effective.
- You likely learn about an incident via Twitter or another online channel before you receive official notification from an internal source.
- You cannot “shut down” the Internet – going “dark” is no longer an option. Regardless of how you choose to leverage social media, your customers, your employees, and all major media outlets will be utilizing free, public, global social media tools to communicate about your company.
- You are not powerless. By being prepared and proactively leveraging social media, you can protect, promote and defend your brand, as well as measure your success.



Examples of Objectives in a Crisis

- **Bad:** Don't think you can “solve” the issue or crisis within the next 24 hours – you resolve a crisis
- **Good:** Maintain that 90% of consumers are confident in the safety of our product during the time span of issue/crisis
- **Good:** Maintain sales of product year over year
- **Good:** Keep negative messages to no more than 10% of all coverage in next 48 hours



Examples of Crisis KPI's

- **Bad:** Gain 1,000 new Twitter followers
- **Good:** Engage 75% of key influencers in positive dialogue about issue/crisis
- **Good:** 80 percent of user posts or questions related to the issue/crisis responded to within 24 hours
- **Good:** Drive 50 percent increase in traffic to the issues/crisis page of our website



Live for the Applause?

SOCIAL MEDIA Analytics!

THE GUIDE TO MEASURING THE RESULTS OF YOUR SOCIAL MEDIA STRATEGY

70% OF ALL COMPANIES ARE UNSURE OF THE VALUE OF BEING ON LINKEDIN

70% OF ALL COMPANIES ARE UNSURE ABOUT THEIR ROI ON TWITTER.

70% OF COMPANIES ARE UNSURE OF THE IMPACT OF BLOGS ON BUSINESS METRICS.

What to do?

facebook, bit.ly, YouTube, my, Google Analytics, meetup, Google, LinkedIn, WordPress, digg, Bebo, foursquare, g+

DEFINE SPECIFIC KPIS FOR SOCIAL NETWORKS.

KPI OBJECTIVES SHOULD BE MEASURABLE.

METRICS SHOULD BE IN LINE WITH BUSINESS GOALS.

Example KPIS for TWITTER:

- N° FANS FROM ONE CITY.
- % OF NO COMMENTS FROM YOUR PRODUCT.
- % REDUCE CUSTOMER SERVICE COST.
- N° IDEAS ON IMPROVEMENTS ACHIEVED IN PRODUCT.

STEP 2: Measured results with Google Analytics.

How? FREE!

CREATE FILTERS FOR SOCIAL CAMPAIGNS.

CREATE SOCIAL MEDIA LANDING PAGES.

TRACK SOCIAL MEDIA INTERACTIONS ON SITE.

ENSURE URLS ARE TAGGED TO SHOW IN GA.

QUICKLY IDENTIFY WHAT ACTIONS ARE WORKING FROM WHICH NETWORKS

PROVIDE RELEVANT CONTENT TO MESSAGE MATCH YOUR SOCIAL MEDIA CAMPAIGNS

IF USERS ARE NOT INTERACTING WITH CONTENT ON YOUR SITE THEN CHANGE IT

URL SHORTENING TOOLS SUCH AS TINY HIDE THE ORIGIN OF CLICK. ENSURE ALL LINKS ARE TAGGED

STEP 3: OTHER SUPER TOOLS

PAID

RADIAN 6
SISOMOS
MELLIATER BUZZ
ALTERIAN SMI
UBERUU
PEER INDEX
HOOTSUITE PRO
LITHIUM

FREE

SOCIAL MENTION
WHO IS TALKING
HOW SOCIABLE
BACK TYPE
TRENDIEST
THINK UP
TINKER.COM

STEP 4: The interpretation of every metric network

facebook

Quantitative Data

- TOTAL LIKES.
- PAGE VIEWS.
- EXTERNAL REFERENCES

Qualitative Data.

- USERS
- LANGUAGE
- LOCATION
- TYPE OF FEEDBACK

Activity Data.

- MESSAGE VIEWS
- INTERACTIONS
- COMMENTS
- HOURS OF INTERACTION
- N° PUBLICATION CLICKS

twitter

Profile Data

- FOLLOWERS
- FOLLOWS
- TWEETS
- MEDIA TWEETS DIARIES

Activity Data.

- N° CLICKS
- N° RE-TWEETS
- AT WHICH TIMES
- WHAT STRUCTURE OF TWEET GETS BETTER CTR?
- WHAT KIND OF CONTENT?

Loyalty Data.

- MENTIONS OF KEYWORDS.
- CONTENTS OF KEYWORDS.
- SENTIMENT

STEP 5: CHECK YOUR STRATEGY

ARE YOU MEETING YOUR GOALS?

YES

CONGRATULATIONS!

- BE SURE TO MEASURE AND ACT ON RESULTS.
- MAINTAIN ACTIVE LISTENING TO IDENTIFY ANY POSSIBLE IMPROVEMENTS.
- BE SURE TO TEST TO GET EVEN BETTER RESULTS!

NO

CHANGE CHANGE!!

- IDENTIFY METRICS WITH THE WORST OUTCOMES

WHAT CAN YOU DO TO IMPROVE?

- PUBLISH OTHER CONTENT OR IN A DIFFERENT FORMAT.
- PUBLISH MORE OR LESS
- DO THEY RESPOND TO COMMENTS? HOW OFTEN? HOW?
- STUDY YOUR TARGET AUDIENCE WHAT CAN YOU OFFER? WHAT WOULD YOU LIKE
- WHO ARE YOUR USERS? WHAT ARE THEY NOT DOING?
- UNREALISTIC GOALS? HAVE MORE ACHIEVABLE TARGETS.



Top 5 Things Learned in Crisis Measurement

- 1) Do not ask leading questions
- 2) Don't look to "justify" your actions
- 3) Measure real-time so that you can adjust your actions as needed
- 4) Every action should have an equal and opposite reaction – weigh these carefully
- 5) Anticipate those triggers and start preparing to execute

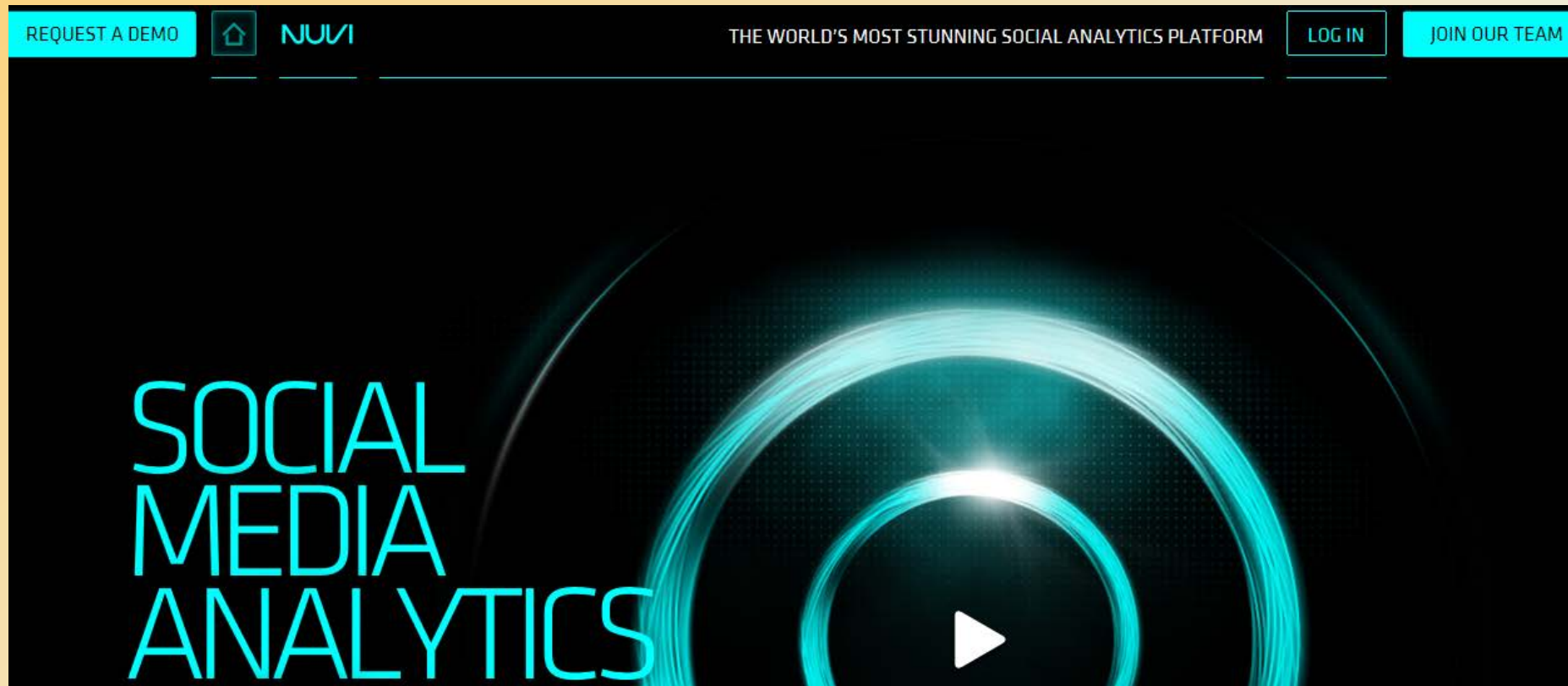


Top 5 Things To Look for In Monitoring Dashboards

- 1) Real-time – little delay
- 2) Media sites the dashboard supports
- 3) Strong reporting and analytical tools
- 4) Combination of social and traditional media
- 5) A full-time staff member to analyze the data



What We Use





Top 5 Things to Keep in Mind When Reporting Data to Execs

- 1) Find a format that works for your company – only report the data that's essential
- 2) Correlate KPI's and objectives
- 3) Bring it back to the business objectives – sales, image, etc.
- 4) Keep it real-time in a crisis
- 5) Repeat, repeat, repeat



Three Elements to Measuring Crisis Response

There are three elements to measuring your effectiveness during a crisis.

- 1) **Measuring Outputs and the effectiveness of your process:** Hour by hour, or day by day monitoring of the media to determine if your key messages are being communicated and to whom.
- 2) **Measuring Impact:** Determining if the messages are having the desired effect, if they are being believed, and if they're swaying public opinion.
- 3) **Measuring Outcomes:** In the long run, did the crisis impact your reputation, customers' intent to purchase? Employee turnover? Shareholder confidence?



Example of How We've Reported Data to Execs

Traditional media:

- Number of syndicated/wire stories, tone of story, pick-up of the story, percent of stories that contain key message or spokesperson
- Number of national or top DMA broadcast markets covering the story
- Number of media calls received at your organization



Example of How We've Reported Data to Execs

Social media:

- Total mentions since issue/crisis started and total mentions this hour
- Total impressions since issue/crisis and total mentions this hour
- Level of social media engagement on your properties (high or low, positive or negative)
- Percent of negative/positive sentiment and which sentiment is growing
- WHO's sharing negative/positive sentiment and how influential/non-influential they are
- Geographic location/isolation of the story – where are people talking about this



Example of How We've Reported Data to Execs

Longer-term Sales/Image/Reputation Impact

- Percent of people who say they're confident in your product (safety, efficacy, etc.)
- Consistent sales of product year over year
- Number of people impacted by issue/crisis (amount of product recalled, implicated, etc)
- Number of emails/calls received from concerned customers
- Involvement of legislators/policymakers



Summarize It

- On DATE, we identified NAME OF ISSUE. We took immediate action to correct , with our primary objectives being X, Y, Z. Currently, our measurement shows are meeting all objectives.
- Over the past 24 hours since the issue with our product began [insert information here], there have been only 100 total mentions of this issue on social and traditional media.
- The primary story was a California-based Reuters story, which was only picked up in one top 50 print newspaper, the Sacramento Bee, and contained a quote and key message from John Smith, our primary spokesperson. The tone of the article is neutral.
- The total social media impressions are just under 1,000.
- Majority (95%) of social media engagement is taking place in California. We have fielded a customer satisfaction survey in California, which shows that 97% of our customers are satisfied with steps we have taken to correct the situation.
- We've been able to engage in social media conversations and answer 90% of on-line questions.
- Phone calls, emails and social media engagement has decreased over the past 24 hours, suggesting that our customers are pleased with the problem.
- Sales are on par year over year according to our sales team.
- We believe we are beginning to resolve the issue and crisis at hand and will continue to keep you updated.



Resources If Looking for Monitoring Dashboards

- **50 Top Tools for Social Media Monitoring, Analytics, and Management -**
<http://socialmediatoday.com/pamdye/1458746/50-top-tools-social-media-monitoring-analytics-and-management-2013>
- **Top 10 Reviews -** <http://social-media-monitoring-review.toptenreviews.com/>



General Resources

- The PR Professional's Definitive Guide to Measurement (David Rockland's chapter in particular)
<http://prguidetomeasurement.org/>
- Washington Women in Public Relations:
<http://wwpr.org/>
- Issues Management Council:
<http://issuemanagement.org/>



Questions?

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