

# Measuring Social Media

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# Agenda

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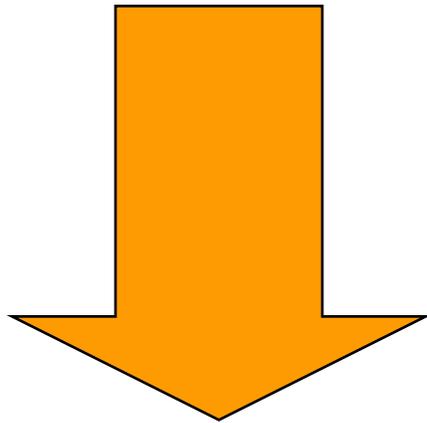
- Planning communication campaigns that contribute to business results
  - How upfront research before planning can prove the connection between your work and the eventual business results
- Two ways to isolate the exact amount of impact your communication has had vs. the impact of other factors
- How to integrate social media measurement with traditional techniques
- How to translate measurement into the language of senior management

# **Planning Communication to Achieve Business Results—NOT Awareness**

# Typical communication messaging

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- **Organizational goals and performance results**
  - What leadership is trying to achieve



- **Communication tactics**
  - Key messages about goals and results

# More effective communication messaging based on research

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- **Organizational goals and performance results**
  - What leadership is trying to achieve
- **Audience actions**
  - What should different stakeholders do more of or less of, or do differently in order to achieve the goals?
- **Audience perceptions (knowledge and attitudes)**
  - What do stakeholders need to know in order to do the right things?
  - What do stakeholders need to believe in order to do the right things?
- **Communication tactics**
  - Key messages ~~about goals and results~~ leading to behavior change

# Planning grid to ensure messages are focused on changing behavior

Stakeholder Group	Behavior	Messages	Channels/ Timing	Research	
<ul style="list-style-type: none"> <li>• Name</li> <li>• What their stake is</li> </ul>	Current	Current Knowledge	Current	<ul style="list-style-type: none"> <li>• Get operational and sales statistics related to behaviors</li> <li>• Do audience research on</li> </ul>	
		Current Attitudes	Current		
	Ideal	Ideal Knowledge	Ideal		<p>Where many social media are most useful</p>
		Ideal Attitudes	Ideal		

# What to measure

## Level of Impact Communication Has

	<b>Our Activities (Channels &amp; Messages)</b>	<b>Audience Perceptions (Knowledge &amp; Attitudes)</b>	<b>Changes in Audience Behavior</b>	<b>Financial Impact on Goals</b>

# Measures that track different criteria about the communication

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- **How satisfied our audiences are with the communication**
  - Do they like it?
- **How efficient our communications are**
  - Are they on time, within budget, fewest channels that accomplish the result
- **How effective our communications are**
  - Do messages and channels achieve their objectives?
- **Do our communications change a “real-world” outcome?**
  - Is there a change in objective reality, not just opinions?

# How to define “success”

## Level of Impact Communication Has

<b>Criteria for Success</b>	<b>Our Activities (Channels &amp; Messages)</b>	<b>Audience Perceptions (Knowledge &amp; Attitudes)</b>	<b>Changes in Audience Behavior</b>	<b>Financial Impact on Goals</b>
<b>Satisfaction</b>				
<b>Efficiency</b>				
<b>Effectiveness</b>				
<b>Outcome</b>				

# Where do most social media metrics fit?

**Level of Impact Communication Has**

<b>Criteria for Success</b>	<b>Our Activities</b> (Channels & Messages)	<b>Audience Perceptions</b> (Knowledge & Attitudes)	<b>Changes in Audience Behavior</b>	<b>Financial Impact on Goals</b>
<b>Satisfaction</b>				
<b>Efficiency</b>			<div style="border: 1px solid black; padding: 10px; text-align: center;"> <b>Management wants to know how we changed perceptions and behaviors leading to \$</b> </div>	
<b>Effectiveness</b>	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <b>Where most social media tracking fits</b> </div>			
<b>Outcome</b>				

# Measuring Social Media Activity

Usage Statistics,  
Focus Groups, and  
Surveys

# Measurement of internal social media activity is similar to Web usage stats

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## Similarities:

- We measure numbers of people, visits, length of visits, specific clicks, downloads, etc.

## Differences:

- We get some indication of whether the visitors valued the content because they are often able to:
  - Comment or rate the content online
  - Create RSS feeds to keep receiving the information
  - Tag or Digg favorite content for sharing with others

# More meaningful usage measures to track

Less useful to track	More useful to measure
Raw number of visitors per week	Percentage of potential visitors who actually visit a blog
Raw number of comments per week	Number of comments on articles divided by total available articles (e.g., for newsletters, podcasts or webcasts that are divided into articles or tracks)
Where people clicked most often	Which version of a URL people clicked on to take an action

# Questions to ask about peoples' readiness to use social media

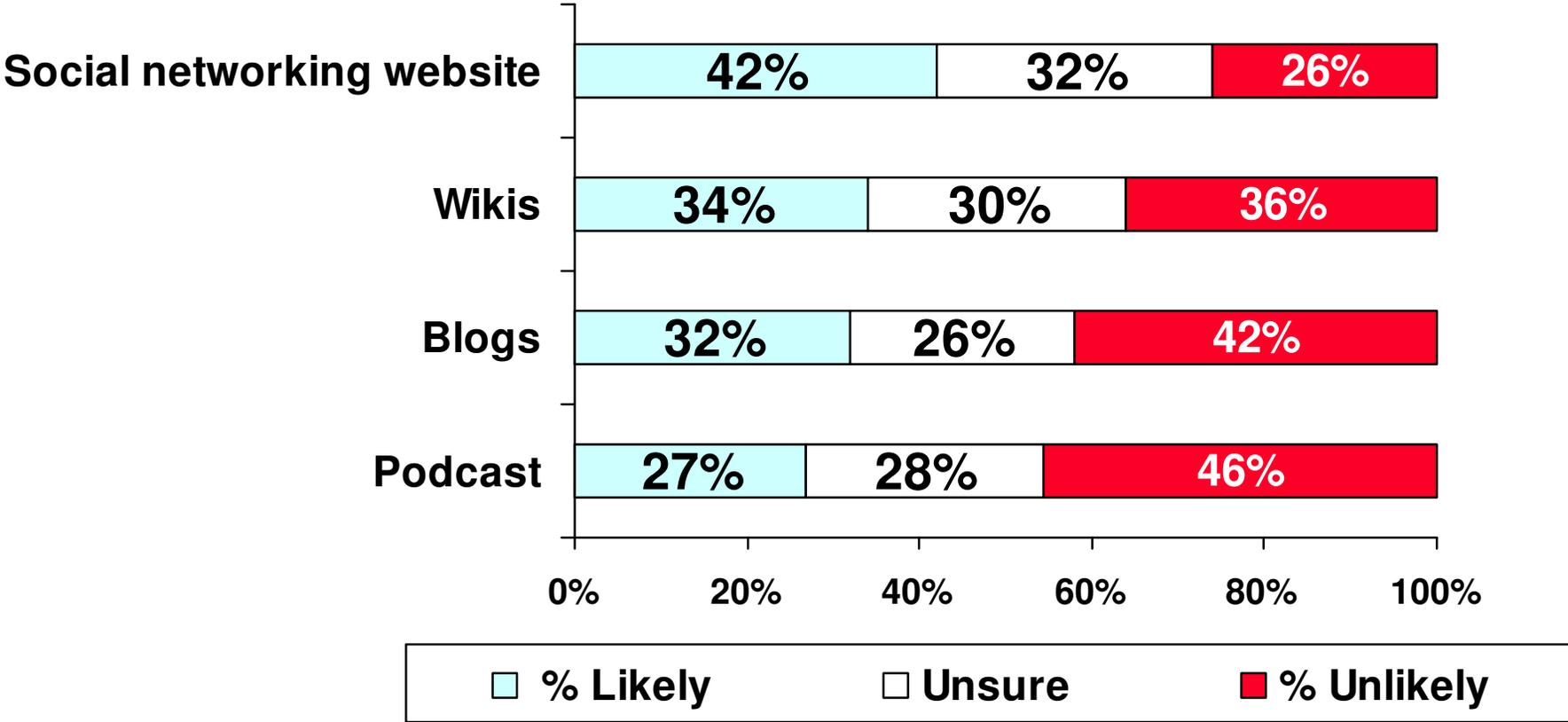
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- How familiar (or experienced) people are with each type of new medium
- How often they use each new medium in their personal lives
- How often they use each new social medium for work already
- For those who don't use them, why not?

***These types of questions can help set realistic expectations for potential usage***

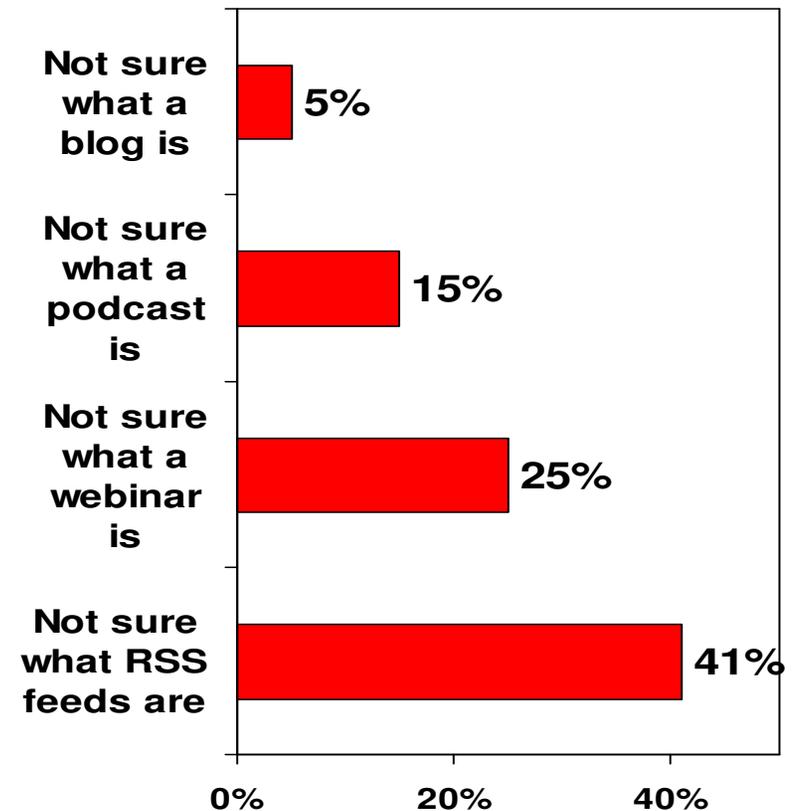
# One client's employee survey on likelihood of using new communication channels

*How likely would you be to use this channel to obtain additional information or to better understand the topic...*



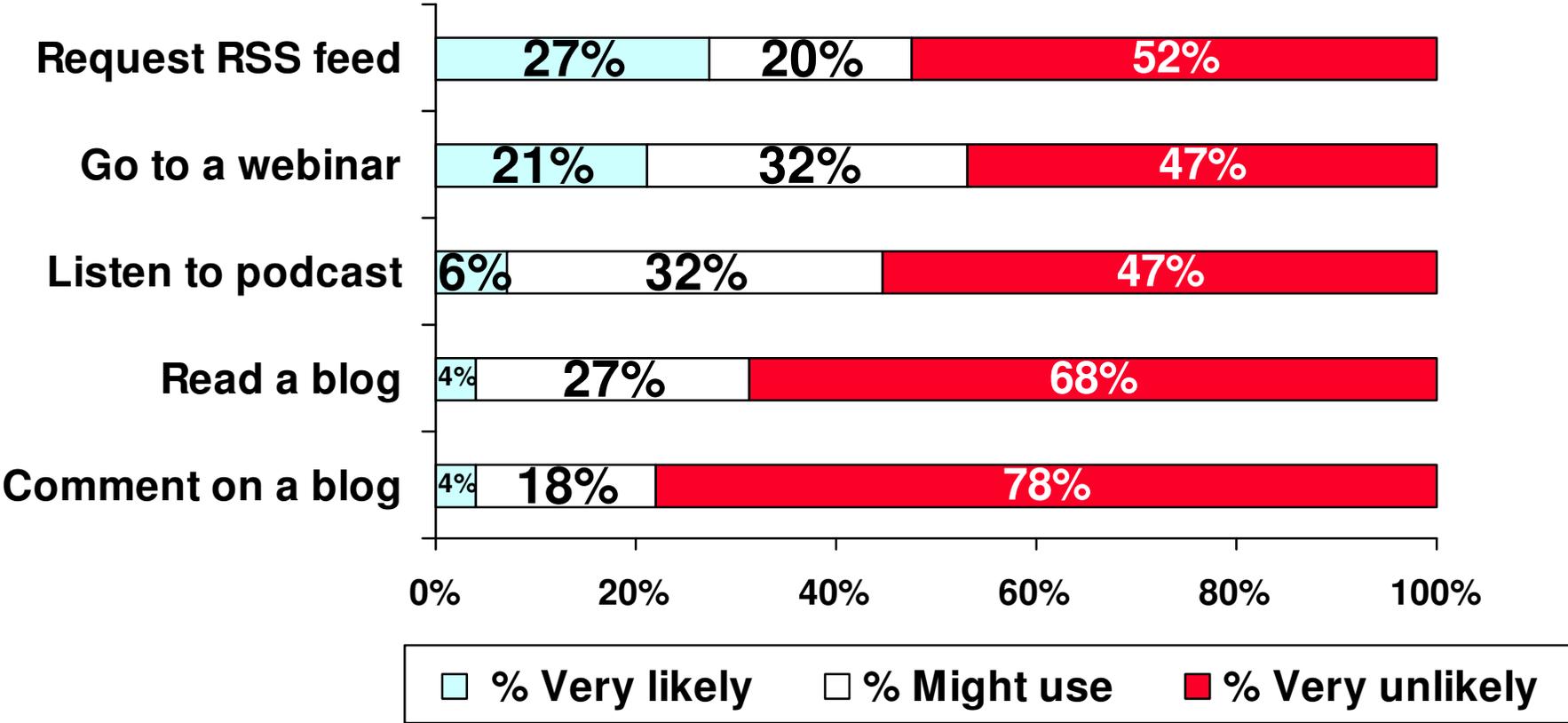
# Familiarity with various social media tools varied a great deal for executives at one client

- **RSS feeds were the least familiar tool**
  - However, when the concept was explained to people, many of them really liked it
- **Several of these tools were more familiar to Canadians and Americans** and podcasts were more familiar to French speakers.
- **Southern Europeans were less familiar with several of these tools.**
  - Emerging markets were less familiar with webinars
- **71% said they would never want to comment online** or post a question online. 100% of those in Central Europe, Middle East/Africa and German speakers agreed.
  - Nearly all the rest said they might want to “sometimes.” Northern Europeans were more likely to say so.



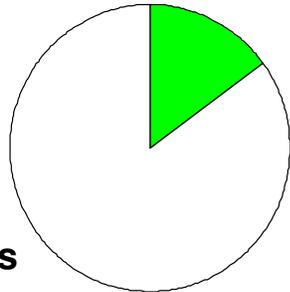
# However, the likelihood of using tools ranked differently for execs who were familiar with them

*How likely would you be to use this channel ...*

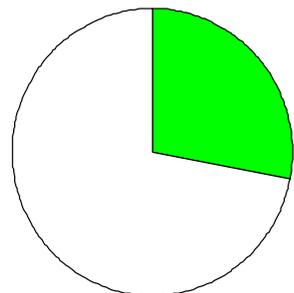
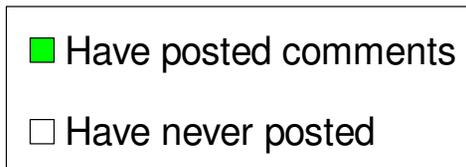


# How many employees at one client have used the comment engine for intranet news stories

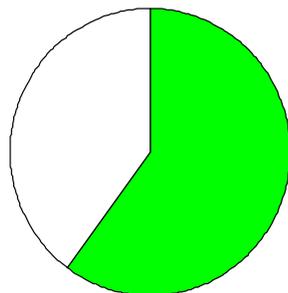
How many of you have posted comments about Connect articles?



Managers



Customer-facing



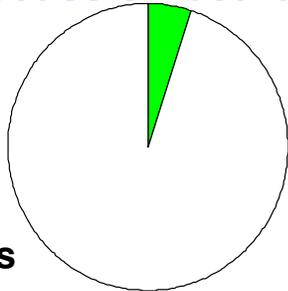
Support Staff

- **Why some do not post comments:**

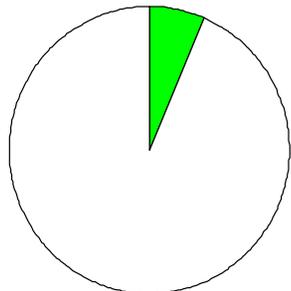
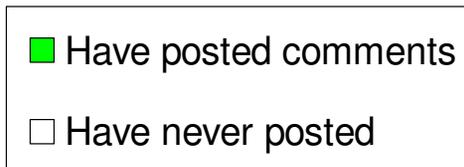
- “No time.” (mentioned in nearly all focus groups)
- “Not if my name is attached to it.” (2)
- “I love reading them; they’re entertaining, with a diversity of opinions.”
- “I don’t like all the ‘great job’ comments. It’s hard to then mention when they used an incorrect process.”
- “The questions never get answered.”
- “It’s not a work topic.”
- “Reading the comments, it makes me wonder why some people are still here. It’s the same person commenting over and over.”

# How many have posted comments on the online employee discussion board

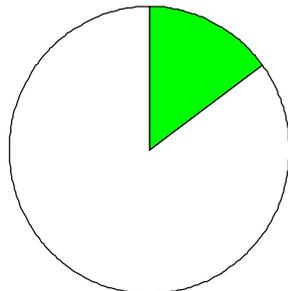
**How many of you have posted comments on the online discussion board?**



**Managers**



**Customer-facing**



**Support Staff**

- **Why some do not post comments:**
  - “I never knew it was there.” (mentioned in over half of focus groups)
  - “It’s confusing.”
  - “I posted one for a staff member who didn’t want to be identified.”
  - “Some employees don’t grasp that this is a place of business.”
- **Few said they would participate in online collaboration tools—unless it was for a work project**
  - “There’s no time.”
  - “Twitter is too much to keep up with.”
  - “I would if the topics were relevant to what I do.”
  - “I would if it was in a defined project where you know the people and it’s work related.”
  - “I’d use it to find a workout buddy.”
  - “Don’t we have Facebook? I have a feed.”
  - “You don’t know how it would be used or viewed.”
  - “It could be good for getting quick feedback from employees.”

# Measuring Social Media's Impact on Perceptions and Behaviors

## Taking appropriate credit for change: Isolate the role communication played in improved results

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- **Pilot** the change in only some locations; track the change in outcomes at your pilot locations against closely matched pairs at control group locations
  - Ask other managers involved in the issue to not do anything differently at only some locations

**OR**

- Measure levels or outcomes **before and after** your communication intervention
  - Try to correct for any other major changes at the same time
  - Ask the people making the change to what extent the communication affected their behaviors

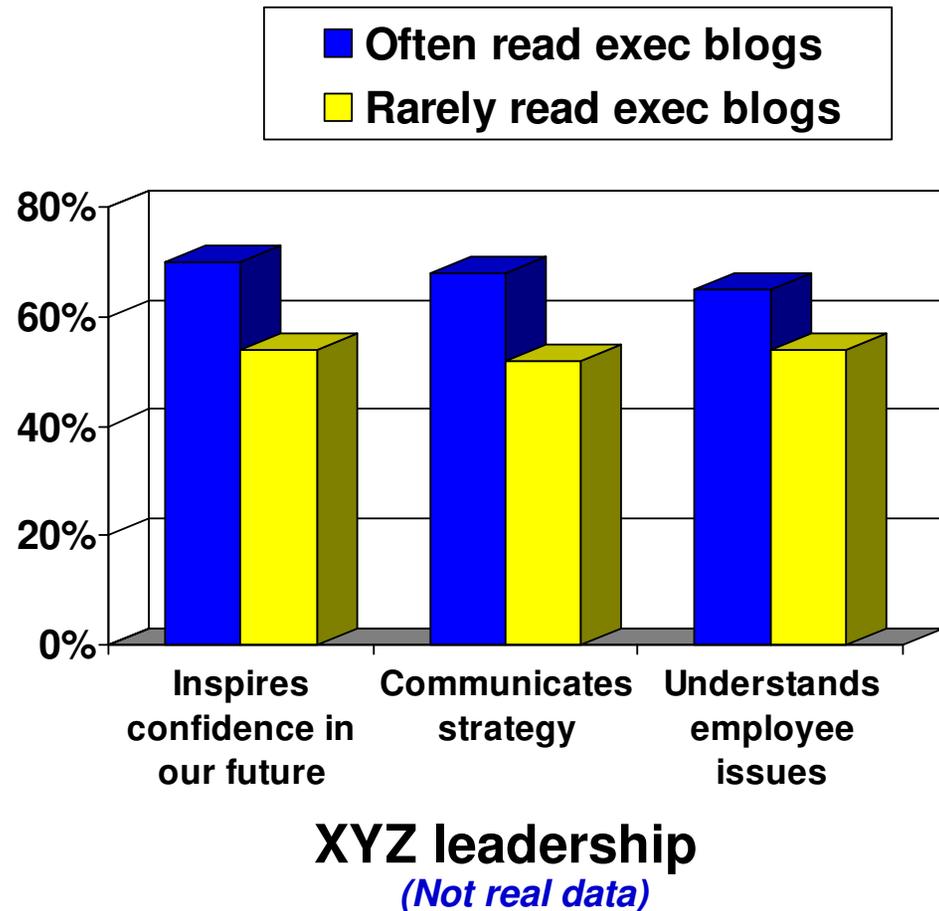
# Metrics of impact on perceptions or behaviors for internal social media

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- **Pilot/controls groups:**
  - Track if teams using wikis are more productive (faster) or innovative than similar teams not using them, or if team members send fewer emails to each other
- **Surveys:**
  - Track if heavier participation in channels allowing interaction with executives (blogs, discussion boards, podcasts) leads to higher confidence in leadership and/or retention

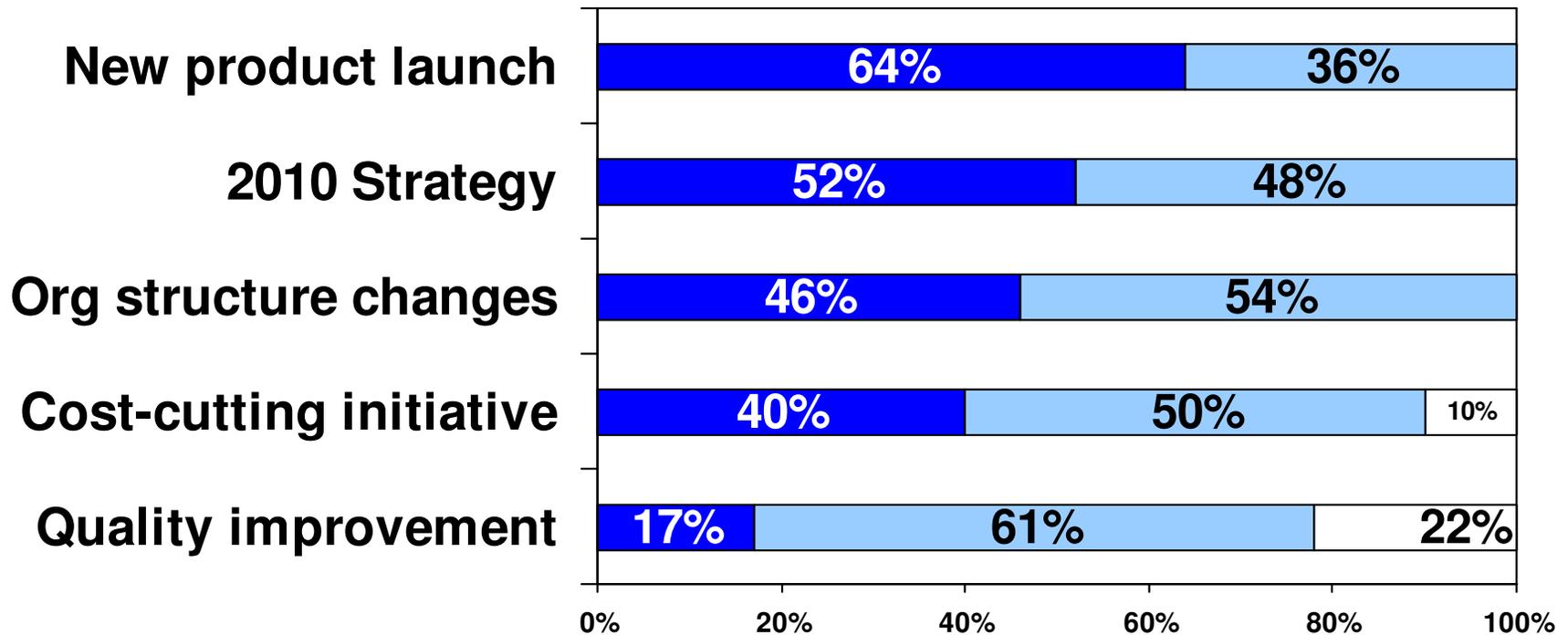
# Track impact of social media with more favorable perceptions on existing surveys

- Add questions to existing internal surveys to identify participation in various social media
- Then track if any other questions on the survey vary by heavy / low participation



# Survey social media users about the value of the tools

*How useful to your job were these podcasts?*



■ Useful in my job    ■ Interesting, but not useful    □ Neither interesting nor useful

# Present data to management in ways that get their attention

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- Assess value of campaigns, ongoing communication channels
- Track progress over time
- Identify gaps between what is and what should be
- Dive deep into data and make useful comparisons with business results

## Ultimate questions to ask:

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1. What business impact could this use of social media have?
2. What would be the business impact if we didn't use these social media?
3. How can we quantify the impact financially?

# Reprints available for more information

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- **Article reprints on:**
  - Linking communication measures to the bottom line
  - Measuring the impact of new media tools
  - Putting click-through measures into context

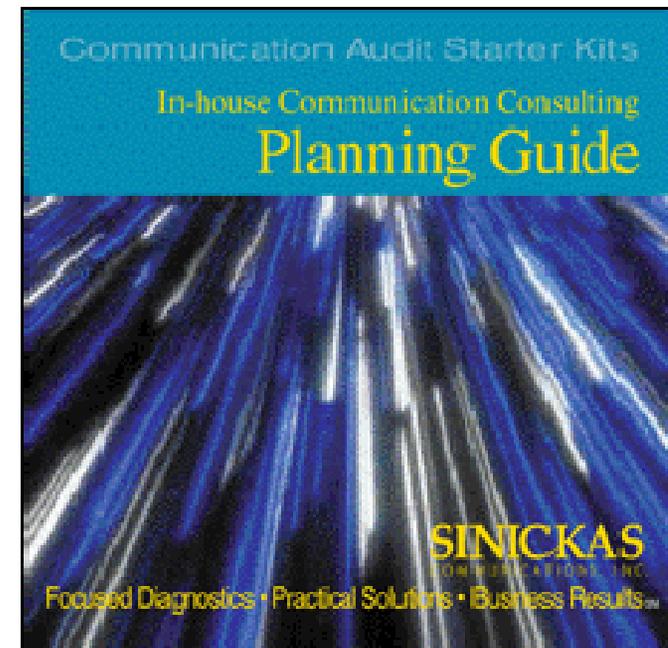
***Send email to [angela@sinicom.com](mailto:angela@sinicom.com)***

# About Sinickas Communications, Inc.

- Sinickas Communications, Inc., is an international communication consultancy specializing in helping corporations achieve business results through focused diagnostics and practical solutions ([www.sinicom.com](http://www.sinicom.com)). We have worked with 25% of the Forbes largest 100 global companies.
- Self-administered planning, measurement and benchmarking tools based on Angela Sinickas' manual, *How to Measure Your Communication Programs*, are available by subscription either online through [www.CommToolbox.com](http://www.CommToolbox.com) <sup>SM</sup> or as CD-ROMs.
- Over 30, one-hour audio CDs available on a range of communication measurement and planning topics, including articles, templates and other documents further explaining each topic
- Clients include:

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Raytheon  
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Hong Kong Civil Service,  
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Shell (SEPCo)  
Telstra (Australia)  
Wells Fargo  
The World Bank



# About Angela Sinickas, ABC, IABC Fellow

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- A pioneer in the field of organizational communication measurement, Angela Sinickas has been measuring the effectiveness of communication since 1981. She has published over 130 articles in professional journals and has conducted over 350 workshops in 28 countries. She has also been a guest lecturer at USC, California State University, Loyola University, Pepperdine University, Ramon Llull University (Barcelona) and University of Ulster (Belfast).
- She is the author of the manual *How to Measure Your Communication Programs*, a regular columnist for the magazine *Strategic Communication Management* and on the editorial boards of two professional journals..
- Angela has been an organizational communicator since 1974:
  - Principal and Practice Leader, William M. Mercer, Incorporated
  - Vice President of Communication, Secomerica, Inc.
  - Communication Consultant and Unit Leader, Hewitt Associates
  - Manager of Internal Communication, Chicago Tribune Company
  - Editor, Information Officer, and Assistant Director, University of Illinois Medical Center
- Angela's work has been recognized with 17 international-level awards from IABC, six of them for measurement projects and two for her Website, [www.sinicom.com](http://www.sinicom.com).
- She received her BS degree in Journalism from the University of Illinois at Urbana-Champaign in 1975 and is finishing her MS degree in Leadership from Northeastern University.
- Besides English, she is fluent in Spanish and Lithuanian, and is conversant in German.