



How to Tie Social Media Engagement to Business Objectives

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PR News Measurement Conference

Washington DC

20 April 2015



Objectives

- For communications practitioners
- Better communications through research, measurement, and evaluation
- No mechanics
- Alignment
- Build value



Thought leadership in
measurement and evaluation



PR research, measurement,
evaluation



1 Begin with theory

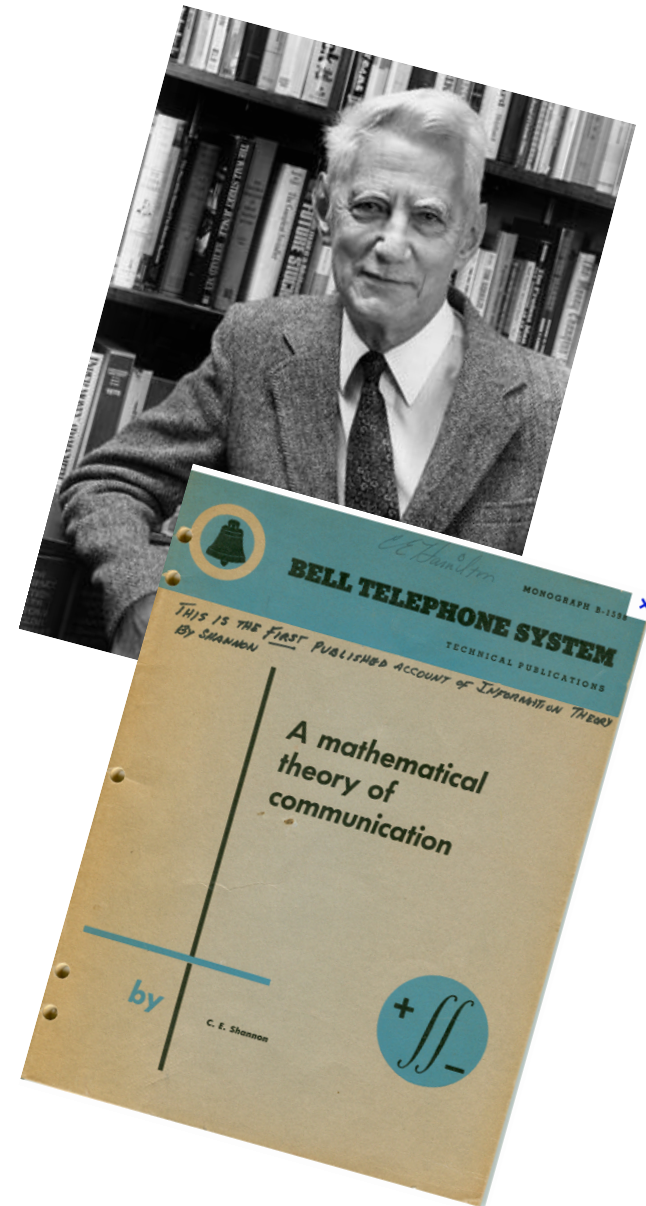


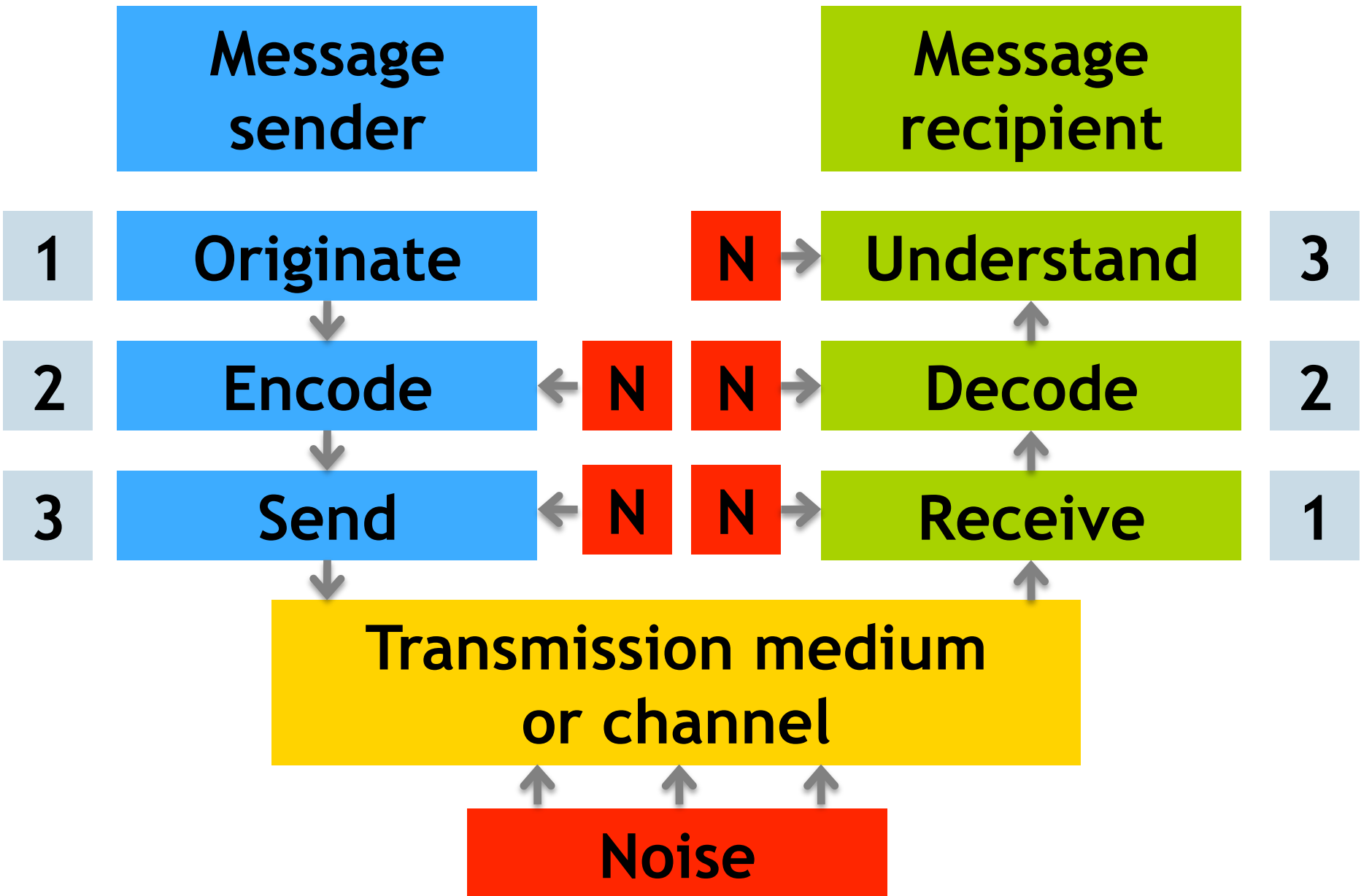
Information theory

- Prof. Claude Shannon



- Communications theory
- Public relations theory







2 Translate to practice

Sender

Originate

Encode

Send

**Transmission
channel**

Receive

Decode

Understand

Act

Activities

Outputs

Reception / Engagement

Cognitive change

Comms / Business results



3 A standard framework for PR program measurement



Activities

- What did you do?
- Control by organization
- Visible
- Operational efficiency
 - Staff time
 - Budget
- Use: PR group, CFO

Activities

Outputs

Engagement

Cognitive change

Comms results

Business results



Outputs

- Message availability to target audiences
 - Media analytics
 - Social media analytics
 - Other (events, etc.)
- Correlate with activities
- Use: Within PR group

Activities

Outputs

Engagement

Cognitive change

Comms results

Business results



Engagement

- Handle PR outputs
- Manipulate outputs
- Involvement with outputs
- Correlate with activities
- Passive vs. active
- Use: Within PR group

Activities

Outputs

Engagement

Cognitive change

Comms results

Business results



Cognitive change

- Cognitive change

Activities

Outputs

Engagement

Cognitive change

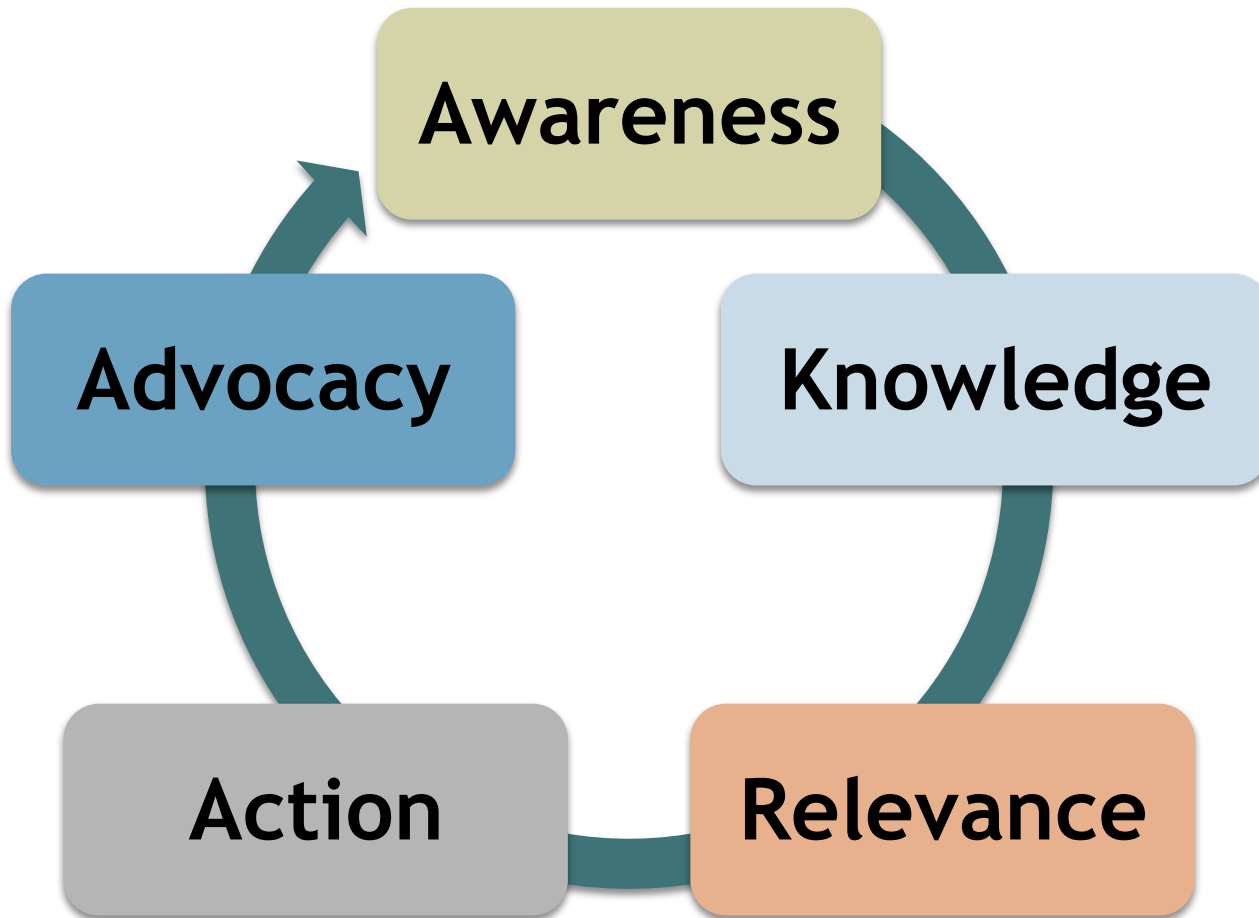
Comms results

Business results



From David Michaelson & Don Stacks,
“Standardization in Public Relations Measurement
and Evaluation,” *Public Relations Journal*, 2011.

Cognitive change





Cognitive change

- Cognitive change
 - Awareness
 - Understanding
 - Perceptions
 - Advocacy
- Use: CMO, marketing and communications executives

Activities

Outputs

Engagement

Cognitive change

Comms results

Business results



Communications results

- Specific, desired behaviors
- Precursor to business value
- Link to cognitive change, etc.
- Use: CMO, marketing and communications executives

Activities

Outputs

Engagement

Cognitive change

Comms results

Business results



Business results

- Tactical, consumer results
- Strategic business results
- ROI
- Statistical methods
- Use: CEO, CMO, business unit leaders

Activities

Outputs

Engagement

Cognitive change

Comms results

Business results



4 Putting measurement into practice



Step 1

- Define business goals
- Link social media objectives to business goals



Step 2

- **Select measurable objectives**
 1. Specify the audience(s)
 2. Specify desired audience-specific outcomes
 3. Ends or outcomes, not means
 4. Time frame



Step 3

- Select metrics



Outputs	Cognitive change	Comms outcomes	Business results
<ul style="list-style-type: none">■ Press releases■ Journalist briefings■ Reporter contacts■ News stories■ Messages■ Impressions■ Media value■ Events■ Analyst receptions■ Customer case studies■ Executive speaking ops	<ul style="list-style-type: none">■ Awareness■ Comprehension■ Message retention■ Attitude■ Perceptions■ Intentions	<ul style="list-style-type: none">■ Behaviors■ Purchases■ Votes■ Employee job applications■ Support or advocacy■ Inflate tires■ Change smoke alarm battery■ Visit museum	<ul style="list-style-type: none">■ Sales■ New customers■ Customer loyalty■ Lower customer acquisition costs■ Employee retention■ Permission to open a factory■ Lower accident rates



Step 4

- Set quantitative targets

Unacceptable	Acceptable	Superior
Not worthwhile	Worthwhile	Extremely worthwhile
< Satisfactory	Satisfactory	> Satisfactory
Fail	Pass	Superior
F	C	A
Less than expected	Expected	More than expected



Step 5

- Measure



Step 6

- Analyze
- Index the results
- Evaluate
- Recommendations for improvement
- Report
 - Dashboard
 - Evaluation matrix
 - Balanced Scorecard



Dashboard

Smartphone Word-of-Mouth Scorecard – Jan. 7, 2009 WRAP UP



EMPLOYEE

Ambassadors Signed Up Thru eCircular

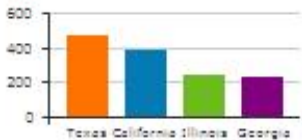


TOL (Talk Out Loud)	To Date	Change
Clicks to eCircular	16,887	+ 236
Completed survey/opt-in as TOL ambassadors	3,123*	+ 25
Moms (45%)	1,420	+ 14
Non-Moms (55%)	1,713	+ 11

*State by state breakdown on next page

eCircular	To Date	Change
Unique page views	16,387	+ 236
Total page views	24,053	+ 455
Forwards to friends	898	+ 7
Clicks to AT&T Moms Blog	1,509	+ 13

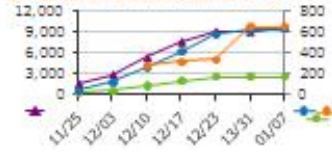
States With The Most TOL Ambassadors



Page 1 of 3

FACE-TO-FACE

Consumers Reached (Cumulative)



Face-to-Face	To Date	Change
Presentations	172	+ 0
High traffic events	19	+ 1
Consumers reached	9,831	+ 872
Ambassadors recruited	619	+ 3
Surveys completed	990	+ 0
Knowledge signups	820	+ 0

AT&T Mobility Survey Results

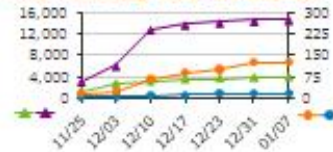


With how many friends will you share today's information?



SOCIAL MEDIA

AT&T Moms Blog Views (Cumulative)



Moms Blog	To Date	Change
Visitors	3,869	+ 72
Posts	17	+ 0
Comments	128	+ 1
Page views	14,828	+ 193
Average visit in minutes	2:06	+ N/A

Other Blog Outreach	To Date	Change
Blogs reached out to	33	+ 0
Twitter sent out	78	+ 1
Reach of Twitter	2,050	+ 0

BlogHer "Sponsored Conversation" Sweepstakes (12/4-31):

BlogHer	To Date	Change
Page views	4,292	+ 424
Unique page views	3,343	+ 223
Avg. time on page	2:05	+ N/A
Entries	381	+ 92
Ad unit impressions	4,584,823	+ 510,181

Louisiana	11	Virgin Islands	1
Maine	1	Virginia	10
Maryland	18	Washington	26
Massachusetts	12	West Virginia	7
Michigan	142	Wisconsin	28
Minnesota	27	Wyoming	1
Mississippi	26	No. Dakota	59
Missouri	228		

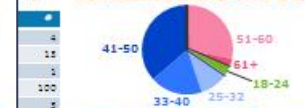
Page 2 of 3

Word-of-Mouth Scorecard, Additional Info – Jan. 7, 2009 WRAP UP



EMPLOYEE - CONTINUED

TOL Ambassadors by Age (Thru 1/6)



TOL Ambassadors by Age & Gender Compared to All Employees

Employee Demographics	TOL Ambassadors	AT&T Employees
Male	1,327	N/A
Female (76%)	1,035	N/A
Female	1,084	N/A
Moms (76%)	1,013	N/A
Age		
18-24	3%	7%
(110)		(20,496)
25-30	56%	17%
(2,187)		(219,837)
31+	21%	25%
(1,015)		(44,378)

TOL Ambassadors by Target Segment

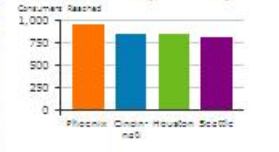
Segment	TOL Participants
Moms with smartphones	879
Moms with basic cell phones	861
All Parents	2,648
Moms with kid(s) ages 10-20	882
Moms with kid(s) ages 5-10	372
Early retirement 51+	1,016
Youth 18-24	110

FACE-TO-FACE

Local Activity Scorecard (Thru 1/6)

Market	Presentations	Ambassadors	High Traffic	Consumers
Atlanta	11	49	1	775
Austin	9	40	1	480
Boston	7	49	1	419
Chicago	10	19	1	588
Dallas	10	40	1	828
Denver	11	40	1	805
D.C.	10	24	2	704
Hartford	10	41	1	842
Houston	10	20	1	890
L.A., CA	10	48	1	887
Miami	8	87	1	880
New York	12	40	1	888
Phila., PA	12	41	2	985
Phoenix	11	40	1	811
Seattle	10	42	1	818
San Diego	10	40	1	401
Total	272	819	18	9883

Most Active Markets (Cumulative)





Evaluation matrix

The Evaluation Matrix						
Activities	What Measured	Input or Output	Time Frame	Target Number	Index Threshold	Weight for Balanced Scorecard
Digital Communications						
Microsite content	Number of Pages	Input	Before launch	20	80/125	3%
	Average messages delivered per screen	Input	Before launch	2	75/150	3%
	% of pages with interactive features	Input	Before launch	50%	75/125	3%
	% of pages with clear emotional appeal	Input	Before launch	90%	75/110	3%
	% of pages with connection to climate change	Input	Before launch	50%	75/125	3%
Microsite traffic	Unique visitors to URL	Output	Per quarter	50,000	50/150	10%
	Unique visitors to consumer landing page	Output	Per quarter	50,000	50/150	5%
	Unique visitors to business landing page	Output	Per quarter	50,000	50/150	3%
Microsite Video	% of visitors who watch complete video	Output	Per quarter	10%	65/125	3%
Flash Tutorial	Number of users	Output	Per quarter	10,000	65/150	3%
Share Widget	Number of users	Output	Per quarter	10,000	65/150	3%
Monthly E-mail	Number of subscribers	Output	Per quarter	5,000	65/200	3%



Balanced scorecard

CUSTOMER PERSPECTIVE

Metric name	IBIS customer satisfaction survey (project-based): Overall satisfaction score on completed projects		
Description	Total percentage answering one of the top two rating scale responses		
Formula	Question: Rate the Internet, Broadcast, and Image section in the following areas (Scale: excellent / good / fair / poor / very poor): 1. → Overall satisfaction with the project.		
Rating	Exceeds target	> 60%	> Benchmark % + 10%
	Meets target	50% - 60%	Benchmark % to benchmark + 10%
	Below target	< 50%	< Benchmark %
Frequency of update	Annual		
Data source	IBIS customer satisfaction survey (project-based)		
Owner	IBIS		
Additional information			

Metric name	IBIS customer satisfaction survey: "Recommend" score on completed projects		
Description	Total percentage answering one of the top two rating scale responses		
Formula	Total percentage answering one of the top two rating scale responses You recently worked with the Internet, Broadcast, and Image section of the Division of Communications on a project. We would like your honest feedback on our work so that we can deliver the best service to our partners and colleagues. 1. → If someone at UNICEF asks for your advice about a similar project, how likely would you be to recommend that they work with the Internet, Broadcast, and Image section on the project? (Scale: extremely likely / likely / somewhat likely / not very likely / not at all likely)		
Rating	Exceeds target	> 60%	> Benchmark % + 10%
	Meets target	50% - 60%	Benchmark % to benchmark + 10%
	Below target	< 50%	< Benchmark %
Frequency of update	Annual		
Data source	Print and language customer satisfaction survey (project-based)		
Owner	Print and language section		
Additional information			



Balanced Scorecard

Objectives	Measures	Update frequency	Type	Data provider	2008 result	2009 result	2009 target
Customer perspective							
Produce and distribute video, audio, Web, photo, or multimedia materials to meet UNICEF requests and external customer needs.	SURVEY - IBIS customer satisfaction survey (project-based): Overall satisfaction score on completed projects.	Quarterly	Total top two score %	Survey			60% (tentative)
	SURVEY - "Recommend" score on completed projects.	Quarterly	Total top two score %	Survey			60% (tentative)
	SURVEY - Broadcaster survey: Overall customer satisfaction score.	Annual	Total top two score %	Survey			60% (tentative)
	# clips ordered through NewsMarket of stories released in last six months.	Quarterly	Count	IBIS	6,450		6,450
	# videos delivered to UNIFEED.	Quarterly	Count	IBIS	230		230
	# video/audio plays on unicef.org	Quarterly	Count	IBIS	430,000		430,000
	# video/audio plays on social media sites	Quarterly	Count	IBIS	1,400,000		1,400,000
	# photos downloaded from image site (UNICEF users)	Quarterly	Count	IBIS			TBD
	# photos downloaded from image site (external users)	Quarterly	Count	IBIS			TBD
	# sessions on unicef.org	Quarterly	Count	IBIS	18,450,000		18,450,000
Total # session pageviews	Quarterly	Count	IBIS	87,700,000		87,700,000	
# average session depth (pageviews per session)	Quarterly	Count	IBIS	4.75		4.75	
"Go to" source for turning substantive content issues into compelling multimedia stories.	SURVEY - IBIS customer satisfactory survey: "Multimedia expertise" score.	Annual	Total top two score %	Survey			60% (tentative)
Internal process perspective							
Expertise in producing and distributing video, audio, web, photo and multimedia materials to high professional standards.	# videos produced (including PSAs, video web clips and others)	Quarterly	Count	IBIS	500		500
	# audio produced including reports, programs, and others)	Quarterly	Count	IBIS	100		100
	# text news stories	Quarterly	Count	IBIS	700		
	# field office sites launched	Quarterly	Count	IBIS	15		15
	# completed Web projects	Quarterly	Count	IBIS	60		60
	# translated words managed	Quarterly	Count	IBIS	2,000,000		2,000,000
	# photo research requests fulfilled (online and offline)	Quarterly	Count	IBIS	5,880		5,880
	# photo essays produced	Quarterly	Count	IBIS	13		13
Build UNICEF web and multimedia capacity through training provided to headquarters, RO/FO.	# photos acquired into the photo library	Quarterly	Count	IBIS	2,050		2,050
	# reddit users trained	Quarterly	Count	IBIS	220 (100 HQ, 120 FO)		220 (100 HQ, 120 FO)
Complete section admin tasks in accordance with UNICEF policies and procedures.	% of advance request documentations returned due to incomplete paperwork	Quarterly	%	Director's Office			0%
	% of contract request documentations returned due to incomplete paperwork	Quarterly	%	Director's Office			0%
Facilitate and guide the creative process with client teams.	SURVEY - IBIS customer satisfactory survey: "Develops creative solutions" score.	Annual	Total top two score %	Survey			60% (tentative)



Summary

- Set goals
- Set measurable objectives
- Measure at multiple levels
- Set targets
- Build consensus
- Evaluate
- Report
- Recommendations

Thank you