

SOCIAL MEDIA MEASUREMENT: PUTTING IT ALL TOGETHER

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INTRODUCTION

We all know that social media has virtually taken over the public relations industry, changing forever how we create programs for our companies or clients, and how we attempt to meet goals and objectives. By now, it is also safe to say that virtually every in-house department or agency has one or more tools to monitor what is being said in a broad sense and may be able to generate some simple charts or graphs. But I'd guess that most of us have no real idea of what is working and what is not in our digital programs, and we'd be hard-pressed to defend them if put to the test. Take a look at these startling findings from three different surveys:

- Only 22% of companies surveyed have a strategy that ties data collection and analysis back to business objectives, which is down from 25% last year. ([Econsultancy Online Measurement & Strategy Report](#), June 2011).
- Only 28% of 1500 companies surveyed struggle to tie analytics back to their campaign strategy, and only 30% are reporting regularly to management! ("[How Engaged is Your Brand](#)", 2011, Alterian).
- An amazing 81% of survey respondents do not measure the ROI of their web analytics efforts, which is one of the easiest ways to link efforts to outcomes. (BtoB Magazine, "[Web Analytics: Practices and Trends from the Field](#)", 2011.)

So those of us in public relations are not alone if we're struggling to put meaningful digital measurement programs in place. However, we'd best hurry since senior management knows that measurement techniques now exist that can link communications activities to business outcomes. Not only that, management expects us to diagnose our successes and failures, so we'll know what to do next.

Where does one start to put a holistic measurement program in place? The market is flooded with books, white papers and articles on various ways to tackle the challenge, with each taking a slightly different tack. According to [Olivier Blanchard](#)¹, a leading voice in social media measurement, there is no "universal right way" to apply social media to an organization's business model. After many weeks of reviewing books, articles, white papers, tools and a variety of measurement matrices, I am convinced Blanchard is right because no two fully agree!

Since there is not yet a single standard in place for measuring social media, I'd like to introduce you to two new systems that will help you develop one of your own.

- The [Valid Metrics Framework for Public Relations Measurement](#)² was developed by the International Association for the Measurement & Evaluation of Communication (AMEC) Post-Barcelona Principles Taskforce³. The Framework lays out matrices of metrics for assessing PR Activity, Intermediary Effects and Target Audience Activity through the

¹ Olivier Blanchard is President of BrandBuilder and a leading authority on social media measurement.

² See the full [AMEC Valid Metrics Framework Powerpoint](#) for all types of PR measurement.

³ AMEC is www.amecorg.com, one of several PR organizations that defined the seven "Barcelona Principles" of measurement in 2010. A Valid Metrics Guidelines Task Force, led by Ruth Pestana, former Worldwide Director of Strategic Services of Hill and Knowlton, was assigned to create matrices that allowed for measuring PR Activities, Intermediary Effects and Target Audience Activity across the Communications Funnel. The Social Media Matrix is one of these guidelines, and was designed by Tim Marklein, Practice Leader of the Global Technology Practice and Analytics Business for WCG.

Communications Funnel, from Awareness through Action. Each of the matrices addresses a different kind of PR program, whether it is focused on product/brand, reputation, crisis, non-profit, education or other area of practice. For this paper, we'll be focusing on the **Social/Community Engagement Matrix**, which is found in **Appendix A**.

- The **Eight-Step Measurement Process for Social Media** was developed by **MeasurementMatch.com**©. While the metrics listed in the **Social/Community Engagement Matrix** are a great start, they are not comprehensive. Also, it is usually easier to have a step-by-step process, with suggested tools as you go. So I'll fill in some gaps and present options and tools I've gleaned from industry luminaries through an extensive literature review.

1. **Define organizational goals**
2. **Research stakeholders and prioritize**
3. **Set specific objectives for each key stakeholder group**
4. **Set social media KPIs against each objective**
5. **Choose tools and benchmark (using the Matrix)**
 - a) **Public Relations Activity (what did you do?)**
 - b) **Intermediary Effects (awareness, knowledge, consideration and preference)**
 - c) **Target Audience Effects (action)**
6. **Analyze the results and compare to costs**
7. **Present to management**
8. **Measure continuously and improve performance**

PART ONE: DEFINING ORGANIZATIONAL GOALS

A “goal” is a broad idea of what you would like to have happen, while an “objective” is a “clearly defined statement that includes an action statement (a verb), a timeline and a measurement outcome (a percentage)⁴. While we want to establish broad organizational goals in this stage, we will turn to more specific objective-setting utilizing key performance indicators (KPIs) as we move through the process.

So what are some common organizational goals that a social media program might help achieve? [Sally Falkow](#), president of [Social Ally](#), a leading social media strategist and coach, offers some great ideas for goals:

- Increasing positive brand awareness and reputation (think about Dell's incredible

⁴ “[The Strategic Approach: Writing Measurable Objectives](#),” [PRSA Tactics, May 2011](#) by Dr. Donald Stacks, Professor PR at the University of Miami and Dr. Shannon Bowen, Associate Professor, Syracuse University. Both are members of the Institute for Public Relations Commission on PR Measurement & Evaluation – www.instituteforpr.org.

- turn-around from “Dell Hell”);
- Establishing thought leadership (think about Sun Microsystems’ revitalization of its brand through blogging);
- Increasing sales (think about Stormhoek Wines reaping a 400% sales increase after sending products to bloggers);
- Reducing R&D spend (think about the 98% of consumers who said they’d definitely buy a product they helped to evolve through a process like Dell’s IdeaStorm).

Olivier Blanchard adds goals like, “improving customer service” (think Comcast), “extending digital marketing” (think Old Spice and Pepsi) and “plugging social media into every department” (think GM, Starbucks and Best Buy).

[Jim Sterne](#), author of [Social Media Metrics](#), suggests that all organizational goals fit within three viable categories: to raise revenue, to lower costs, or to increase customer satisfaction. His book is an excellent read on how to measure each goal on a granular basis, and many of the tactics and tools included in this paper will address these goals.

[Katie Delahaye Paine](#), author of [Measure What Matters](#), suggests a slightly different structure in which to fit your goals: sales or marketing gains, increasing engagement, or improving relationships or reputation.

So define your overall organizational goals, and then set your over-arching communications goals recognizing that social media will be one of many channels you will want to use. The next step will be to take a deep dive into internal and external research to drill into specific goals for each of your most important business functions.

PART TWO: RESEARCH STAKEHOLDERS AND PRIORITIZE

Internal Research – Blanchard advises the best place to start is to talk with key players within your organization to ascertain where communications and social media can best contribute to goals in functional areas such as marketing, sales, customer service, HR and so on. Be sure to identify key stakeholders for each function, what communications/social media is accomplishing for them now and what success might look like. Write-up your research and prepare for your external analysis.

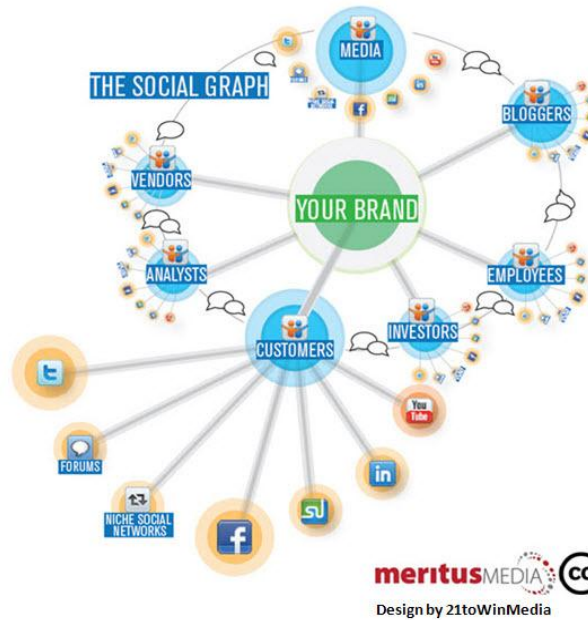
External Research – This process consists of three parts, and will take considerable effort. It is the most important step you can take in building an effective foundation. The first step is to create a *Social Graph* to identify where in the social media sphere your stakeholders are involved; steps two and three involve listening to what they are saying.

1. Creating a Social Graph

[Sally Falkow, President of Social-Ally](#)⁵ and nationally-renowned social media speaker and coach, recommends you create a social graph for each of your most important brands or services, a process that may take many weeks if you are doing it by hand, but that is critical to your success. To do a social graph, take each key stakeholder group that is important to your organization and obtain names or email lists of their most important members. Alternatively, do keyword searches to find likely stakeholders and influencers. These groups might include the media, bloggers, customers, employees, vendors, analysts, investors, etc. Then, discover where they are engaged. If necessary, limit the exercise to the groups you

⁵ Social Ally is comprised of a team of social media specialists who specialize in mapping brands’ social graphs, finding the right conversations to listen to, mining the data for actionable insights and interpreting how it can get results. The firm offers a social media outsourcing and support service.

know are most critical to your business. The goal is to determine how best to reach each group, recognizing that there will be a great deal of overlap.



A number of tools to consider that can make this process much faster and easier are outlined in APPENDIX B.

2. Surveying (Listening) to Key Stakeholders

Falkow also recommends running surveys to learn more about their interests, their opinions about you and your competitors, their behaviors and how involved they may be on the social media scale. There are many sources for excellent online or offline surveys today, and I've included several in APPENDIX B.

3. Online (Listening) to Key Stakeholders

Whether or not you have the chance to do a survey, a great deal of needed information can be gathered from the conversations gleaned through online listening tools. [Pauline Draper-Watts](#) and [Jackie Matthews](#)⁶, both of the IPR Commission, recommend “keyword and message analysis” to find out what stakeholders are actually saying about you and your competitors. This can be quite overwhelming, so you may want to consider the five steps Katie Paine suggests, which have been summarized along with a number of helpful tools in APPENDIX B.

At the end of this process, you should have a good sense of the most important stakeholders, where they are active in social media, what they think of you and your competitors, and how you can help them. While smaller companies may not have the resources to undertake all of these steps, do what you can, since these measures will form the benchmarks for your entire program.

⁶ PRSA Tactics – Pauline Draper-Watts is Senior Vice President, Prime Research, and Jackie Matthews is Manager, Communications Research at General Motors. See their article, “[Deliverable Objectives: Considerations for Creating Measurement Plans.](#)” from May 2011.

PART THREE: SET SPECIFIC OBJECTIVES FOR EACH STAKEHOLDER GROUP

At the conclusion of this research, it is time to meet again with your client or key internal managers and together decide which goals and stakeholders will take priority for your program. Your research should dictate where the greatest needs will be. Once the priorities are set, you can move to setting objectives for each stakeholder group. Remember that an objective must include an action statement, a timeline and a measurement outcome (which is often expressed as a percentage increase).

If your company's goal is to increase sales among the 20-30 year age group, your objective might be to increase leads by 50% over the next six months in this category. Or, if the goal is to increase awareness of a new product among women 25-54, your objective might be to increase share of voice by 20% over the next year. If the goal is to raise the professional level of employees, your objective might be to increase the number of resumes from top college graduates by 15% over the next three months. You get the idea.

From here, you can start building tactical plans, and select tactical measurements, or *key performance indicators*. It is again important to acknowledge that most plans that get to this point will not be solely designed for social media. They will instead encompass tools from both the online AND offline worlds, and probably even include tools from other functions like advertising and marketing. But, I'll remain focused on social media for the purposes of this paper.

PART FOUR: SET SOCIAL MEDIA KPIs AGAINST EACH OBJECTIVE

Performance metrics vary widely depending on the function and business objectives. Some popular metrics suggested by [Gleanster](#)⁷ include:

- Tracking the number of data sources and volume
- Viewing relevant conversations (to gain a clear sense of who is talking about the brand by age, gender, geography, psychographic and behavior attributes)
- Determining the number of brand advocates and influencers and what they are saying
- Determining satisfaction and brand advocacy scores like the [Net Promoter Score](#)⁸
- Ascertaining risk reduction

[Brian Solis](#) of Altimeter Group lists the following as suggested performance metrics: sales, referrals, links, votes, reduction in costs, decrease in customer issues, lead generation, conversion, reduced sales cycle, inbound activity and pre-sales Q&A. Jim Sterne adds awareness, subscriptions, registrations and blog comments to that list. Some of these performance metrics could be classified as goals or objectives, and some as KPIs. The main difference is that KPIs use technical data (such as web analytics), and enable you to easily show progress over time. Some KPI suggestions from Katie Paine include:

- If your goals/objectives focus on measuring sales, KPIs might include the % increase in conversion rates, click-throughs to a specific URL, increase in conversations, online donations, membership sign-ups, etc.

⁷ Gleanster offers complimentary research on marketing, sales, voice-of-the-customer, business intelligence, operations and more.

⁸ NPS is based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives, and Detractors based on one simple question — How likely is it that you would recommend [Company X] to a friend or colleague? These groups can be grouped to get a clear measure of a company's performance through its customers' eyes. Developed by Satmetrix, Bain & Company and Fred Reichheld, info can be accessed at: www.netpromoter.com

- If your goals/objectives focus on brand engagement, KPIs might include the ratio of posts to comments; increase in unique visitors; number of returning visitors; number of pages downloaded; number of download requests; sessions lasting longer than five minutes; number arriving from a Google search; subscribers or email addresses left on your site; percent recommending the brand, or shouting it out. Quite a few of these metrics are available from [Google Analytics](#), and even more from [NextAnalytics for Excel](#). [Attensity](#) would add tracking the number of Facebook interactions, Twitter retweets and @ replies, message velocity and reach, and blog comments, to this list.
- If your goals/objectives focus on improving relationships, KPIs need to include surveys to see increased satisfaction, percent improvement in willingness to recommend ([Net Promoter Score](#)), increase in trust or satisfaction scores and percent willing to do business again (renewal rate).

Most ideal, of course, is to be able to track a lead from the beginning through the communications stages all the way to the end point of the purchase. To do this, you need CRM tools that help create a link between a social media profile and an internal customer record, which we'll discuss later in this paper.

So how on earth do you begin selecting specific KPIs for your objectives? I love the simplified *Web Analytics Measurement Model* graphic below from Avinash Kaushik and his student, Chessie Little, because it illustrates how simple it can be to sketch out specific KPIs once goals or objectives have been established. This particular plan addresses goals for website analytics, showing how a broad goal of “capturing leads” could be tracked with a KPI objective of “45 e-newsletter sign-ups a month” or through “20 home tours a month.”

Create Awareness	Generate Leads			Highlight Events
Website Goal: Reinforce Offline/Online Advertising	Website Goal: Capture Leads (Email/Contact)		Website Goal: Provide Homebuyer Info & Resources	Website Goal: Engage Community via Local Events
KPI: Branded Traffic	KPI: Conversions (e-newsletter)	KPI: Conversions (Home Tours)	KPI: # of Downloads	KPI: Visitor Loyalty
Target: 7k Visits/Mo	Target: 45/Mo	Target: 20/Mo	Target: 150/Mo	Target: 50% Repeat Visits
Segments: Traffic sources, Converted visits	Segments: Traffic sources, Site tools used	Segments: Visitor type, Content type viewed	Segments: Document type, Geography	Segments: 1, 2, 3+ visits buckets


Table used with permission by Avinash Kaushik

I'll be talking a lot about web analytics in measuring any kind of social media program, since web metrics are very concrete and easy to track against goals. Be sure to read Kaushik's complete article, [“Digital Marketing and Measurement Model”](#) for help getting started with creating your own model.

PART FIVE: CHOOSE TOOLS AND BENCHMARK

Now it is time to decide who you are going to measure against, whether it is just yourself over time, or against competitors. Then, structure your measurement program following AMEC's *Valid Metrics Guidelines Framework for Social/Communities*, which you'll see in thumbnail form below and in a larger size in APPENDIX A. The Framework was designed by a special task force

following the establishment of the Barcelona Principles in 2010⁹ and provides a progression for your program through vertical and horizontal dimensions that we'll discuss below:

	Awareness	Knowledge	Interest	Support	Action
 Social/Community Engagement					
Public Relations Activity	<ul style="list-style-type: none"> Content creation (e.g. assets created, videos/podcasts) Social media engagement (e.g. blog posts, blogger events, blogger briefings, Twitter posts, community site posts & events) Influencer engagement Stakeholder engagement Events/speeches 				
Intermediary Effect	<ul style="list-style-type: none"> Impressions/Target audience impressions Earned media site visitors/day % share of conversation Video views Prominence 	<ul style="list-style-type: none"> Key message alignment [traditional & social media] Accuracy of facts % share of conversation 	<ul style="list-style-type: none"> Expressed opinions of interest Social network Followers Retweets/Shares/Linkbacks % share of conversation 	<ul style="list-style-type: none"> Endorsement by journalists or influencers Rankings on industry lists Expressed opinions of support Social network Fans Likes 	
Target Audience Effect	<ul style="list-style-type: none"> Unaided awareness Aided awareness Owned media site visitors per day Social network channel visitors 	<ul style="list-style-type: none"> Knowledge of company/product attributes and features Brand association and differentiation 	<ul style="list-style-type: none"> Relevance of brand (to consumer/customer) Visitors to website Click-thru to site Time spent on site Downloads from site Calls Event/meeting attendance 	<ul style="list-style-type: none"> Attitude uplift Stated intention to buy Brand preference/Loyalty/Trust Endorsement Requests for quote Links to site Trial 	<ul style="list-style-type: none"> Active advocates Brand engagement Leads/sales Revenue Market share Cost savings

NOTE: Within social media, several of these metrics could straddle two rows as an Intermediary Effect and/or Target Audience Effect, depending on who's engaged in the conversation. For simplicity, we have listed those metrics under Intermediary Effect to reflect the general conversation as you would not know if all participants are in your target audience. If the commenters are known to be in your Target Audience, you could reflect those metrics under Target Audience Effect.

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■ Communications Phases (Vertically):

Public Relations Activity – metrics reflecting the process of producing or disseminating the desired messages

Intermediary Effect – metrics reflecting the third-party dissemination of the messages to the target audience

Target Audience Effect – metrics showing that the target audience has received the messages and how they have responded in measurable activities

■ Communications Stages (Horizontally):

Awareness – are intermediary and target audiences aware of your efforts?

Knowledge – are these audiences becoming clearer about the facts?

Interest – are they giving consideration to your offer?

Support – have they moved toward supporting the offer?

Action – are they taking action in measurable business outcomes?

Within the Framework matrix are all kinds of metrics to help you measure the various stages of your program. I won't cover all the metrics, but will group what I can by the three Communications Phases below, and will simultaneously work across the Communications Stages.

⁹ The Barcelona Principles are available at: http://www.amecorg.com/images/public/barcelonaprinciplesforprmeasurementslidesfinal_22july2010.ppt

Public Relations Activity

What actual PR activities will you undertake to build your program? You'll want to keep track of the efforts you make by monitoring activities the Framework suggests, such as:

- Content creation (assets created, videos/podcasts)
- Social media engagement (numbers of blog posts, blogger events, blogger briefings, Twitter posts, community site posts and events)
- Influencer engagement and Stakeholder engagement (what activities did you undertake to drive engagement forward, such as the number of Facebook and Twitter posts, community site posts, etc.)
- Events/speeches, offline community events and traditional media outreach

These data points can later be compared to resulting response and business activity, and can even be correlated to business results. At this point, we don't know if these types of activities had any effect on your program; they are simply a measurement of effort.

Intermediary Effects (Across the Communications Stages from Awareness through Support)

This is where we want to ascertain how the media, bloggers and key influencers (third parties) responded to our activities, and whether or not they are communicating on our messages. We'll look at metrics in two ways: for "*owned*" sites (your own Facebook and Twitter pages, for example) and for "*earned media*" sites (everything else).

I will refer to "influence" and "engagement" as measurement terms with the understanding that the more engagement you achieve with your third-party influencers, the more they move across the Communications Stages and stimulate your Target Audience in the same direction.

- **Measuring Owned Sites** – The first step is to benchmark and set measures for each of your owned sites, be they websites, blogs, your Twitter or Facebook sites, etc. One caveat: the Framework shows metrics from owned sites in both the Intermediary and Target Audience Effect categories. For the sake of simplicity, I'll list the most important metrics for both in this section. Pick and choose the metrics that can best act as KPIs for your objectives and benchmark before your program begins. The following is just an outline. A full selection of metrics and tools can be found in APPENDIX C summarizing advice from Jim Sterne, Avinash Kaushik, Katie Paine, Sally Falkow and others in the following areas:

1. Blogs and Websites
2. Twitter Sites
3. Facebook Sites
4. Bookmarking Sites
5. YouTube, Flickr and Other Image Sites
6. Compound Influence Scores

Sterne recommends tracking growth on all the channels mentioned above so eventually you can overlay the scores with your content and scheduling, correlate the two and identify your best content.

- **Measuring Earned Media (Non-Owned Sites)** - Now you'll see what Intermediary Effects the media and bloggers are having on your campaign. First, you'll need a good listening system to bring in as much content as possible. A few free tools include [Google](#), [SocialMention](#), [Twazzup](#), [HootSuite](#), [BlogPulse](#) and [IceRocket](#).

Some great paid tools include [Vocus](#), [Cymfony](#), [Sysomos](#), [Dow Jones Insight](#), [Seismic](#), [Alterian SM2](#) and [NM Incite](#).

Once you have the content, you need to determine desired metrics like: share of conversation, key message alignment, accuracy of facts, expressed opinions, endorsements by journalists or influencers, rankings on industry lists, and other metrics that indicate movement from awareness, knowledge, interest and support through preference ... which will stimulate your Target Audience to act. In APPENDIX D, we'll look at measuring Earned Media in two ways:

1. Content Analysis – for qualitative evaluation of what is being said
2. Source Strength – for quantitative evaluation of earned-media sites

Looking at metrics, regardless of how many you choose, can take hours of work each week ... especially when you are using a bevy of free tools. If you've decided to look for a paid tool, then you'll need to select the one that best fits your objectives.

Pauline Draper-Watts¹⁰ suggests asking potential providers whether or not they supplement aggregated data feeds with their own web-crawler, and if so, how deep does it go into the sites? Does the crawler reach the home page only, or can it penetrate down to the specific URL level? What kind of data cleaning will be done? How much storage will you receive, and how easy will it be for you to access the data? Make sure you understand as much as you can about their measurement formulas and weightings, recognizing that no formula will be perfect (and many a proprietary). Finally, check their references, account team and pricing. If it all makes sense, you will love the time you'll save through having this support!

Target Audience Effects (Action)

This is the most exciting section where I'll present some ways to pair Public Relations Activity and Intermediary Effects with Target Audience Action. It's good to recognize that many Intermediary activities may, in fact, be the end goal for some programs. But for most, it is critical to link efforts through the stages to real business outcomes.

Outcomes can be hard or soft, ranging from leads or sales increases to brand awareness, customer loyalty and customer service success. There are many ways to measure this final step, and I'll focus on the four key areas below in APPENDIX E:

1. Surveys
2. Advanced Statistics
3. Web Analytics
 - a. For Non-E-commerce Sites:
 - b. For E-commerce sites
4. Measuring Across Silos

PART SIX: ANALYZE THE RESULTS AND COMPARE TO COSTS

[Margot Sinclair Savell](#), Senior Vice President, Measurement at Research+Data Insights (Hill + Knowlton), identified a major problem PR practitioners face when trying to pull results together. In a recent PR News article, "[Avoiding Measurement Blind Spots](#)¹¹," she said:

¹⁰ Pauline Draper-Watts, former chair IPR Commission and SVP Prime Research, in "Deliverable Objectives: Considerations for Creating Measurement Plans," PRSA Tactics May 2011.

¹¹ PR News Q&A: Margot Sinclair Savell on "Avoiding Measurement Blind Spots" – not available without a subscription.

“Because of the large volume of social media conversations, people frequently want to provide quantitative metrics only, without looking behind the numbers to determine trends, successes and missed opportunities. They create beautiful spreadsheets that show month-over-month or quarter-over-quarter changes, along with charts to visually demonstrate the data. But data does not equal intelligence. Analyzing the data brings actionable insights and recommendations that can be used to revise future strategy.”

Savell is right. Taking the deep dive to glean insights and make course corrections, and to pull ROI, is the whole reason for measurement in the first place. You need to go back and look for the articles and citations underlying spikes and valleys in your online and offline coverage. What could have been done differently during these periods? What are your competition’s weaknesses? Where can you grab some of their target audience? If this type of analysis isn’t your area of strength, consider outsourcing your data set to a firm that specializes in social media analysis.

In addition to analyzing the data for insights, you’ll also want to look at your costs to provide identified results, and pull some ROI calculations.

A true ROI calculation is as follows: **ROI = [(Payback - Investment)/Investment]*100.**

“Payback” will be the dollar representation of whatever you’ve defined as your goal, and your investment will be everything you did to bring that goal to fruition. For instance, if your payback is \$1,000 in sales, but it cost you 20 hours at \$50 per hour in social media effort to achieve that, your ROI will be zero. It may not be possible to collect costs on all elements of a PR or social media program for a true ROI, so you might consider some other ways to look at financial returns as follows from Katie Paine:

- Factor in the cost-per-click or cost-per-lead so you can judge the efficiency of different programs.
- Pull sales data from web analytics and CRM systems and compare against costs.
- Look at cost savings in areas like customer service and recruitment.
- Look at Paid vs. Earned search rankings; the more successful your earned search, the less you’ll have to invest in paid.
- Look at cost avoidance, such as in a crisis situation. What could it have cost if your social media program hadn’t been able to calm the situation down?
- Look at your social capital. Studies have shown that the more relationships one has, the better. You can measure your social capital by looking at data like customer turnover rates, employee turnover, legal costs and productivity scores.

PART SEVEN: PRESENTING TO THE CEO

So how does one pull everything together for the CEO and other management aficionados without presenting a virtual “thud” of information? In her May 2011 PRSA Tactics article entitled, [“Communicating Results to the C-suite.”](#) [Marianne Eisenmann](#)¹² recommends finding out how your management likes to receive data, and identify the questions they have in advance. If other departments are reporting regularly, format your report in the same way.

You want to tell your story as quickly as possible. The best way is to create a dashboard or scorecard with headlines, bullets and metrics that show trending. Make sure to show how any of your key messages and other variables might have impacted business goals. For instance, did a particular media event drive website visits? Did a particular story link to donations? Highlight

¹² Eisenmann leads Determinus at Chandler Chico and sits on the IPR Commission for PR Measurement & Evaluation.

especially meaningful conversations, successful blogger outreach, or other anecdotal comments to put everything in context.

Most important, if you executed surveys, correlations to outcomes, or have solid tracking data from web analytics, be sure to show those results. Finally, Eisenmann recommends including a dynamic element in your scorecard, like a key article.

PART EIGHT: MEASURE CONTINUOUSLY AND IMPROVE PERFORMANCE

Measurement should only happen once if you have a one-time event or program. Otherwise, you'll want to keep your program going so better benchmarks and goals can be set, and programs refined, over time. Jim Sterne, in his book [Social Media Metrics](#), defines a "healthy community" as one that is:


- Growing
- Useful (# of posts and page views)
- Popular (traffic and page views)
- Responsive
- Interactive (thread depth, the average number of posts in the thread and the number of unique contributors)
- Lively (number of posts and distribution)

Set a regular schedule for deep analysis and presentations to management, so you'll stay on track. Most of all, have fun doing so!

I'll close by reminding you that never before has the public relations profession had so many options for measurement that enables us to link public relations activity through intermediary effects to target audience action. These are exciting days, indeed!

APPENDIX A – AMEC VALID METRICS FRAMEWORK FOR SOCIAL/COMMUNITY ENGAGEMENT

Valid Metrics for PR Measurement - *Putting the Principles into Action* Based on the Barcelona Declaration of Measurement Principles 7 June 2011

 Social/Community Engagement	Awareness	Knowledge	Interest	Support	Action
Public Relations Activity	<ul style="list-style-type: none"> • Content creation (e.g. assets created, videos/podcasts) • Social media engagement (e.g. blog posts, blogger events, blogger briefings, Twitter posts, community site posts & events) • Influencer engagement • Stakeholder engagement • Events/speeches 				
Intermediary Effect	<ul style="list-style-type: none"> • Impressions/Target audience impressions • Earned media site visitors/day • % share of conversation • Video views • Prominence 	<ul style="list-style-type: none"> • Key message alignment [traditional & social media] • Accuracy of facts • % share of conversation 	<ul style="list-style-type: none"> • Expressed opinions of interest • Social network Followers • Retweets/Shares/Linkbacks • % share of conversation 	<ul style="list-style-type: none"> • Endorsement by journalists or influencers • Rankings on industry lists • Expressed opinions of support • Social network Fans • Likes 	
Target Audience Effect	<ul style="list-style-type: none"> • Unaided awareness • Aided awareness • Owned media site visitors per day • Social network channel visitors 	<ul style="list-style-type: none"> • Knowledge of company/product attributes and features • Brand association and differentiation 	<ul style="list-style-type: none"> • Relevance of brand (to consumer/customer) • Visitors to website • Click-thru to site • Time spent on site • Downloads from site • Calls • Event/meeting attendance 	<ul style="list-style-type: none"> • Attitude uplift • Stated intention to buy • Brand preference/Loyalty/Trust • Endorsement • Requests for quote • Links to site • Trial 	<ul style="list-style-type: none"> • Active advocates • Brand engagement • Leads/sales • Revenue • Market share • Cost savings

NOTE: Within social media, several of these metrics could straddle two rows as an Intermediary Effect and/or Target Audience Effect, depending on who's engaged in the conversation. For simplicity, we have listed those metrics under Intermediary Effect to reflect the general conversation as you would not know if all participants are in your target audience. If the commenters are known to be in your Target Audience, you could reflect those metrics under Target Audience Effect.

APPENDIX B RESEARCH STAKEHOLDERS AND PRIORITIZE

Creating a Social Graph -

- [Ecairn](#) - a paid tool that will find communities for you based on keyword searches, ranking them as influencers, and organizing communities based on your objectives. It can map conversations and show your progress as you engage. Well worth reviewing.
- [Fliptop](#) – an amazing new dashboard that accepts email lists or social identifiers (i.e. a twitter handle) and provides you with each person’s social profile. The system returns Names, Age Range, Gender, Location, Employer, Occupation, Influence Score, and all the Key Networks that person is on. It now finds 25-50% of people searched. Results can also be integrated into other dashboards via an API.
- [RowFeeder](#) – a great search system that will track keywords, hash-tags or usernames from Twitter or Facebook and dump all the statistics into Excel.
- [Traackr](#) – will identify influencers for you based on keyword searches, and more importantly, by industry type. It provides reach, resonance and relevance by topic, and has gained a lot of respect among sophisticated social media analysts.
- www.wefollow.com and Twitter hashtags will provide you with great lists of potential influencers to add to your graph for free.

Surveying Audiences -

- [Forrester’s Social Technographics](#) – this major research firm offers compelling professional surveys to break stakeholders into seven categories that determine how involved they are in social media, and how you can best reach them. The categories include Inactives, Spectators, Joiners, Collectors, Critics, Creators and Consumers. If you learn that most of your stakeholders are Inactive, you’ll want to move your campaign offline. If many are highly active – depending, of course, on other demographic and age parameters – you’ll want to structure most of your outreach in highly creative online campaigns that are interactive with the potential for virality.
- [SurveyMonkey](#) and [Zoomerang](#) – for those without big survey budgets, the web is full of great do-it-yourself surveys that can be sent to smaller stakeholder groups. Again, what you want to find out is how engaged your audiences are in social media, their interests, demographics, what social platforms they are using, etc. We’ll explore more about determining who influencers are later in this paper, but for now, look for ways to segment your target publics as best you can.

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APPENDIX B
RESEARCH STAKEHOLDERS AND PRIORITIZE
Continued

Keyword and Message Analysis – (From Katie Paine’s *Measuring What Matters*.)

- Identify what keywords people are using to find your site through [web analytics tools](#), [Google AdWords](#), [Wordtracker.com](#), etc.
- Set-up your search strings using these words, and refine as you go so you’ll pull up the most relevant results.
- Then, set-up an Excel spreadsheet to track items as they come in. In each column, list: *Date*, *Source*, *Author* and *Subject*, and also note if there are *Comments*, *Links*, *Trackbacks* or *Retweets*.
- Finally, figure out which sources matter most.
- Figure out how you, and your competition, are seen. This information will be very important for benchmarking purposes.

Paid tools like [Vocus](#), [Radian6](#), [Alterian SM2](#) and [Cymfony](#) are great for very specific keyword searches, tracking conversations, rating them with key metrics and sentiment, and outputting results to a spreadsheet for further analysis. It can really shorten the time required compared to using free tools like [Google Alerts](#), [Social Mention](#), [IceRocket](#) or [Addict-o-matic](#).

[Attensity](#), a leader in customer experience management, reminds us to also check bookmarking sites and structured review pages to find out what stakeholders are searching for, and what their opinions might be. Important sites include [Digg](#), [Reddit](#), [Stumbleupon](#), [Bazaarvoice](#) and [iPerceptions](#). Consider asking your customers to participate in focus groups, surveys, advisory councils, or on wikis.

APPENDIX C MEASURING OWNED SITES

The metrics and suggestions that follow summarize advice from Jim Sterne, Avinash Kaushik, Katie Paine, Sally Falkow, MeasurementMatch.com and others.

1. Blogs and Websites

- Visitors, Unique Visitors and Visits – Benchmarking these simple numbers is important for gauging awareness as intermediaries and target audiences move across the funnel. They can be found in [Google Analytics](#), which is free, if you don't have a paid system. Google has recently expanded its offerings through [NextAnalytics for Excel](#), which offers 188 charts aggregating your website, Facebook page, Twitter page, LinkedIn and other data feeds for reasonable monthly fees.

Web analytics will actually track movement from basic exposure/awareness through all the steps of the funnel, and can complete the picture with conversions to sales, memberships, page downloads, and dozens of other metrics. To identify Intermediary activity, look at Referral Sites to see what media, blogs or influencers are sending traffic your way.

- Comments – Counting comments is also important for gauging awareness, but to measure further down the funnel, you'll want to look at Kaushik's Conversation Index, which measures the number of Visitor Comments divided by the number of Posts. If you are posting more often than you are receiving comments, you are in a broadcasting stage and your audience is not progressing through the stages.
- Site and Search Rankings and Authority – Where does your site show up in [Google Search](#)? How about Alexa, Compete or Quantcast Rankings? What about inbound links? Or Diggs? You can get all this and more from a single free site: [www.wmtips.com](#) ([Site Information Tool](#)). The site also provides Technorati ratings that represent authority according to how many inbound links the site has. Again, all are great metrics to benchmark before a program begins.
- RSS Subscribers – how many actual subscribers does your blog have? You can check this out at [Google's Feedburner](#) and watch your influence grow!
- Linkbacks – How many people have clicked-through on links in your blog posts or Tweets? To find out, make sure to use a URL-shortening site like [Bit.ly](#), which tracks the number of clicks it directs on your behalf. [Hootsuite's ow.ly](#) also provides link tracking as one of its free report options. Jim Sterne adds another great tip: be sure to code the links you post by a unique code that identifies the campaign. To do this, simply add a "?" mark to the end of your link followed by a campaign identifier. Then, when they are re-re-re-tweeted, they can be tracked.

If you haven't coded your posts or used Bit.ly, you can still get some idea of how many people linked to your post by going to Google and entering "link:URL." This method usually undercounts your links, but it is a start. You might also look at Site Explorer by [Seomoz](#).

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APPENDIX C MEASURING OWNED SITES Continued

2. Twitter Sites

- Number of Followers – count your number of Followers at the outset of your program to establish potential awareness, and watch over time to see if this number increases, and more importantly, if it increases with the right types of followers. You'll also want to look at your ratio of Followees to Followers with the goal of having more of the former. Some great free tools for vetting your followers to spot Intermediary influencers include: [Klout](#), [PeerIndex](#), [SocialMention](#), [Technorati](#) and [Twitalyzer](#).
- Retweets - are your tweets being passed along by influential people? Again, check some of the tools in Appendix B to identify potential influencers, and also check the free tool, www.retweetrank.com. Benchmark your own Twitter sites on this metric.
- Retweet Velocity measures your likeliness to be retweeted. But watch out; are you always retweeted by the same people, or are you retweeted by new followers? Velocity also measures how quickly your message spreads, and how it is resonating with your audience. Check your free or paid tool to see if it offers a Velocity score.
- Retweet Efficiency – how many retweets do you get per 100 or 1000 followers?
- @Replies – how many messages do you receive per outbound message? Are you being added to lists and building an audience?
- Conversation Index on @Replies – how many @replies do you send per day versus receive? Are you broadcasting or participating? To get this index, divide the number of replies you get by how many you sent out. The goal is to beat 1.0.

Most of the metrics above can be found in any number of free tools including [TwentyFeet](#), [Twitalyzer](#) and [Twazzup](#). Don't forget to watch for Twitter drop-outs via an inexpensive system like [GraphEdge](#), which identifies legitimate followers versus bots, followers and unfollowers, your churn rate and even "unique names" in your second level network. And even richer metrics are available in [Google's NextAnalytics for Excel](#).

3. Facebook Sites

- Number of Fans or Friends and Active Users – benchmark your numbers at the beginning of your campaign, and watch to see if they grow with influential members of the media, bloggers, Tweeters, etc. Refer to tools in Appendix B for tools to measure influencers.
- Number of Comments – how many comments do you receive in a given amount of time? What is your Conversation Rate – the percentage of feedback you receive compared to your postings?
- Number of Likes – is this number growing?

All of these basic metrics can be found for free for company users right in [Facebook](#) on the Insights page (if your site is large enough to qualify), and even more metrics are available at <http://pagelever.com/> and in [NextAnalytics](#).

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APPENDIX C
MEASURING OWNED SITES
Continued

4. Bookmarking Sites

- Are influencers “going public” with your information by tagging your links or posts to social bookmarking sites such as [Digg](#), [Stumbleupon](#), [Delicious](#) or [Reddit](#)? These scores are votes of confidence and can be gleaned at www.wmtips.com ([Site Information Tool](#)).
- Are they rating your products on review sites such as [Bazaarvoice](#)? What are your scores prior to launching your program?
- How are influencers categorizing your sites? Reviewing this may affect how you want to organize your SEO.

5. YouTube, Flickr and other Image Sites

- For Video - [YouTube Insights](#) provides your number of views, unique users and subscribers; links followed to your video; geography and demographics; and engagement through sharing, ratings, comments and favorites – all for free.
- For Photos – the number of views per photo, and how referrers found you, are among the stats available through [Flickr’s PRO account](#).

6. Compound Influence Scores

- While none of the scores below are the Holy Grail, they can be helpful in gaining some sense of progress toward establishing your online influence, as well as the influence of your targets.
- [Klout](#) - measures influence based on your ability to drive action. Every time you create content or engage, you influence others. The Klout Score ranges from 0-100 and uses data from a host of social sites including Twitter, Facebook, LinkedIn, and Foursquare to measure: How many people you influence (True Reach), how much you influence them (Amplification), and how influential they are (Network Score). Klout is an imperfect score, and does not take into account topics or areas of influence.
 - [PeerIndex](#) – like Klout, PeerIndex provides a 0-100 composite score that is meant to measure online authority. It reflects the impact of your online activities, and the extent to which you’ve built up social and reputational capital on the web. PeerIndex goes beyond popularity and looks at your authority on a category by category level using eight benchmark topics. It also determines whether or not your audience is listening and receptive. Finally, an activity score is included since that will determine the share of attention you receive. Data is pulled from Facebook, Twitter, LinkedIn, Quora and your Blog. The site provides great information regarding who is Retweeting and replying to you most often.
 - [SocialMention](#) – yet another composite score based on social media citations in 80+ social media properties including: Twitter, Facebook, FriendFeed, YouTube, Digg, Google, etc. The score is based on: Strength (the likelihood your brand is being discussed); Sentiment (the ratio of positive to negative); Passion (the likelihood that those talking about your brand will do so repeatedly); and Reach (the number of unique authors divided by the total mentions).

APPENDIX D MEASURING EARNED MEDIA (NON-OWNED SITES)

1. Content Analysis

Using keyword searches, establish where you and your competitors stand in terms of impressions, reach, computer-generated sentiment, general messaging and topics using an automated monitoring and analysis system. This exercise will give you the 'big picture' with some directional information, and some sense of your share of conversation. However, be aware that computer processing of sentiment and messaging is only about 70% accurate, according to Forrester. Thus, you'll want to dig deeper by doing a true human-generated Content Analysis on a sample of your coverage, selecting the most important sources for hand analysis.

Create a tiered media list composed of your most important sources, and keep the list relatively stable over time, so you can ascertain change. After you've collected your most important media and social media content, you'll need to score each citation by hand for variables such as:

- Topic/Category
- Dominance (how much of the story did you own?)
- Prominence (how high up in the story were you featured?)
- Sentiment
- Key messages
- Quotes
- Positioning on key issues
- Type of Conversation (answering a question, expressing surprise, an advertisement, etc. Katie Paine defines 27 types in her book cited below.

If you don't have a paid monitoring and measurement portal, you can do this work in Excel, using each row for a media placement and columns for the variables. After this exercise, you can generate your share of conversation from this data universe to get a more accurate sense of where you stand against your competitors, and against the topic as a whole. You can read more about how to do Content Analysis in Katie Paine's book, [Measure What Matters](#).

Of course, many monitoring and analysis systems are on the market today to simplify this task for you ... especially those that are supported by human analysis teams. [Carma International](#) and [Dow Jones Insight](#) are two that offer both automated tools and a professional services team to meet the needs of both 'big picture' and 'accurate sample' analysis.

Bottom line – benchmark and continue to measure against your own goals of key message penetration, quality of coverage, and how your organization stacks up to the competition. Watch especially for endorsements, rankings and expressed opinions in the coverage as those imply "preference" and most successfully lead to Target Audience Action.

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APPENDIX D
MEASURING EARNED MEDIA (NON-OWNED SITES)
Continued

2. Source Strength

Now let's look at whether or not the media and bloggers are helping move your audience along the funnel by gauging their reach, strength and actions. An important influencer may not have the largest audience, but may have the right audience to do what you need done.

There are many ways to measure the influence of earned media sites, and if you've done your Social Graph, you'll have benchmarked your status with many influencers at the beginning of your program. As your program matures, you'll add many more sites and quantify the value each one has to your goals.

- Opportunities-to-See (OTS) (Impressions) – While this metric is far from precise, it can be a useful starting point. Few metrics vendors measure down to the URL level, so you end up with inflated numbers from main site pages. Nielsen, comScore, Compete and Alexa all have different numbers, so your data will have major gaps and questionable validity. Nevertheless, OTS is an easily obtained number from most monitoring platforms.
- Reach – This is a derivation from OTS that attempts to correct some of the inflation, and will usually be a proprietary metric from your provider.
- Traffic – For blogs, count subscribers and likes; for Twitter, count followers; for Facebook, count fans and friends. Also look at how many unique visitors, page views or RSS subscribers they have. Check www.wmtips.com for their Google page rankings, [Alexa](#) rankings, and other traffic-related scores.
- Authority and Impact – Check the influencer's [Technorati](#), [PeerIndex](#), [Twitalyzer](#) or [Klout](#) scores. Note that Technorati assigns authority based on how many incoming links a blog has, so it is essentially a 'peer review.' Rather than targeting the highest-authority sites for your outreach, it's best to target those that are NOT the highest, since those often receive between 500-1000 product pitches a day! Instead, look at the "magic middle" of the "long tail" where more moderate sites fit your niche, and are more personal and influential.
- Inbound links – Does the site have contextual links from well-ranked sites and blogs?
- Reader Engagement – Does the site seem to get a lot of comments? Do people spend time there?
- Recommendations – Does the influencer actively retweet, bookmark, tag and share content? Have they recommended any of your products or services? Have you seen any inbound traffic from their site to yours?
- Connections – How many followers or mutual connections do they have with you?
- Track Record – How long have they been around? How many blog posts have they written?
- Conversion Rate for Referring Sites – Does their site tend to draw visitors who take action once they reach your site in the form of information downloads, registration, or sales? We'll discuss tracking these types of "conversions" through web analytics in the next section.

Finally, mix and match any of the free tools you use to cross-verify results.

APPENDIX E MEASURING TARGET AUDIENCE EFFECTS

1. Surveys

Surveys aren't new, but survey methods have been updated for today's technologically-savvy online world. The best way to determine if your Target Audience is truly aware, knowledgeable, interested and/or supportive of your brand or message, especially in relationship to your competitors, is to do an aided- and unaided-awareness survey before and after your campaign.

If you happened to do the *Social Graph* outlined in APPENDIX B of this paper, then this would be the time to do a post Social Graph, to see if sentiment and engagement have changed. Be sure to look back to that section for ideas on which tools to use.

Identifying any type of change along the Communications Stages as the result of a social media campaign is an excellent barometer of success. You can do this yourself with free tools such as [SurveyMonkey](#) and [Zoomerang](#), or you can get help from any number of great research companies. Just Google "survey research" and you'll find plenty from which to choose.

Another great option for surveying your audience is to embed a Task Completion Rate Survey on your website that pops up as people exit. It basically asks if a website or blog has enabled the visitor to complete the task he/she came to do on your site, and if not, why not. Avinash Kaushik recommends the free [iPerceptions 4Q](#) survey as one of the best.

2. Advanced Statistics

Another way to link Public Relations Activity and Intermediary Effects to Target Audience Effects is through market mix models, advanced statistics and Pearson Correlations.

If you have a market mix model, provide your KPIs to your modeler to determine whether there is a causal or correlated relationship between those metrics and your business objectives. Market mix models are extremely sophisticated, and look at all parts of a marketing program to determine cause and effect. They are also very expensive, and social media reach numbers may not be high enough to register amidst all the other marketing metrics.

Pearson Correlations are much more available, and can be done right in Excel. If your objectives were to increase sales, be sure to collect sales and revenue data from your finance or sales departments along with the average sales price, so you'll have hard data to correlate against. While correlations are fairly simple, it is best to seek help from an expert since you do need to factor in lead time to lag ratios. In other words, target audience activity will come after your efforts are made, and will likely reflect your product's sales cycle in overall timing. You may run your campaign in January and see immediate Intermediary Effects, but may not see Target Audience Action on real business results until June if your normal sales cycle is six months.

If you'd like a step by step guide to how to pull a Pearson Correlation, contact us at [MeasurementMatch.com](#). Correlations can also be outsourced to your measurement provider if you don't want to execute them yourself. The resulting "r-value" score will range from 0 to 1.0, and your goal should be to achieve a correlation greater than .7 to establish the likeliness of a relationship between your efforts and outcomes.

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APPENDIX E
MEASURING TARGET AUDIENCE EFFECTS
Continued

3. Web Analytics

Without a doubt, web analytics is one of the most exciting new frontiers in measurement since tying effort to both intermediary actions and outcomes can be done seamlessly. The public relations industry has never had such an opportunity to track their work so concretely to outcomes at such little cost. If there is one message we'd stress most in this paper, it would be this: go spend half a day and learn the ins and outs of a free system like Google Analytics. An excellent book to read ASAP is [Sam's Teach Yourself "Google Analytics in 10 Minutes."](#) The book is comprised by a series of 10-minute lessons, but you can easily get through the book – and try out all the steps – in half a day. Afterward, you will feel empowered!

[Seth Duncan](#) is another social media guru with important insights to share. He lists the following five reasons why you really want to understand web analytics:

- They are useful for PR – enabling the segmentation of referring traffic (direct, search, paid search, referring search keywords, email campaigns, digital advertisements (banners) or earned media).
- They can tell what visitors from a particular story do on your site, which pages they go to, whether they are hitting your goals, downloading, registering, leaving their email addresses, etc. Katie Paine adds that the percentage of all visitors who take action or click-through is a fundamental measure of success.
- They allow PR to be measured alongside other forms of marketing.
- They can help you develop strategy with empirical evidence. For instance, is your Twitter account resulting in white paper downloads? Is a particular key message working best at getting visits, engagements, registrations? Should resources be shifted from traditional to social? Which audiences are responding?
- Finally, web analytics can replace marketing mix models – which are very expensive and rarely within reach of the PR department. (Author's note: marketing mix models measure a large number of variables, so web analytics would be a 'poor man's' model, at best.)

Web analytics can measure both hard and soft goals. For some companies, sales or e-commerce is not an option, so they have to look at indications of interest and loyalty. Gleanster says the most important metrics will be "conversion," which is "any" desired activity you want a prospect or customer to engage in. This may be as simple as a click-through to a particular web page, registration to a special community, etc.

There are a gazillion metrics available to look at in your web analytics platform, but many suffer from being too tactical. Avinash Kaushik says many of them – visits, page views, time on site, impressions, clicks, emails sent, followers, likes, video views, etc., simply infer that bigger is better. He goes on to say it's more important to view metrics that span several sessions to look at a potential target's true interest over time. We'll explore some of those below.

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APPENDIX E
MEASURING TARGET AUDIENCE EFFECTS
Continued

▪ For Non E-Commerce Sites:

The following are some “best practices” recommendations from Avinash Kaushik¹³ for measuring non e-commerce websites. His main focus is to get away from “averages” that distort what’s really going on, and instead look at real across-session distribution scores:

- Visitor Loyalty – this tells us how often a visitor comes to our site, so you can set a goal for the number of visits you expect per week/month and measure against them.
- Visitor Recency – how long has it been since their last visit? Ideally, it would only be a day or two. If 67% of your audience is new (defined in Google Analytics as having been at your site “0 days ago,” how can you decrease this number and get them to return?
- Length of Visit – this counts length in seconds and reveals truths hidden in averages. See exactly the point at which you lose your audience. Benchmark that number and see what you can do to lengthen their engagement. Having an engaged audience may be the business outcome you are looking for.
- Depth of Visit – what is the distribution in number of pages viewed in each session? Again, how can you increase this number? You’ll want to measure the percent of visits that encompass many pages versus only a few, and look for growth.
- New versus Repeat Visitors - examine the ratio between new and repeat visitors, and between those that come once and those that return more often each month. The number of repeat visitors should increase.
- Conversion Rates in Web Analytics and other Tools – for non e-commerce sites, some of the Intermediary Effects that were covered earlier can be considered conversions to outcomes, such as:
 - For blogs - # of reader comments per post
 - Twitter - # of replies sent per day compared to # of replies received per day
 - Facebook - # of postings compared to # of comments
 - Website – the Task Completion Rate – which is the percent of people who come to your website who answer ‘yes’ to “Were you able to complete the task you came to this website to do?” Combine this with “Why are you here?” and you know all you need to know to progress forward. Take a look at the [4Q survey from iPerceptions](#) as a great example of such a survey.
 - Email - # of goal conversions, values and ROI as available from Google Analytics integration with [PureResponse - Integrated Analytics](#) by Pure360.
 - Bookmarks – # of bookmarks to your sites, which show you where on the web they originated.
 - Click-throughs - when analyzing inbound traffic to a website, where did those clicks originate? Are there patterns?

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¹³ Avinash Kaushik – [“I got no E-commerce: How do I Measure Success and Lame Metrics”](#)

APPENDIX E
MEASURING TARGET AUDIENCE EFFECTS
Continued

- E-commerce sites

It is possible today to track every kind of unstructured data found in communications streams all the way through CRM systems and sales, enabling side-by-side analysis of social media and internal customer feedback in emails, surveys, private web communities, service notes and chat sessions. These tools provide holistic views of all customer conversations: sentiment, issues and root causes. Some of them even automatically route conversations to the right person in an organization for response, build the relationship and drive towards sales and loyalty. These systems are expensive, but worth every penny for the fortunate organizations that can afford them. Two great systems include [Attensity](#) and [Visible Technologies](#), to mention a couple.

For those of us not so fortunate, we can still accomplish a great deal through Google Analytics or creating unique URL landing pages for each of our activities, which in turn refer the traffic to sign-up pages for more information, requests to be contacted by a sales representative, email registrations or views of a product page. In this case, the “macro” conversion would be the sale, but macro conversions are only completed by about 2% of visitors, according to Avinash Kaushik. So what about those other actions that have lead to conversions; should they not also be considered goals and have financial values?

Kaushik urges us to assign dollar values to all our goals, whether “macro” or “micro,” which then enables us to compare the per-visit-value of referrals and keywords. It’s easy to see which tactics are driving the highest financial values, and it is easy to do all of this in Google Analytics. Just refer back to your [“Sams Teach Yourself Google Analytics in 10 Minutes”](#) book and read Chapter 14 on “Setting up Goals and Funnels.”

To value a goal, consider how often the visitors who reach the goal become customers. If, for example, your sales team can close 10% of people who request to be contacted, and your average transaction is \$500, you might assign \$50 (i.e. 10% of \$500) to a “Contact Me” goal. If only 1% of mailing list sign-ups result in a sale, you might only assign \$5 to your “email sign-up” goal. Kaushik provides some other creative ways to “guesstimate” micro values in his blog posting, [“Excellent Analytics Tips #19 – Goal Values.”](#)

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APPENDIX E
MEASURING TARGET AUDIENCE EFFECTS
Continued

▪ Measuring Across Silos

As you track your activities through to goals, you may still have questions about what parts of your program were the most effective. [Seth Duncan](#) has written an outstanding white paper, [“Using Web Analytics to Measure the Impact of Earned Online Media as Business Outcomes,”](#) that takes a slightly different approach. He provides a step by step process for downloading your relevant referral data, separating out just the earned media, and categorizing it in Excel by:

- *Site Type* (Mainstream Media, Online Media, Blogs, Forums, etc.)
- *Site Content* (National News, Regional News, Business Press, etc.).

Simply run Site Types across the columns and Site Content across the rows in Excel. Then, you'll fill in the web metrics (unique visitors, engagement metrics or sales conversion rates) for each cell on one of the two bases:

- *Sum* basis (adding up your unique visitors that were referred in each category. This indicates whether mainstream media are producing as many unique visitors as blogs, for example).
- *Average* basis (which would divide all the unique visitors by the number of sources in each category). Duncan recommends this approach because of varying sample sizes. For example, blog posts may have sent more visitors, but how many posts were there?)

Then, compare the web metrics in cross-tabs of two or more category systems. For example, compare sales conversion rates across site type and site content categories. This allows you to readily see what site types and news category sites are your most successful referrers.

Tim Marklein suggests another method for integrating your social media results with traditional news media. Since it is a rare PR program that doesn't involve both offline and online outreach, it is becoming increasingly important to integrate across silos to get a full picture. Marklein advises to “get in-line” and look at the intersection of data across disciplines as summarized from his May 2011 PRSA Tactics article, [“The Big Shift: Moving from Impressions to Engagement.”](#)

- Track social media engagement and audience impressions along with traditional media impressions, in parallel.
- Look at all audience impressions and Cost-per-Thousand Impressions (CPM) across disciplines. (For CPM, simply divide your costs by the number of impressions you receive).
- Contextualize by noting that the metrics that matter most are those that fit in with your specific business objective. For example, if you are a consumer package goods company, maybe *USA Today* is most important, but if you are a B2B, maybe it is the *WSJ.com*, or if you are in a targeted niche, it may be an industry blog. This illustrates the need to go beyond impressions in general and focus on targeted impressions.
- Add in engagement metrics. One can't interact with *USA Today*, but one can with an online piece by sharing it via email, blogs and Twitter, so the message may extend to trusted peers!

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About Angela Jeffrey

Founder, Angela Jeffrey & Associates (www.MeasurementMatch.com)
Member, IPR Commission on PR Measurement & Evaluation

Infusing clients, management and colleagues with excitement about successful PR campaigns dominated 20 years of Angela's career with JCPenney, national agencies and her full-service PR firm, Jeffrey Communications. PRSA Silver Anvils and IABC Gold Quills, plus a bevy of regional awards, were some of her career highlights.



Then, Angela entered the PR measurement world when she couldn't find a low-cost solution for media analysis. To solve the problem, she created a software company to build *PRtrak*™, the first PR analysis tool for print, broadcast and internet coverage. The venture succeeded and was subsequently acquired, first by SDI Inc., then by VMS and most recently by BurrellesLuce.

Through the years, Angela became a recognized evangelist, thought leader, writer and speaker for PR measurement and evaluation nationwide. Today, Angela runs her latest venture, *Angela Jeffrey & Associates*, the home of *MeasurementMatch.com*®. The firm helps clients write effective research and measurement plans, and then searches for the right provider services to meet their needs.

Current clients claim the *MeasurementMatch* process has saved them countless hours of staff time fielding sales calls, sitting through presentations, writing RFPs and negotiating costs. The firm's associates include many top PR research thinkers from the IPR Commission, and other experts in social media and advertising effectiveness measurement.

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