

Managing media with metrics

Community Journalism Executive Training
Investigative News Network

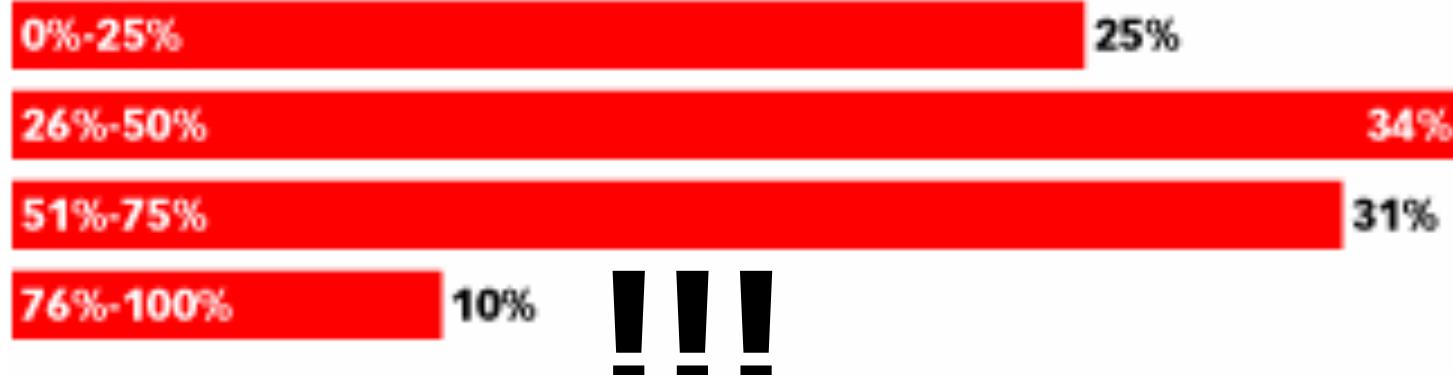
October 2012
Dana Chinn

USC Annenberg
School for Communication
and Journalism

Everything you collect should be useful for decision-making

Percent of Web Analytics Data Collected that Is Useful for Driving Decision-Making According to Companies* Worldwide, June 2012

% of respondents



*Note: n=291; *client-side marketers*

Source: Econsultancy and Lynchpin, "Online Measurement and Strategy Report 2012," July 9, 2012

143844

www.eMarketer.com

So how are people making decisions?

Decision-making without data

HIghest Paid Person's Opinion

-- Avinash Kaushik, Google



Decision-making with too much useless data



Objective:

**Convert you to a
“Raving Data Lunatic”**



Voices in Urban Reform

***...someone “who will do anything
to get their hands on data
before making their next decision”***

-- Avinash Kaushik, Google



OBAMA CAMPAIGN needs DIGITAL ANALYSTS

Want to work on the Obama campaign?

Obama for America is looking for both junior and senior web analysts to join our digital team.

We're going to run the most effective, creative, and innovative digital campaign in the history of politics, and our digital team will be core to achieving the communications, fundraising and organizing goals of the cause.

Analytics will be the backbone of our multi-faceted web design, email, content, video and advertising efforts. We'll rely on the analytics team not only to track progress, but to develop and deliver performance-enhancing recommendations that will guide and continually optimize our strategies along the way.

We'll be hiring people at all levels, from team directors to junior staffers. So whether you're a seasoned digital veteran or are new to the field but hoping to apply

"Analytics will be the backbone....

"....not only to track progress, but to develop ...performance-enhancing recommendations

that will guide and continually optimize our strategies along the way.

Defining success starts with asking the right question



**~~How can we
grow site
traffic?~~**

**How can we serve
the audiences
that will support us?**

Ratings

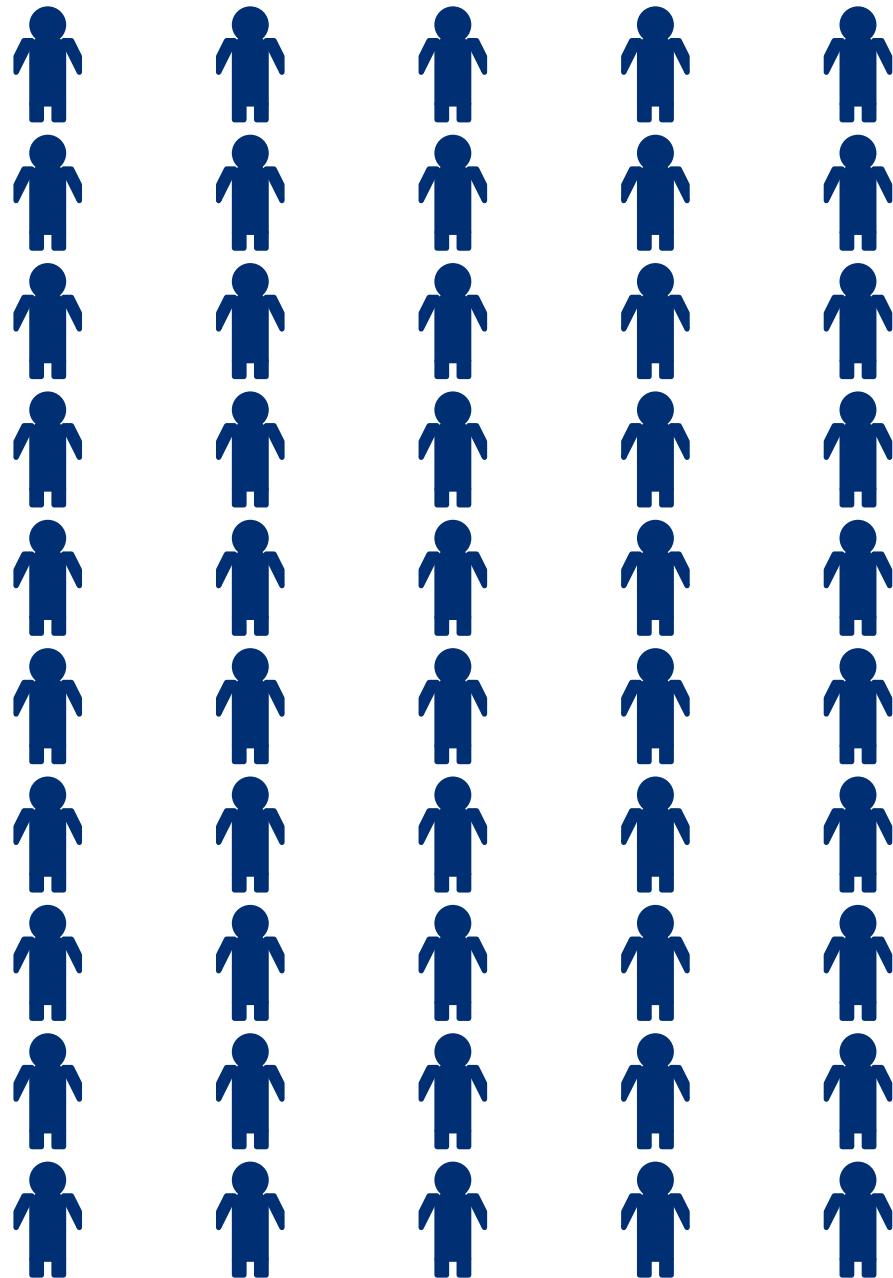


nielsen

Circulation



Impressions



Ratings

Circulation

Impressions

More
=

Success!

**More
is
just...**



...more.
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Traditional mass media business model

Spray...



....and pray!



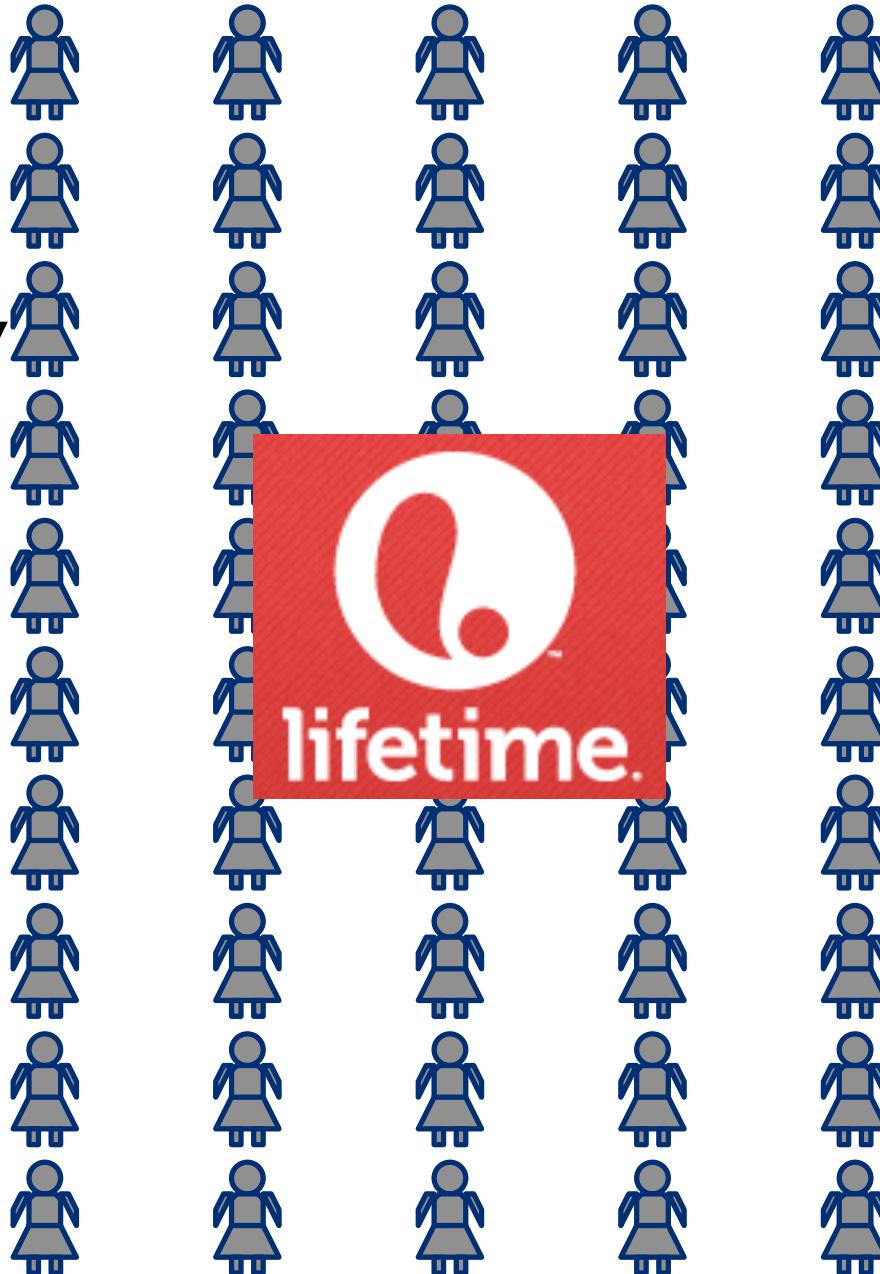
Traditional mass media business model

***Everyone
is
equally
important,
right?***



Example

Traditional
mass media
audience
“segmentation”



“Let’s target women!”

"Should we develop an iPhone app targeted toward college students?"

US College Student Smartphone Users, by Manufacturer, April 2012

% of respondents

Apple (iPhone)



HTC

11%

Samsung

8%

RIM (BlackBerry)

8%

Motorola

7%

LG

5%

Other

2%

Note: numbers may not add up to 100% due to rounding; students at 12 Big Ten four-year universities

Source: DigitalMediaX, "The Digital Generation: College Students, Brands, and Engagement with Digital Media," July 12, 2012

Useful demographics...



...or *stereotypes?*



Type



Click



Touch

Periodic Table of the Internet

I II III IV V VI VII VIII IX X XI XII XIII XIV XV XVI XVII XVIII

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------|--|--------------------------|--|-------------------------|--|--------------------------|--|--------------------------|--|-------------------------|--|-------------------------|--|-------------------------|--|-------------------------|---|--|---|--------------------------|--|-------------------------|--|-----------------------------|--|-----------------------------|--|-----------------------------|--|--------------------------|--|-------------------------|--|
| Yahoo.com | Y! 1 | | | | | | | | | | | | | | | | | Wikipedia.org | Wk 10 | | | | | | | | | | | | | | | |
| Google.com | G 2 | Firefox | Fx 1,512 | | | | | | | | | | | | | | | | cnn.com | | | | | | | | | | | | | | | |
| Live.com | L 7 | Skype.com | S 2,378 | | | | | | | | | | | | | | | | nytimes.com | | | | | | | | | | | | | | | |
| Ask.com | A 16 | BitTorrent.com | T t 8,127 | Technorati.com | T c 453 | Digg.com | G g 24 | Penny-arcade.com | P a 20,671 | LifeHacker.com | L h 3,670 | eBay.com | E b 3 | Microsoft.com | M s 11 | Amazon.com | A z 9 | YouTube.com | U t 12 | Flickr.com | F r 40 | imdb.com | M d 49 | MakeZine.com | M k 8,544 | LiveJournal.com | J o 470 | MaximumFun.org | Y a 146,195 | grammar.qdnow.com | G r 149,876 | AskaNinja.com | A n 39,033 | news.bbc.co.uk |
| Lycos.com | L c 99 | FrostWire.com | F w 13,386 | Compete.com | C m 11,403 | Reddit.com | D d 1,866 | xkcd.com | X k 25,769 | 43folders.com | 4 3 75,907 | Craig'sList.org | C l 28 | Apple.com | S n 333 | Snopes.com | D v 703 | DeviantArt.com | A r 1,620 | Archive.org | S u 2,932 | StumbleUpon.com | F o 99,425 | FoundMagazine.com | B e 486 | bebo.com | T m 201,413 | OnTheMedia.org | L n 494,134 | Longnow.org | T d 62,488 | Ted.com | W d 3,015 | Wired.com |
| Altavista.com | A v 499 | Gimp.org | G i 23,184 | Del.icio.us | U s 1,930 | pbcomics.com | P b 69,472 | WebWorkerDaily.com | W b 107,118 | FreeCycle.org | F c 6,201 | Ubuntu.com | U b 34,899 | Slashdot.org | /. . 6,081 | Consumerist.com | C o 6,131 | Creative Commons.org | S a 7,834 | Something Awful.com | M h 16,675 | MindHacks.com | F d 1,303 | Friendster.com | I t 1,000,000+ | In Our Time | P z 931,905 | weeklyradioaddress.com | M r 1,000,000+ | TheMerlinShow.com | E c 10,372 | Economist.com | | |
| Excite.com | E x 916 | Inkscape.org | I k 195,541 | Fark.com | F k 9,999 | warehouse.carti.com/comic | W h 250,607 | Unclutterer.com | U c 505,029 | BookCrossing.com | B d 39,254 | FreeBSD.org | T x 51,037 | Textfiles.com | F f 25,651 | eff.org | F f 30,140 | bigempire.com/filly | C r 55,869 | Venganza.org | G k 338,403 | Groklaw.net | O r 4,600 | Orkut.com | E p 1,000,000+ | Escapedod.org | R i 1,000,000+ | Radio Lab | S t 1,000,000+ | strangerthings.tv | L d 188,488 | Londonist.com | | |

I Search Engines

II Internet Tools

III Site Ranking

IV Aggregators

V Webcomics

VI Productivity

VII Get Stuff

VIII Operating Systems

IX-XII Miscellaneous

XIII Blogs

XIV Social Networking

XV-XVI Podcasts

XVII Videos

XVIII News

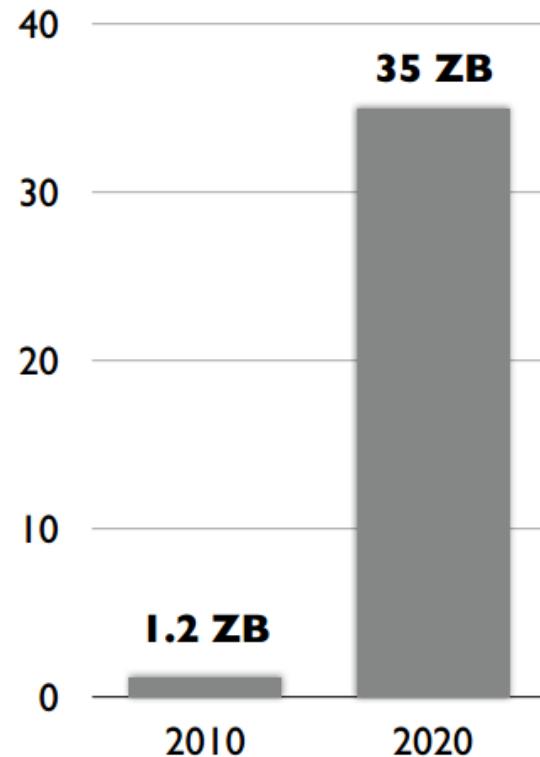


← Site URL
← Symbol
← Rank

In one decade the amount of digital data produced worldwide is projected to grow 30 times larger.

IDC Digital Universe Study, April 2010

Zettabytes!

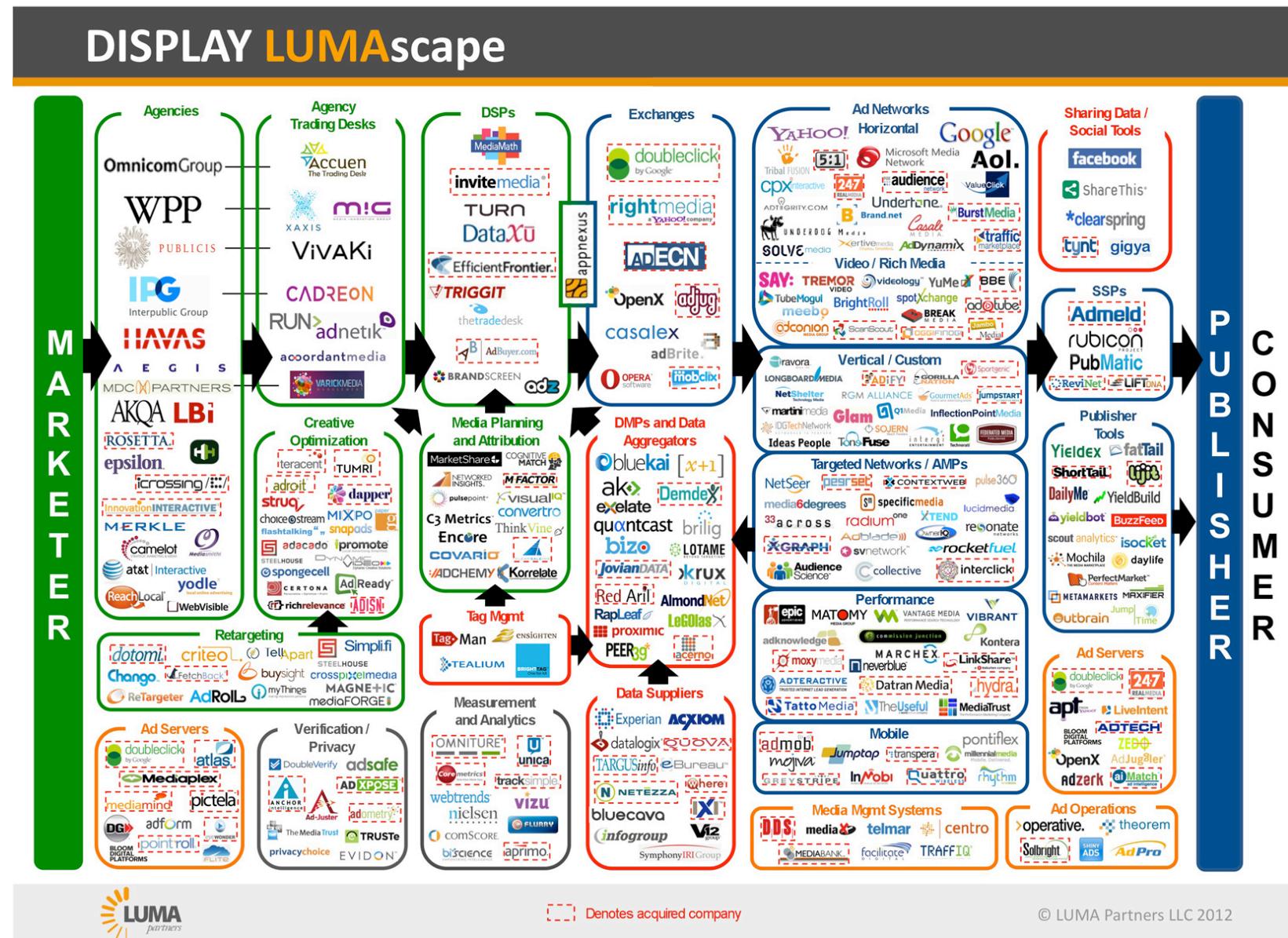


Big Data



©TechCrunch

Big Data is *audience behavior* data





*Our site has 5,000 **monthly unique visitors.***



*Last Tuesday that story got 20,000 **page views.***



*Get an A in Analytics 101 response #1:
The last time I checked, we had 5,000 visitors on our site*

So what?



*Our iPhone **app was downloaded 10,000 times.***



*We have 2,000 **likes on our Facebook page.***



*We have 5,000 **Twitter followers.***

What actions indicate engagement?



Visit, regularly

Read/view content, a lot



Interact, often

- rate, print, vote, take a poll, click on an ad
- share, e-mail, comment, contribute



Two types of analytics data

Behavioral research



What people did

when they came to your site,
as captured by
an **action taken on a keyboard or mouse**



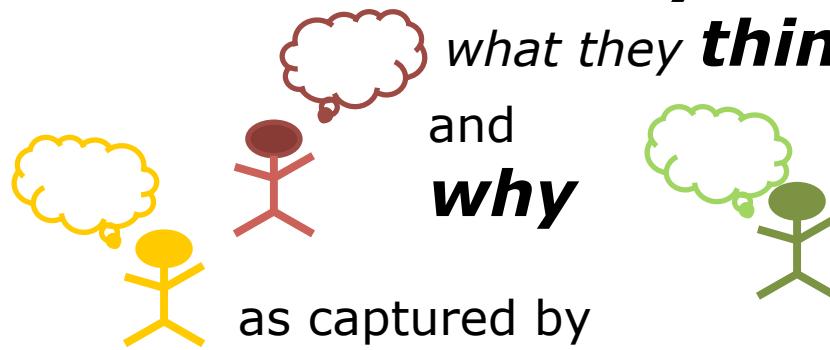
Attitudinal research

What people say they did

what they think

and

why



as captured by
surveys, focus groups, social media, usability studies

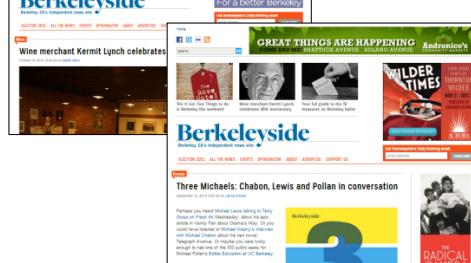
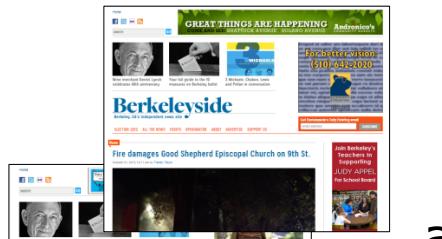




Unique visitors



visit a site



and generate
page views

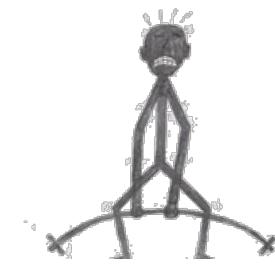
Strong vs. **weak** metrics



Strong metrics are useful tools
that give clear indications
of what's successful or not

Weak metrics...

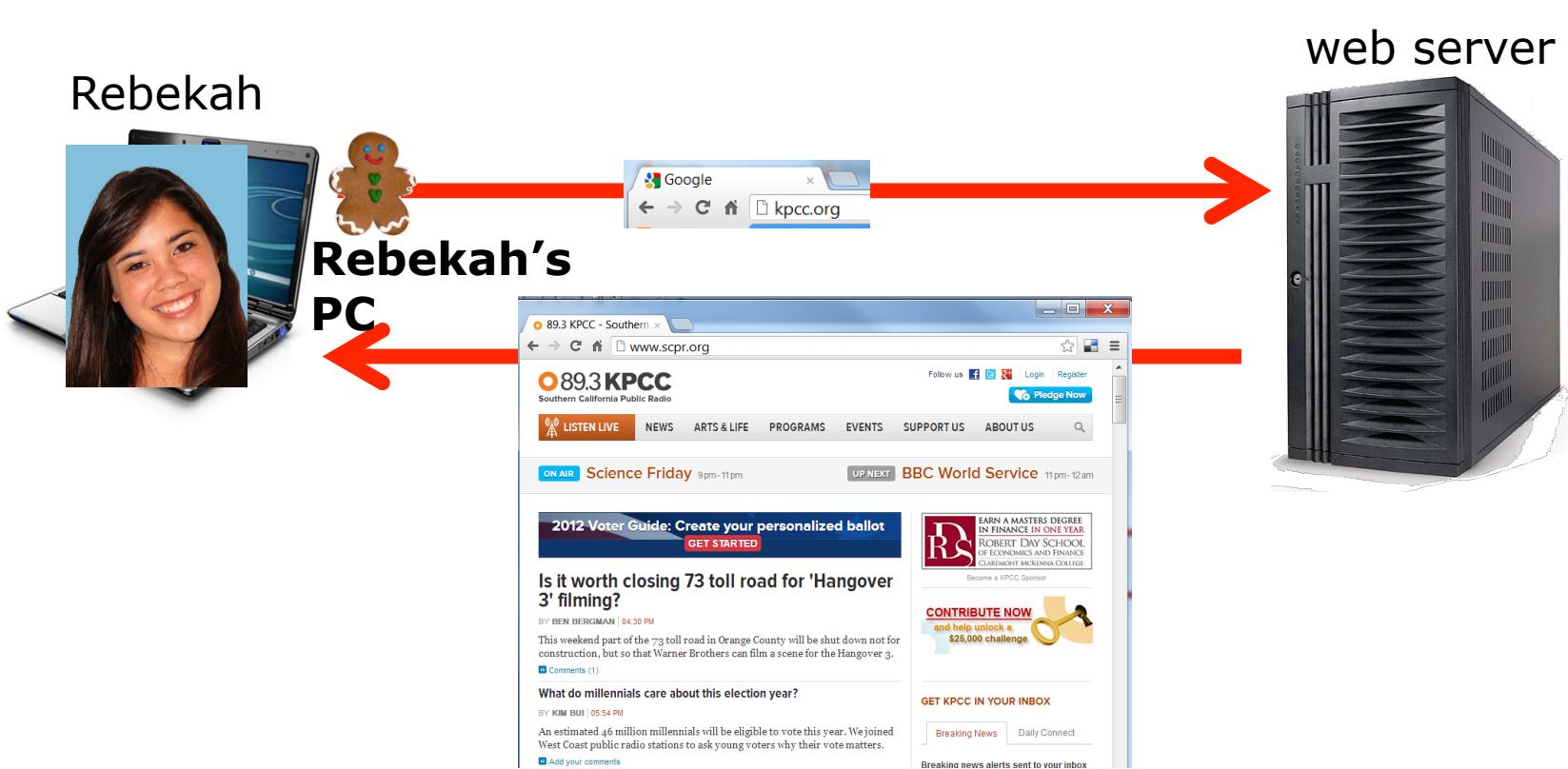
- are **conceptually flawed**
“so what?” counts
- are **technically flawed**
due to the way Google Analytics
collects the data



***...give mixed signals
and can lead to bad decisions***

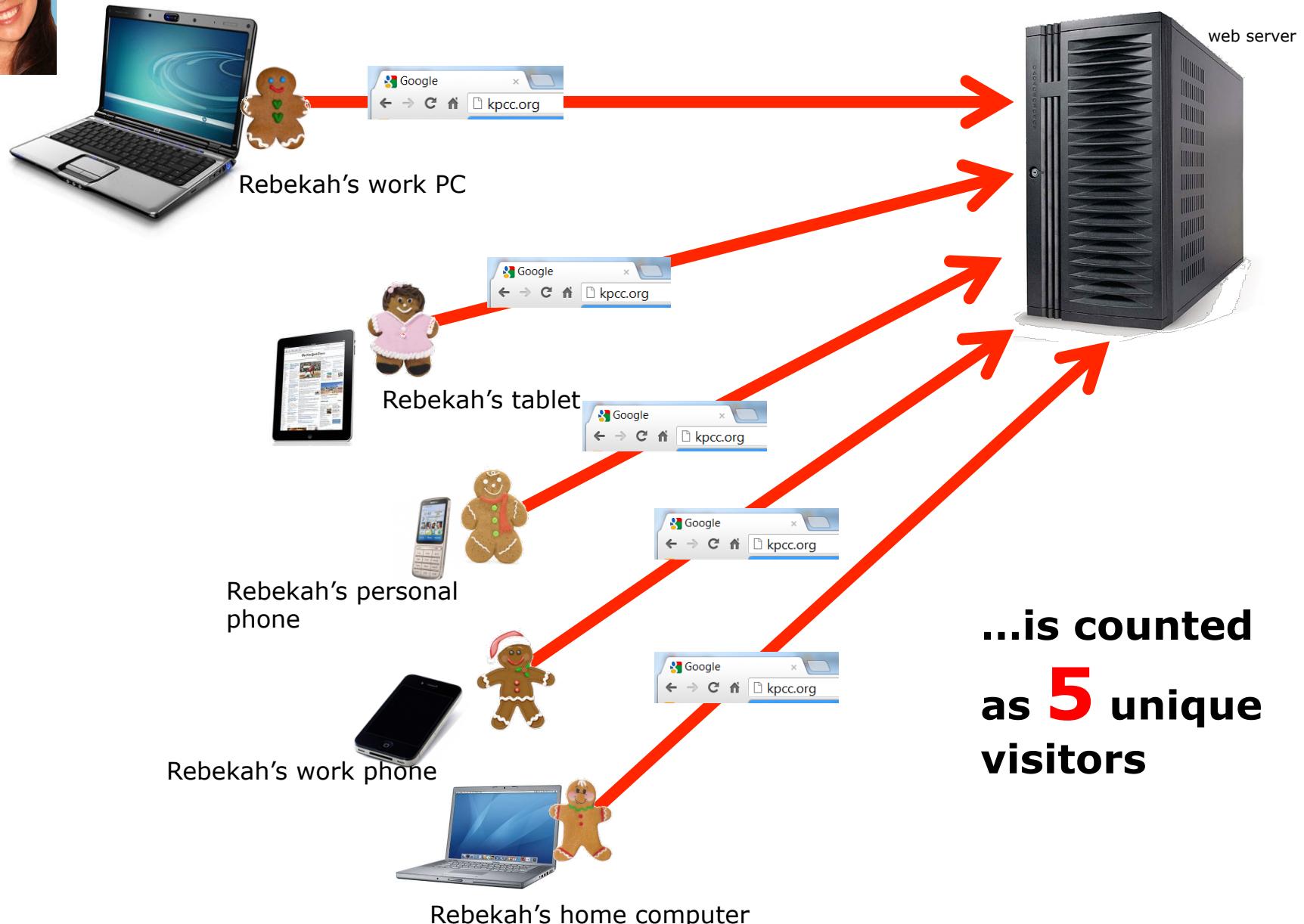
A person visiting a web site is

**just one computer asking another
to send them a page**





1 actual person with 5 devices...



"More than half of all media interactions involving one screen coincided with the use of another."

Simultaneous Usage of Select Devices According to US Connected Device Users*, Q2 2012

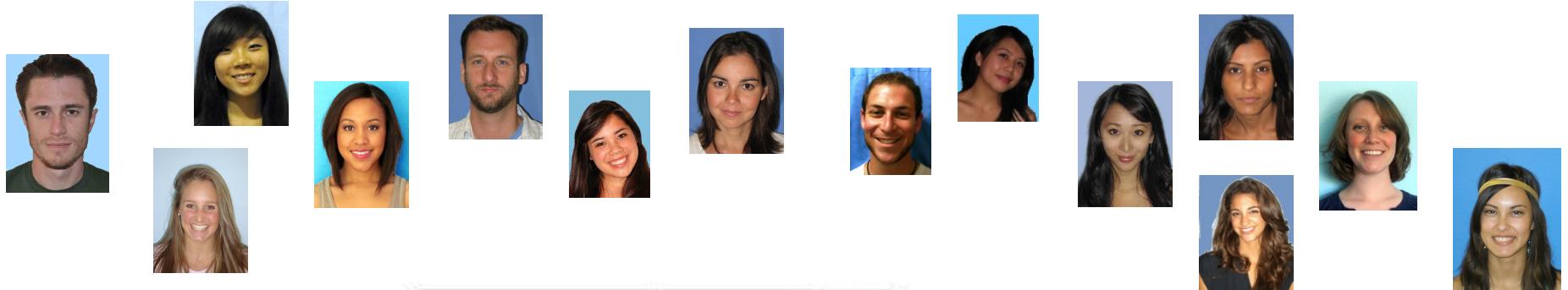
% of total interactions

| TV with another device | 77% |
|---------------------------------------|------------|
| With a smartphone | 49% |
| With a PC/laptop | 34% |
| Tablet with another device | 75% |
| With a TV | 44% |
| With a smartphone | 35% |
| PC with another device | 67% |
| With a smartphone | 45% |
| With a TV | 32% |
| Smartphone with another device | 57% |
| With a TV | 29% |
| With a PC/laptop | 28% |

Note: figures are based on 6,057 smartphone interactions, 3,817 PC/laptop interactions, 3,594 TV interactions and 542 tablet interactions reported by users; *use smartphone, PC and TV

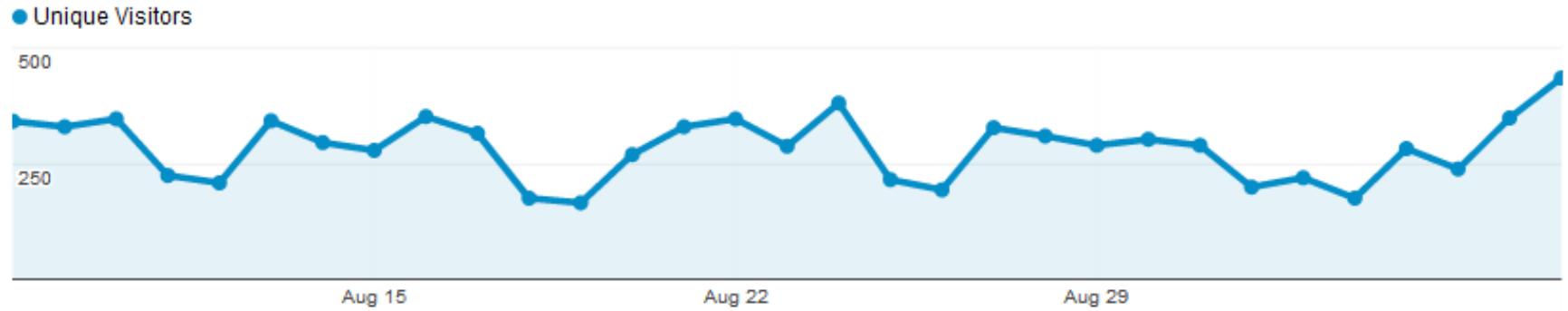
Source: Google and Sterling Brands, "The New Multi-Screen World: Understanding Cross-Platform Consumer Behavior" conducted by Ipsos, Aug 29, 2012

14 actual people using **1** computer...



**...is counted as
1 unique visitor**

Schools
Libraries
Stores
Public Internet access spots



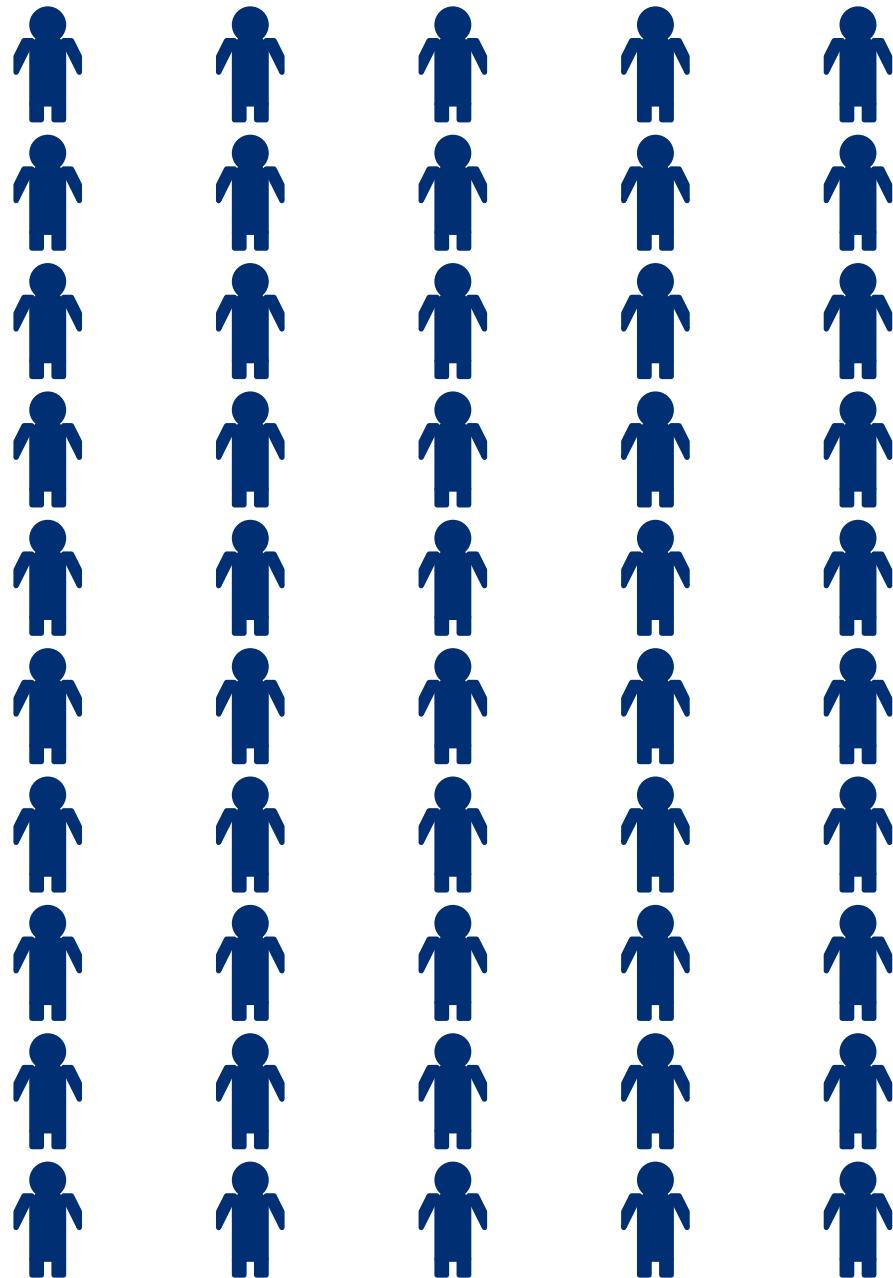
Under-counted?



Over-counted?



You will *never* know!



Ratings

Circulation



Unique visitors

**More
=**

Success!



Visit duration, or time on site:

Flawed conceptually...

...flawed technically....

...the weakest metric EVER!



Visit duration = first timestamp – last timestamp



**1:10 p.m. (no last timestamp
on the KPCC server)**



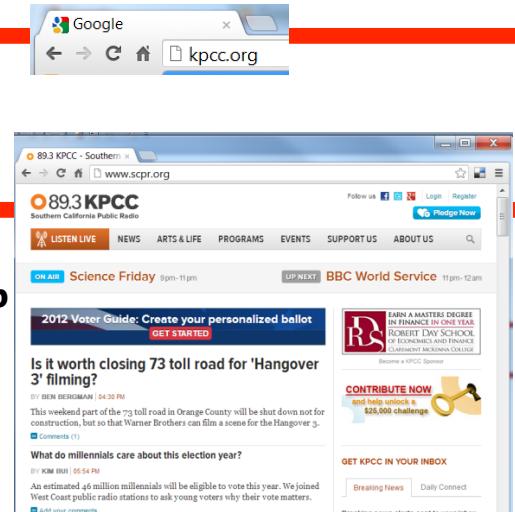
Actual time spent on KPCC site: 10 minutes



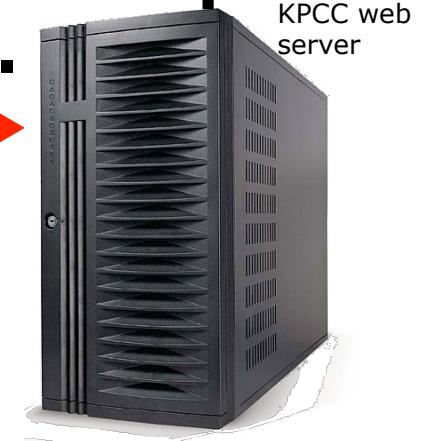
Google Analytics time spent: 0 minutes

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**First timestamp:
1:00 p.m.**

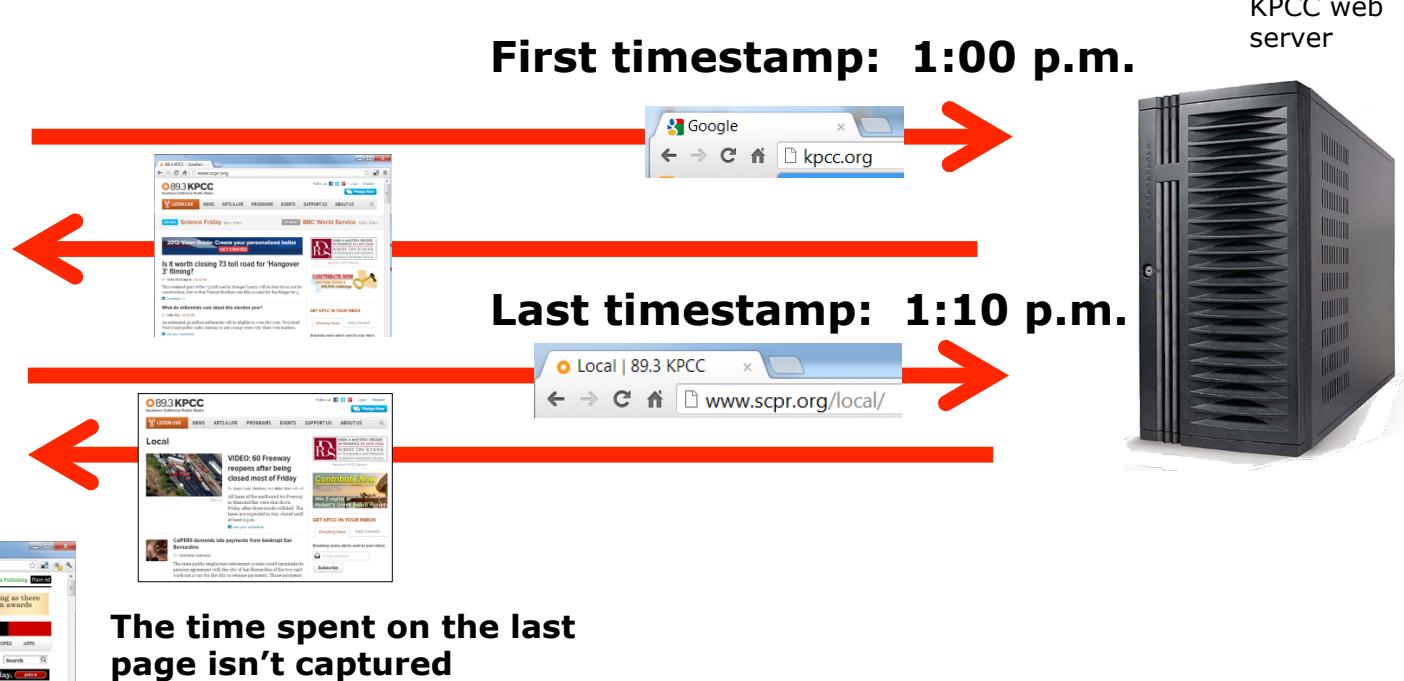




Visit duration = first timestamp – last timestamp



↓
1:20 p.m.



Actual time spent on KPCC site: 20 minutes



Google Analytics time spent: 10 minutes



Is more time on site good?

The screenshot shows the homepage of VT DIGGER.ORG. At the top, there's a navigation bar with links for HOME, ABOUT, and CONTACT. Below that is a banner for 'TECH JAM' with the text 'Geek out in the 'Noos!' OCT 26 & 27 CHAMONIX HILLS WINOOSKI CAREERS EDUCATION NETWORKING'. The main content area features a large headline 'Compare the Candidates!' with sub-links for Governor, Lieutenant Governor, Auditor, Treasurer, and Attorney General. Below this are sections for 'Most Recent News' and 'REWARD Volunteers'. A sidebar on the right is for 'Lang + McLaughlin + Spera REAL ESTATE' advertising their mobile real estate search app.



People spend lots of time on our site so **they must like our content.**



People spend lots of time on our site but **they don't find what they want.**

The screenshot shows the homepage of CHARLOTTESVILLE TOMORROW. It features a main headline 'Oh, the things you can do!' with a small illustration. Below it is a section for 'LATEST NEWS' with an article about VDOT faulty data for a bypass study. To the right, there's an advertisement for 'Savvy Rest NATURAL BEDROOM' featuring organic mattresses. The navigation menu includes links for HOME, TOPICS, CALENDAR, ABOUT, SUPPORT US, MULTIMEDIA, DATA LAB, and COMMUNITY VOICES.

Is less time on site bad?



People can **find what they want really quickly.**



People come to our site for only a few minutes in each visit but **they come three times a day for the latest news.**



A lot of people don't stay on our site very long because they **come through search engines looking for something we don't have.**

The screenshot shows the homepage of SHEEPSHEAD BITES. It features a main headline 'Puzzle: "Hole" Lotta Holes Going On' with a small image of a map. Below it is a section for 'BROOKLYN AMITY SCHOOL' with information about its developing potential. The navigation menu includes links for HOME, About, Restaurant Guide, Advertise, and Contact. There are also links for 'SUBMIT A STORY' and 'Find'. The right side of the page has several advertisements, including one for 'BIG APPLE' and another for '5 STAR LIQUORS'.

**"Over the past week,
how much time did you
spend reading the
[name of newspaper]?"**

Newspaper market study, 1987



Are more page views good?



People go to lots of pages so **they must like our content.**



People go to lots of pages but **they don't find what they want.**



theloopsm

larchmont • mamaroneck • lower westchester

ONE / ONE BODYSCAPES Westchester's Premier Training Center

HOME NEWS LOCALS COMING UP COOL FINDS FOOD DRIVING HOME GARDEN KIDS TOWNS

Events Classifieds Business Directory Advertise About

You're Getting Very Sleepy...

Even his soft low voice, his expertise and experience, the dimmed lights and the reclining chair wouldn't be able to pull my active mind into a state of relaxation so deep, he could hypnotize me...



THE LOOP, EVERYWHERE:



RECENT POPULAR COMMENTS

You're Getting Very Sleepy...
October 19, 2012
Local Salon Owner Dies

The Tuscon Sentinel website features a news article titled "You're Getting Very Sleepy..." by Local Salon Owner Dies. The article discusses a local salon owner who passed away. The website has a navigation bar with links like HOME, NEWS, LOCALS, COMING UP, COOL FINDS, FOOD DRIVING, HOME GARDEN, KIDS, TOWNS, Events, Classifieds, Business Directory, Advertise, and About. There are also sections for THE LOOP, EVERYWHERE: and RECENT, POPULAR, COMMENTS.

Are fewer page views bad?



After our site was redesigned **people found what they wanted much more quickly.**

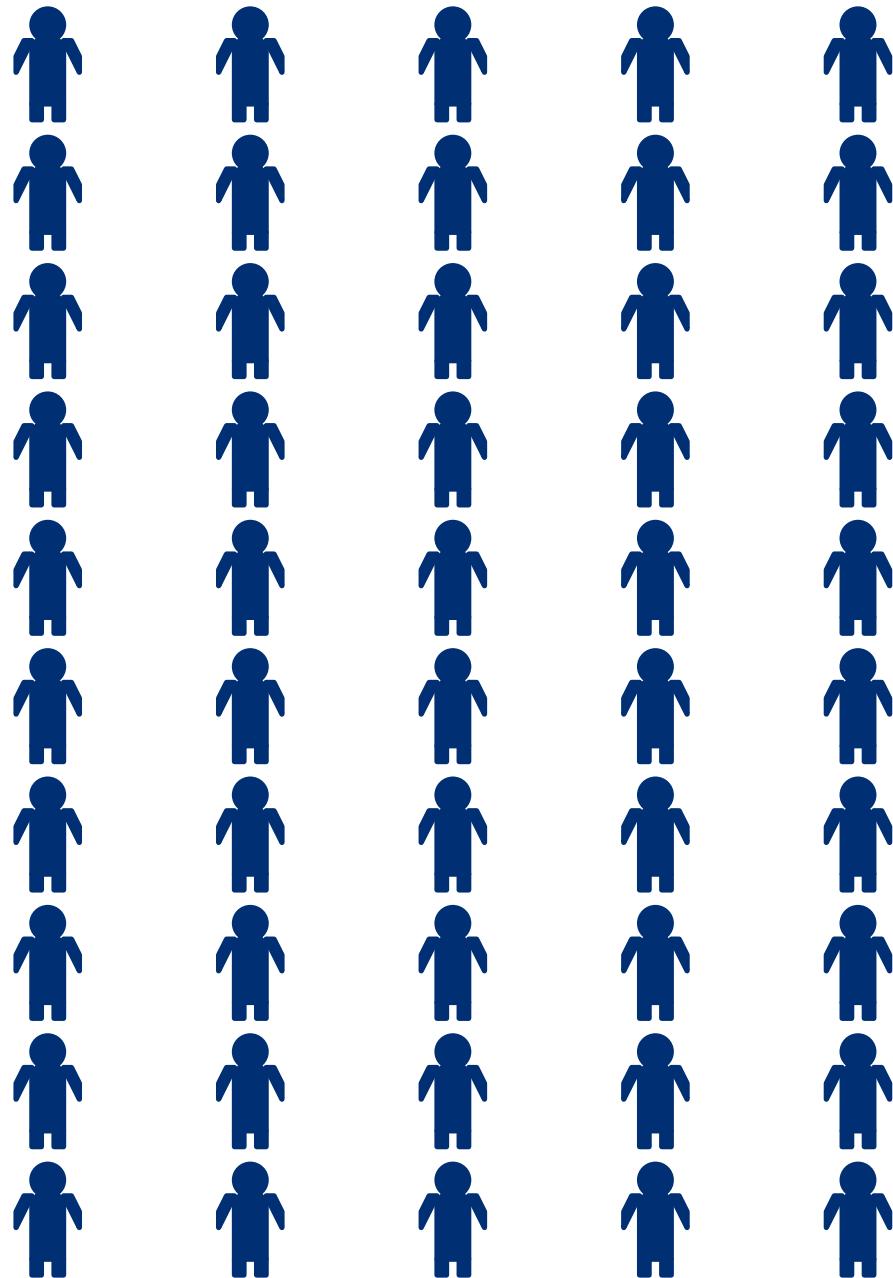


After we added **dynamic content** we saw a drop in page views.



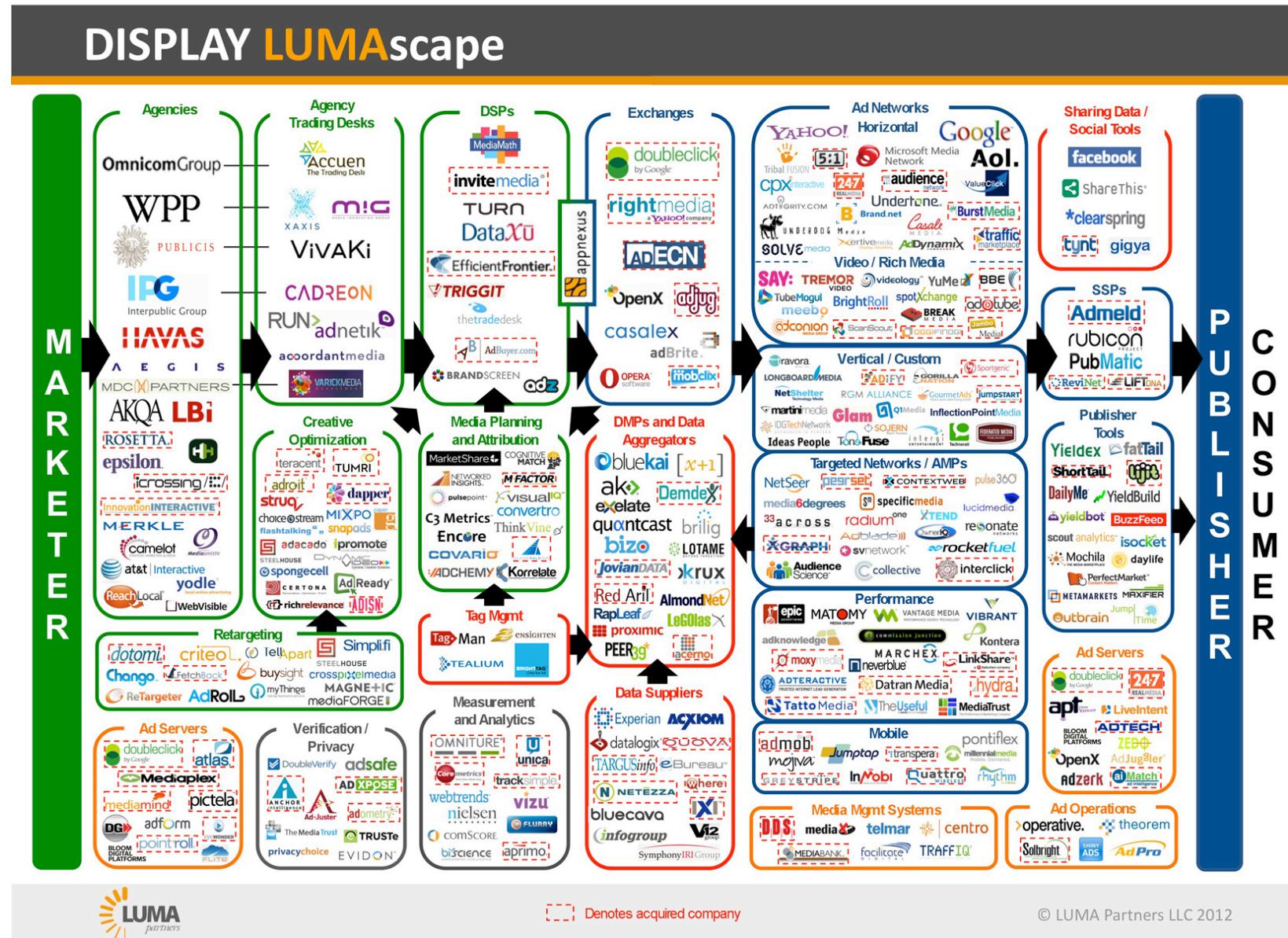
People come to our site but **only go to one page.**

The Philadelphia Public School thenotebook website features a news article titled "Commentary: Philadelphia should adopt common enrollment, starting with high school" by Benjamin Herold. The article discusses the benefits of common enrollment in Philadelphia. The website has a navigation bar with links like Home, Current Edition, Past Editions, Blog, Latest news, Transformation plan, HS Guide, Resources, Contact, and a sidebar for DONATE ONLINE. There are also sections for THIS JUST IN, FOCUS ON A PORTFOLIO OF SCHOOLS, and a sidebar for LOG IN / REGISTER.



**Counts give
few actionable
insights**

Big Data is *audience behavior* data





Start with an overall view of visits by week





"You can think of a visit as a container for all of the actions a visitor takes on your site...."

View pages

Dill, Summers, King: Tough questions, candid interviews
By PINE TREE WATCHDOG
September 15, 2010 © Maine Center for Public Interest Reporting
The most important issues for voters in this election are jobs and the economy. As part of our series on the 2010 election in Maine, Getting the Record Straight, the Center's reporters have conducted in-depth interviews with the top three candidates about their records of job creation and economic development. Reporters Matt Dorange, ...

King cites his \$900m tax break program as a job creator
By JOHN CHRISTIE AND NAOMI SCHULTZ
September 15, 2010 © Maine Center for Public Interest Reporting
The number one issue on voters' minds this

A Vision for a Public-Spirited Press
The Iowa Center for Public Affairs Journalism
BUSINESS CRIME EDUCATION ENVIRONMENT GOVERNMENT HEALTH BLOG DONATE



WyoFile
In-depth reporting about Wyoming people, places & policy
People Places Policy Special Reports Columns/Blogs
ALEC Model Bill Group Triggers Calls for Transparency
EPA report defends Pavillion water testing methods
Wyoming News Reader
Energy Report
Carbon Smk: University of Wyo doesn't have to bend to energy politics
Wyoming Public Media
Wyofile is supported by: WPM WYOMING PUBLIC MEDIA

Interact

- rate, print, vote, take a poll, click on an ad
- share, e-mail, comment, contribute

October 21, 2010
✉ E-mail 🖨 Print 📁 Share ⬆️ ⬇️ Text Size
Like 5 people like this.
★★★★★ 4.43 from 7 ratings



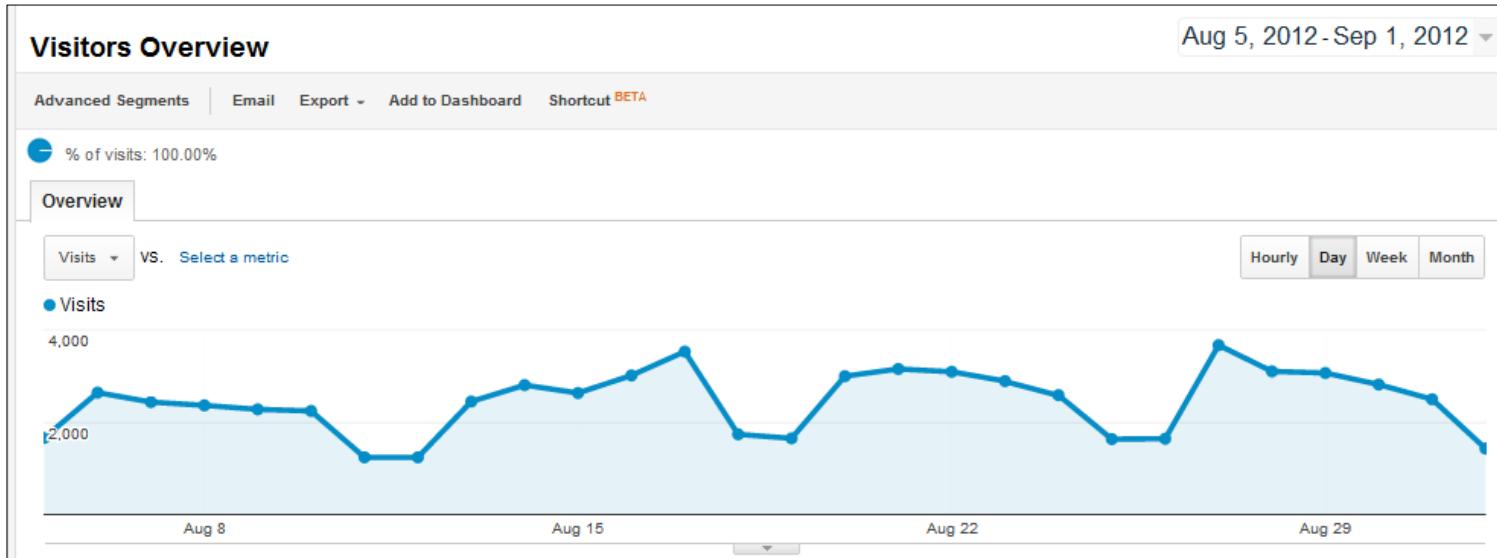
Google “Analytics measures both visits and visitors in your account.

“Visits represent **the number of individual sessions initiated by all the visitors** to your site.”



**15
visits**

or sessions



Are more visits good? *Always.*



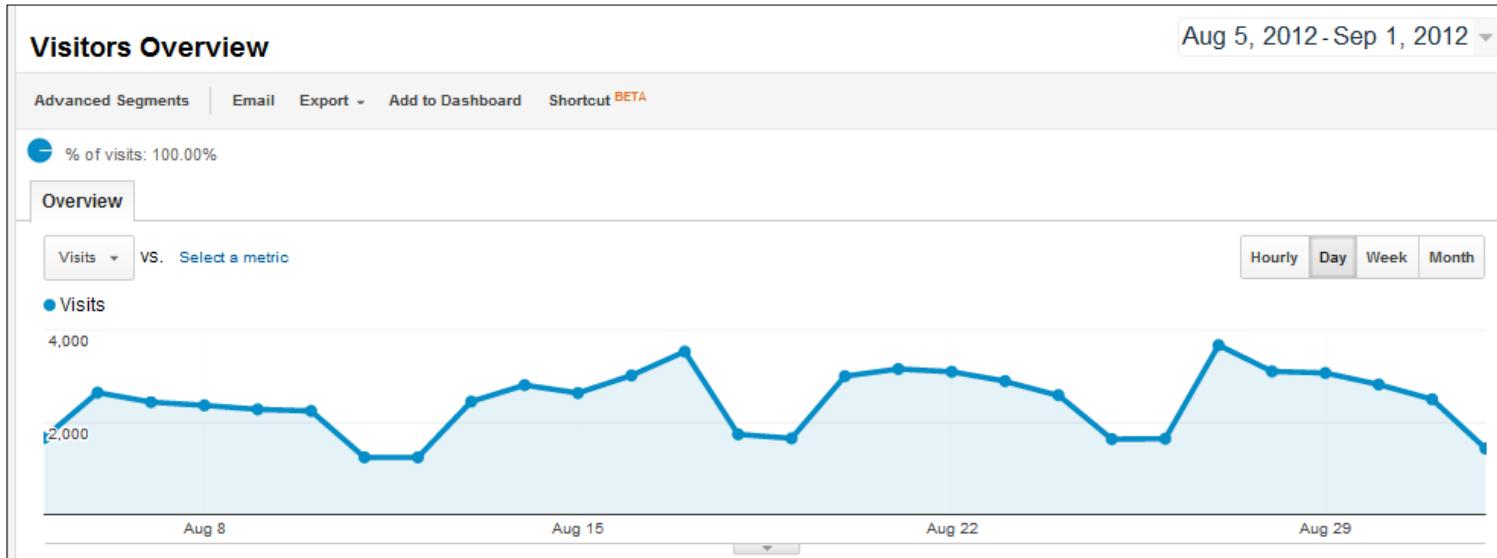
More people are visiting our site.



The same number of people are visiting our site, but some of them are **visiting more often**.



More people are visiting our site, but some of them are **visiting more often**.



Are fewer visits bad? *Always.*



Fewer people are visiting our site.



The same number of people are visiting our site, but some of them are **visiting less often**.



Fewer people are visiting, and some of them are **visiting less often**.

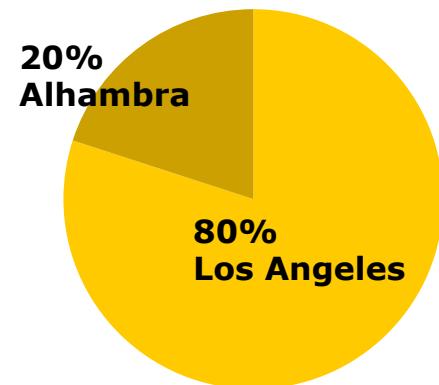
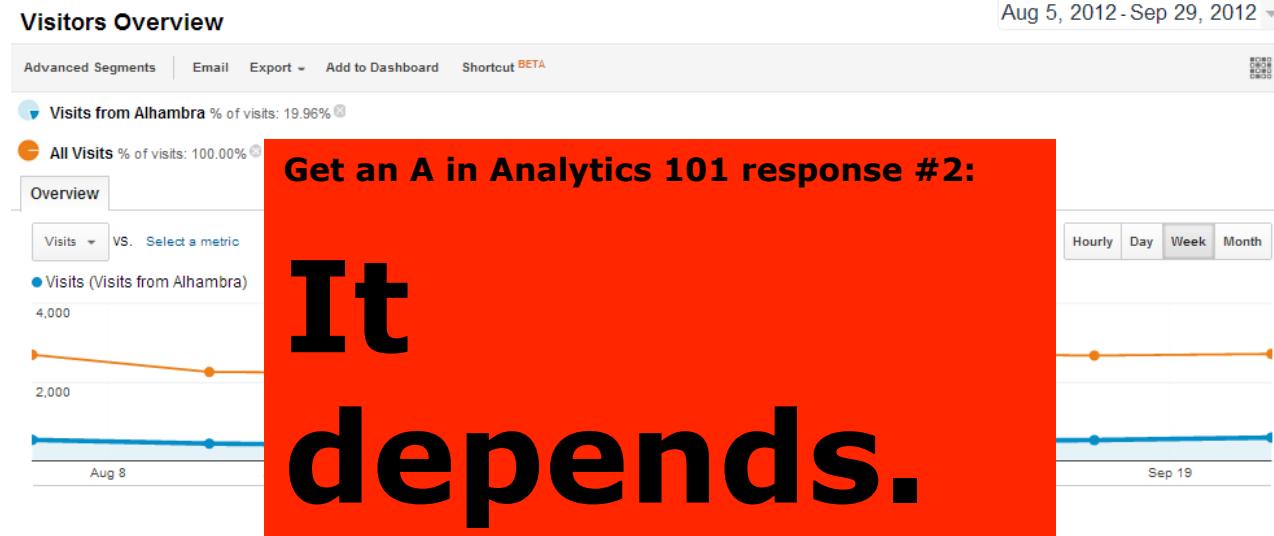


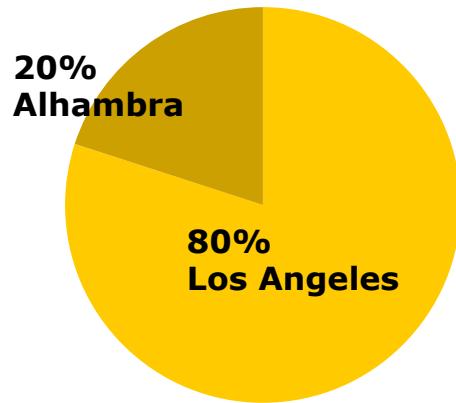
A strong metric like visits gives actionable insights when segmented



Visits by location

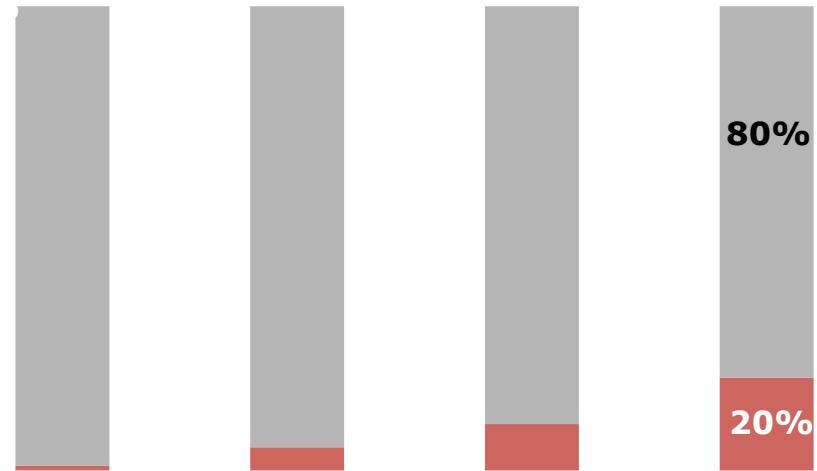
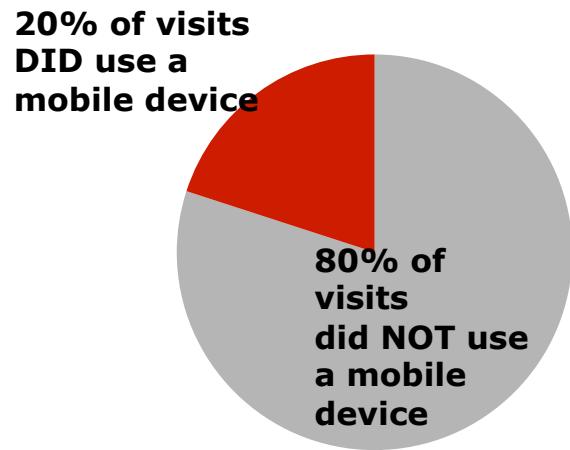
Is this good?

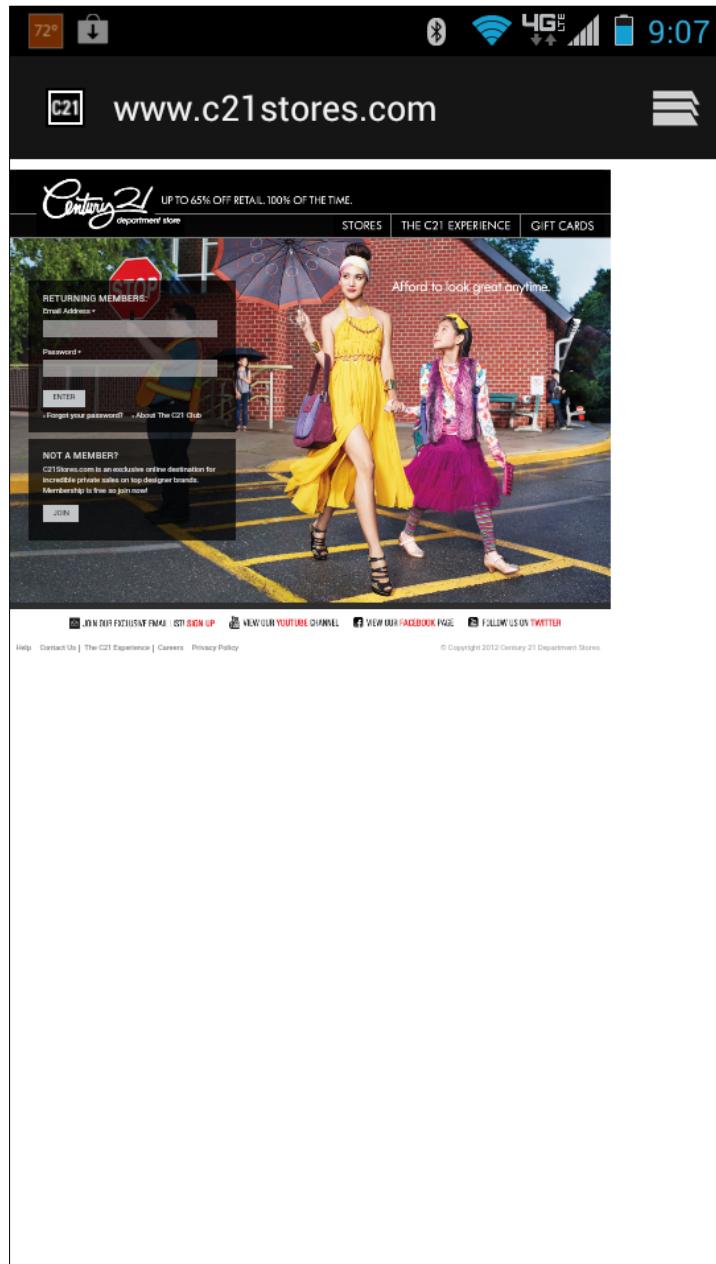




Visits: mobile vs. PC

**Should we use a mobile-optimized,
responsive design for our site?**





**Do you really
need data to
decide that your
site should be
optimized for the
mobile web?**



Bounce rate

The percent of visits with only one page view



Wednesday, August 31, 2011

LISTEN LIVE Up To All That Considered | 6:30 PM Marketplace

WANT AN ATM? Mobile Merger Hurt Consumers? BY EVERET PERLA

Some say it would benefit only ATMs which would become the largest wireless providers in the U.S.

Justice Department moves to block the merger

THREE STORMS IN Mass. Roads Are Slipping

Rivers that spilled over their banks and flooded roads are receding, while some 120,000 remain without power in western Massachusetts

Cuadler questions utilities on storm response

WCIV-TV: School closings and updates

In Vermont, one community still installs Patrick J. Leahy's call to take Highway Hill

Gov. Deval Patrick has joined President Obama's call to extend a federal highway bill that provides funding to the state's infrastructure projects

Obama's Address Would Be Same Time As GOP Debate

Is the president "playing politics" by asking to lay out his job plan at 8 p.m. ET on Sept. 7?

Sen. Brown Gets Guard Training In Afghanistan

90.9 WBUR

Wednesday, August 31, 2011

DONE WITH THE MONEY, HALF THE TIME. EXPERTISE, PLEASE TALK.

CASTS PROGRAMS SCHEDULE

Odds of Drinking A Soda & A Beer

Currently 75° F (Scattered Clouds)

Wednesday

70° F

Thursday

74° F

Friday

70° F

Market At 4:59 PM

Dow 11913.53 +23.6

Nasdaq 2579.46 +1.35

S&P 500 1218.89 +5.97

S&P 100 1218.89 +5.97

AMEX 239.49 +0.32

Small Stocks 119.00 +0.05

DAX Index 22.60 +0.05

London Stock 4,000 +0.05

Underwriting

Play Day Live Music

June 15-October 4, 2011

P.E.M.

FOLLOW @WBUR @WBURFM

Follow @WBUR on Twitter

Follow @WBUR on Facebook

1 like 126

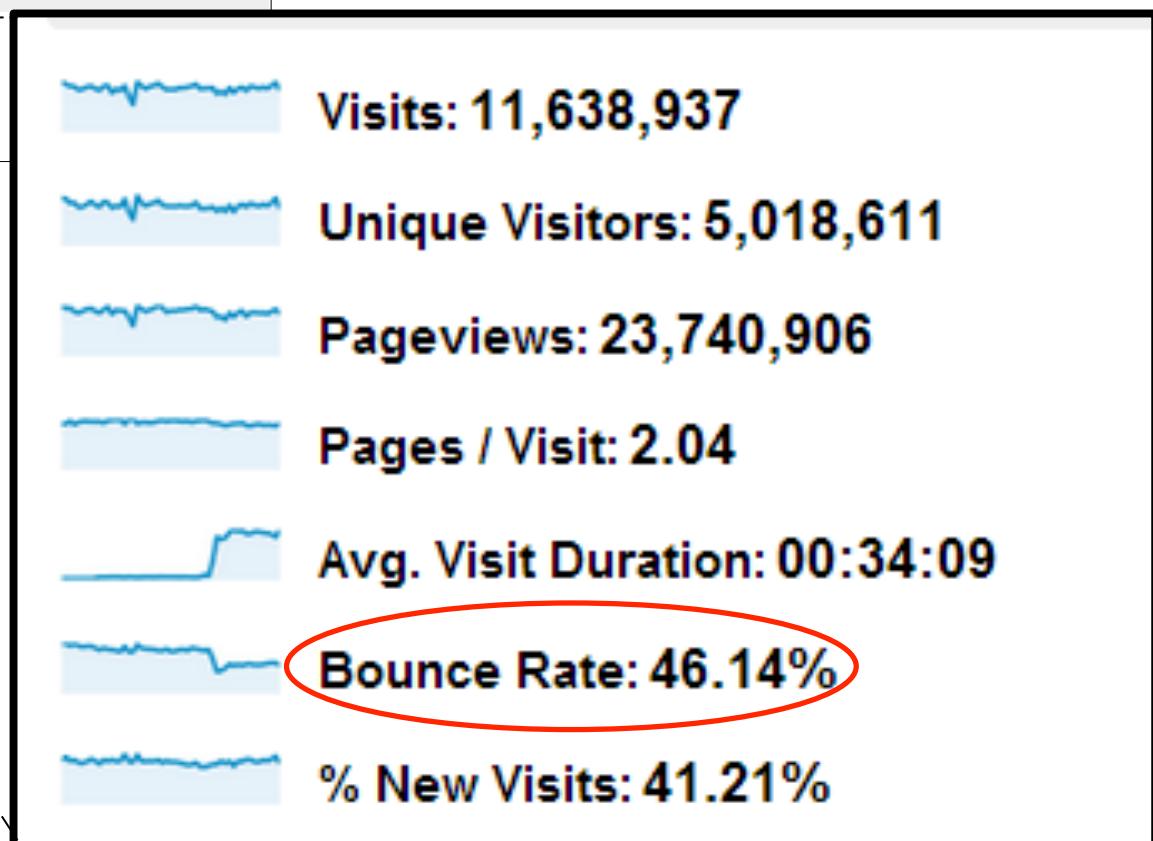
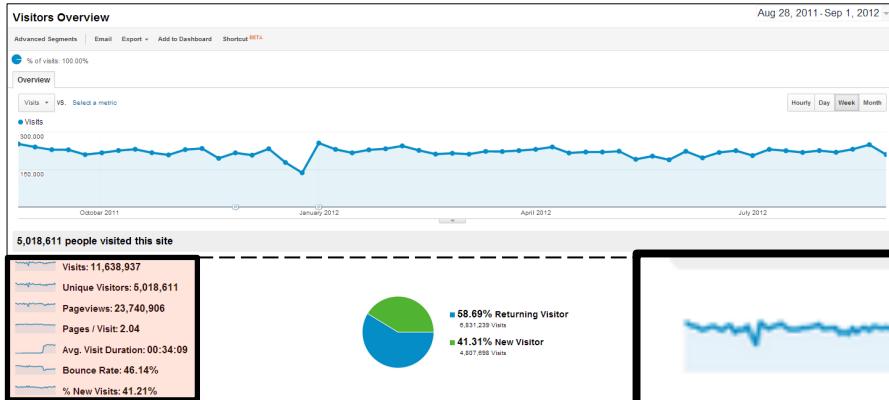
"I came. I saw. I puked."
-- Avinash Kaushik on bounce rate

A bounce: a visit with only one page view

Site bounce rate

"Forty-six percent of the 11.1 million visits that came to our site in the last 12 months bounced.

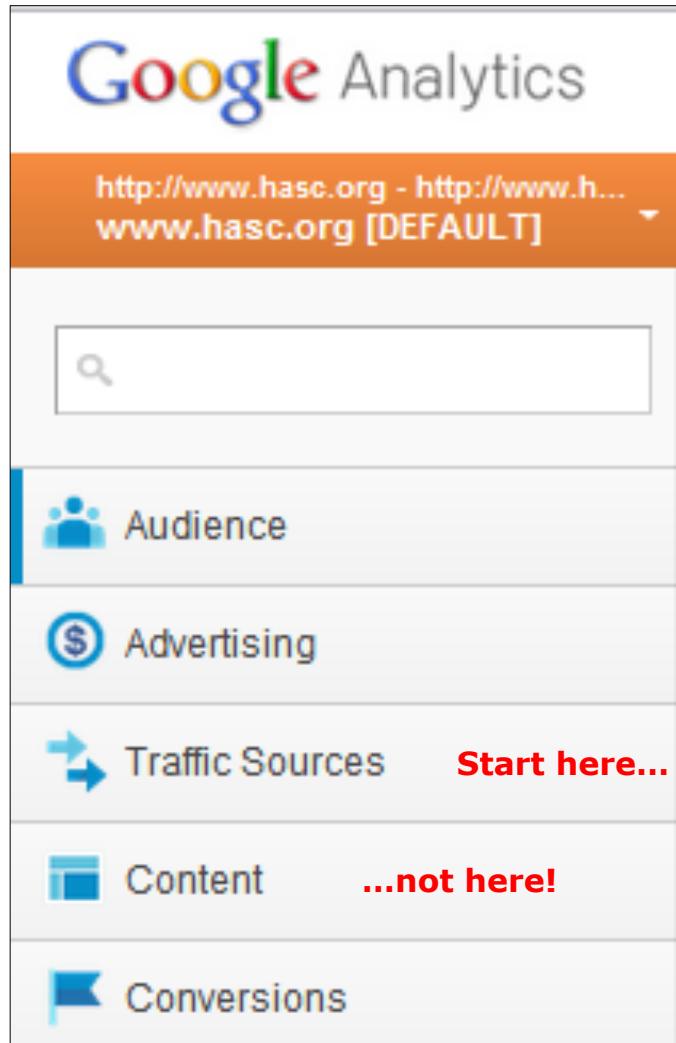
In other words, there were five million times someone came to the site, looked at one page, and left."



Site bounce rate: Interesting...



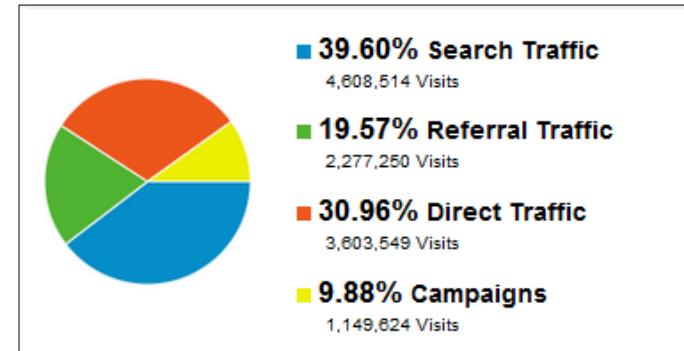
...but ultimately not *actionable*



Traffic source data:

Do you know what your audience is looking for when they come to your site?

Visits by traffic source



Search Visits from search engines

Referring sites Visits from blogs and other sites, including Facebook, Twitter



Direct Visits from people typing in a URL

Campaigns Visits from e-mail newsletters and other custom coded internal actions



Landing page bounce rates by traffic source give actionable insights

How many people came to the site directly....



...and landed on the **home page**...



...and **bounced**?

These are people who know you or who are responding to YOUR campaign or event.

What's interesting:

- landing pages other than home page
- bounce rates
- new vs. returning

Search: keywords give insight on what people are looking for

Branded keywords – used by people who know you

The screenshot shows the homepage of the Hospital Association of Southern California (HASC). The header features the HASC logo and the tagline "Leadership in Health Affairs". The navigation menu includes Home, HASC Regions, Health Care Topics, Education, Board & Committees, Services, Blog, News, and About. Below the menu, there's a large image of a hospital building with directional signs for Emergency, Patient Parking, Main Entrance, and Physician. A banner text reads: "New report highlights health care sector's economic impact on Southern California ». The main content area has two columns: "Featured" on the left and "Health Care Headlines" on the right. The "Featured" section includes an image of a golf tournament and text about the 2012 HASC Charity Golf Classic. The "Health Care Headlines" section includes articles about COO Network ListServ, the Journal for Performance Improvement Professionals, and the LEAD Academy Empowers New Leaders in Health Care.

HASC

HASC branded programs

HASC staff

Misspellings

Generic words for
"hospital association" +
"California"

**Unbranded
keywords – used by
people who think
you have what
they're looking for**

Hospital codes

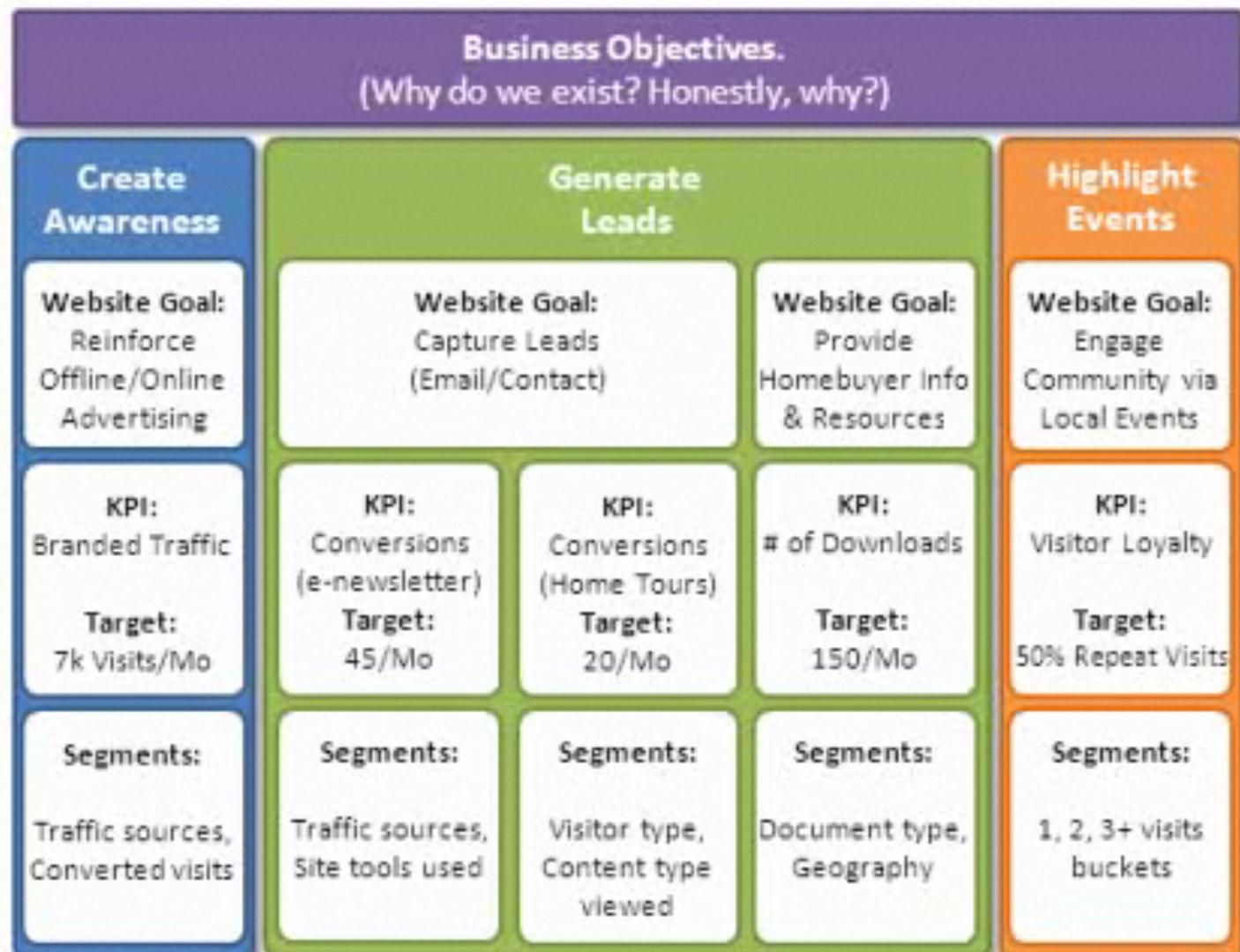
List of hospitals in
California

Healthcare

So what do I measure?

Hint: Get an A in Analytics 101 answer #2

Analytics Measurement Model – E-commerce



A measurement model specifies how *you* define success – and failure

1. **What is your organizational goal?** What do you do that no one else does?
2. **What do you need to do** to achieve the organizational goal?
5. **What channels** are essential to do what you need to do?
6. **Channel goals:** What do you expect each channel to do?
7. **Key Performance Indicators:** Metrics that tell you when to:
 - Celebrate, and expand
 - Try harder, or try something else
 - Stop doing something that's not working
6. **KPI targets:** The numbers to shoot for
7. **KPI owner:** The decision-maker; the person who takes action depending on whether the target was met
9. **Segments:** Slices of the metric that help you understand what's making the number go up or down – and take action
9. **KPI data sources:** Where you get the data

Analytics Measurement Model – Nonprofit news site

Measurement model - SITE

| Organizational goal | | [What are the characteristics of your target audiences?] | | | |
|--|-----------------------------------|---|---|--|---|
| What do you need to do to achieve the organizational goal? | | [What do you want people to do or change?] | | | |
| Site goals | | Provide unique information and services that engage stakeholders. | | | |
| Key Performance Indicators | Branded traffic (direct, search) | Awareness ratings from quarterly offline surveys | Provide _____ about _____ and lets stakeholders do _____. | Sign up stakeholders for _____; collect preferences. | Collect donations from individuals. |
| KPI targets | x% | x% "very aware" | Local visitor [top landing page] bounce rate | Visits/unique page views/searches/downloads to _____ | No. of stakeholders by type |
| KPI owner | Marketing director | Marketing director | x% | x,XXX | x,xxx type A, xxx type B |
| Segments: Visitors who... | Went to more than 2 pages | Are in the _____ stakeholder group | Editor | Editor | Development director |
| | Used branded keywords about _____ | Are aware but don't like _____ | Came from a mobile device | Enter the site from search with keywords about _____ | Sign up after receiving an email campaign |
| | | | Came on a weekend vs. a weekday | Who use internal site search with keywords about _____ | Have come to the site more than x times in the last _____ |
| KPI data source (may need customization) | Google Analytics | Offline survey tool | Google Analytics | Google Analytics | Saw at least one page of content about _____ |
| | | | | | Have come to the site more than x times in the last _____ |
| | | | | | Visited content about _____ |
| | | | | | Contact/donation database; Google Analytics |
| | | | | | Contact/donation database; Google Analytics |

Analytics Measurement Model – Weekly e-mail newsletter

Measurement model - Weekly e-mail newsletters

Organizational goal

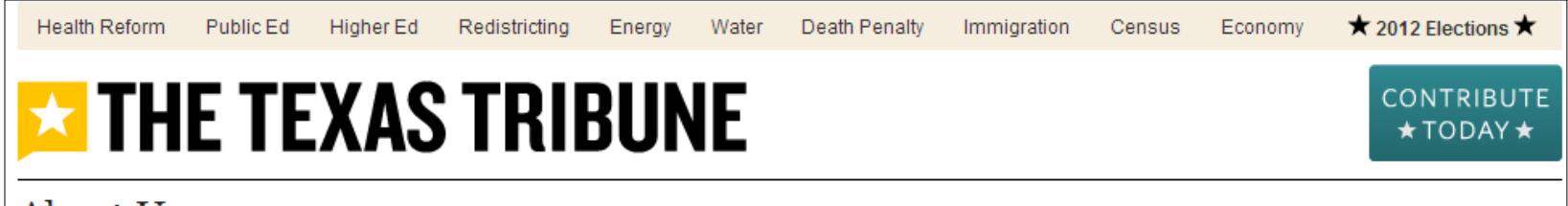
| | |
|-------------------------|---|
| Inform/serve people who | <i>[What are the characteristics of your target audiences?]</i> |
| so that they | <i>[What do you want people to do or change?]</i> |

| What do you need to do to achieve the organizational goal? | Create awareness. | Provide unique information and services that engage stakeholders. | Build and maintain a database of stakeholders. | | Collect donations. |
|--|---|---|--|---|---|
| Weekly e-mail newsletter goals | Inform subscribers about information and services on the site that they want and/or need. | Provide subscribers with time-sensitive info that's relevant to them. | Give subscribers info on how to change info or unsubscribe. | | Direct subscribers to the donation page. |
| Key Performance Indicators | Click to delivery rate (no. of clicks / no. of e-mails delivered) | E-mail bounce rate (no. of e-mail newsletter visits with a single page view / no. of e-mail newsletter visits) | Subscriber retention rate (no. of subscribers - bounce backs - unsubscribes / no. of subscribers) | Completion rate (no. of visits that completed task / no. of visits that started) | E-mail newsletter donation completion rate (no. of visits from e-mail newsletter donation calls-to-action that completed process / no. of visits that started) |
| KPI targets | x% | x% | x% | 100% | x% |
| KPI owner | Editor | Editor | Development director | Development director | Development director |
| Segments: Subscribers who... | Came from a mobile device | Are in the _____ stakeholder group | Are in the _____ stakeholder group | Came through an ad in the newsletter vs. links at the bottom | Came to the site through a campaign. |
| | Came on a weekend vs. a weekday | Went to _____ landing page | | | Visited content about _____ |
| KPI data source (may need customization) | E-mail newsletter service, Google Analytics | Google Analytics | E-mail newsletter service, contact/donation database | Google Analytics | Contact/donation database; Google Analytics |

Analytics Measurement Model – Event

| Measurement Model - Event | | | | |
|--|---|--|--|---|
| Organizational goal | | | | |
| Inform/serve people who | | <i>[What are the characteristics of your target audiences?]</i> | | |
| so that they | | <i>[What do you want people to do or change?]</i> | | |
| What do you need to do to achieve the organizational goal? | Create awareness. | Provide unique information and services that engage stakeholders. | Build and maintain a database of stakeholders. | Collect donations. |
| Event goals | Inform attendees about information and services that they want and/or need. | Provide attendees with the information, experience and/or services that they expected. | Register new stakeholders and collect new and/or updated info from current stakeholders. | Collect donations and provide info about donating online. |
| Key Performance Indicators | Task completion rate (offline and/or online) | Satisfaction ratings from onsite or post-event surveys | No. of new stakeholders | No. of donors at the event, no. who cited the event on the online donation form |
| KPI targets | x% | x% "very satisfied" | x,xxx type A, xxx type B | x,xxx type A, xxx type B |
| KPI owner | Event director or editor | Event director | Development director | Development director |
| Segments: Attendees who... | Are in the _____ stakeholder group | Are in the _____ stakeholder group | Are in the _____ stakeholder group | Were previous donors |
| | Knew about the organization/level of engagement prior to the event | Went to _____ content after completing survey online | Signed up for e-mail newsletters for more info about _____ | Came to the site through a special event URL/offer |
| KPI data source (may need customization) | Onsite and online survey tools, Google Analytics | Onsite and online survey tools, Google Analytics | Onsite registration process/system, contact/donation database | Contact/donation database; Google Analytics |

1. Organizational objective: Why do we exist? Honestly, why?



The screenshot shows the top navigation bar of The Texas Tribune's website, featuring links for Health Reform, Public Ed, Higher Ed, Redistricting, Energy, Water, Death Penalty, Immigration, Census, and Economy, along with a link for the 2012 Elections. Below the navigation is the website's logo, "THE TEXAS TRIBUNE", with a yellow star icon. To the right is a teal button labeled "CONTRIBUTE ★ TODAY ★". The main content area is titled "About Us" and includes a brief organizational overview: "THE TEXAS TRIBUNE: A BRIEF ORGANIZATIONAL OVERVIEW". It describes the organization as nonpartisan and nonprofit, promoting civic engagement and discourse on public policy, politics, government, and other matters of statewide concern. A portrait of a man wearing glasses and a blue shirt and tie is displayed on the right.

Health Reform Public Ed Higher Ed Redistricting Energy Water Death Penalty Immigration Census Economy ★ 2012 Elections ★

★ THE TEXAS TRIBUNE

CONTRIBUTE
★ TODAY ★

About Us

THE TEXAS TRIBUNE: A BRIEF ORGANIZATIONAL OVERVIEW

The Texas Tribune is a nonpartisan, nonprofit media organization that promotes civic engagement and discourse on public policy, politics, government, and other matters of statewide concern. Our vision is to serve the journalism community as a source of innovation and to build the next great public media brand in the United States.



“We know what we do.”

“We know what we *don’t* do.”

1. Organizational goal

Inform people who

- **Attitudes:** like to stay informed about Texas public policy, politics and government
- **Behavior:** are stakeholders in Texas public policy, politics and government

so that they

- **Behavior:** engage in civic activities
- **Attitudes:** feel they have a voice

1. Organizational goal

Inform people who _____

- **Geography**
- **Behavior**
- **Attitudes**

so that they _____

- **Behavior**
- **Attitudes**

Organizational goals don't change regardless of channels used

| Measurement model - SITE | | | | | | |
|--|--|---|---|--|---|---|
| Organizational goal | | [What are the characteristics of your target audiences?] [What do you want people to do or change?] | | | | |
| What do you need to do to achieve the organizational goal? | Create awareness. | Provide unique information and services that engage stakeholders. | | | Build and maintain a database of stakeholders. | Collect donations. |
| Site goals | The destination for calls to action from online and offline marketing campaigns. | | Provide _____ about _____ and lets stakeholders do _____. | | Sign up stakeholders for _____; collect preferences. | Collected donations from individuals. |
| Key Performance Indicators | Branded traffic (direct, search) | Awareness ratings from quarterly offline surveys | Local visitor [top landing page] bounce rate | Visits/unique page views/searches/downloads to _____ | Task completion rate | No. of stakeholders by type |
| KPI targets | x% | x% "very aware" | x% | x,XXX | x% | x,xxx type A, xxx type B |
| KPI owner | Marketing director | Marketing director | Editor | Editor | Editor | Development director |
| Segments: Visitors who... | Went to more than 2 pages | Are in the _____ stakeholder group | Came from a mobile device | Enter the site from search with keywords about _____ | Have come to the site more than x times in the last _____ | Sign up after receiving an email campaign |
| | Used branded keywords about _____ | Are aware but don't like _____ | Came on a weekend vs. a weekday | Who use internal site search with keywords about _____ | Saw at least one page of content about _____ | Have come to the site more than x times in the last _____ |
| KPI data source (may need customization) | Google Analytics | Offline survey tool | Google Analytics | Google Analytics | Online survey tool | Contact/donation database; Google Analytics |

2. What do we need to do to achieve the organizational goal?

Create awareness.

Provide unique information and services that engage stakeholders.

Build and maintain a database of stakeholders.

Collect donations.

3. What channels are *essential* to do what you need to do?

Site

E-mail

Facebook

Twitter

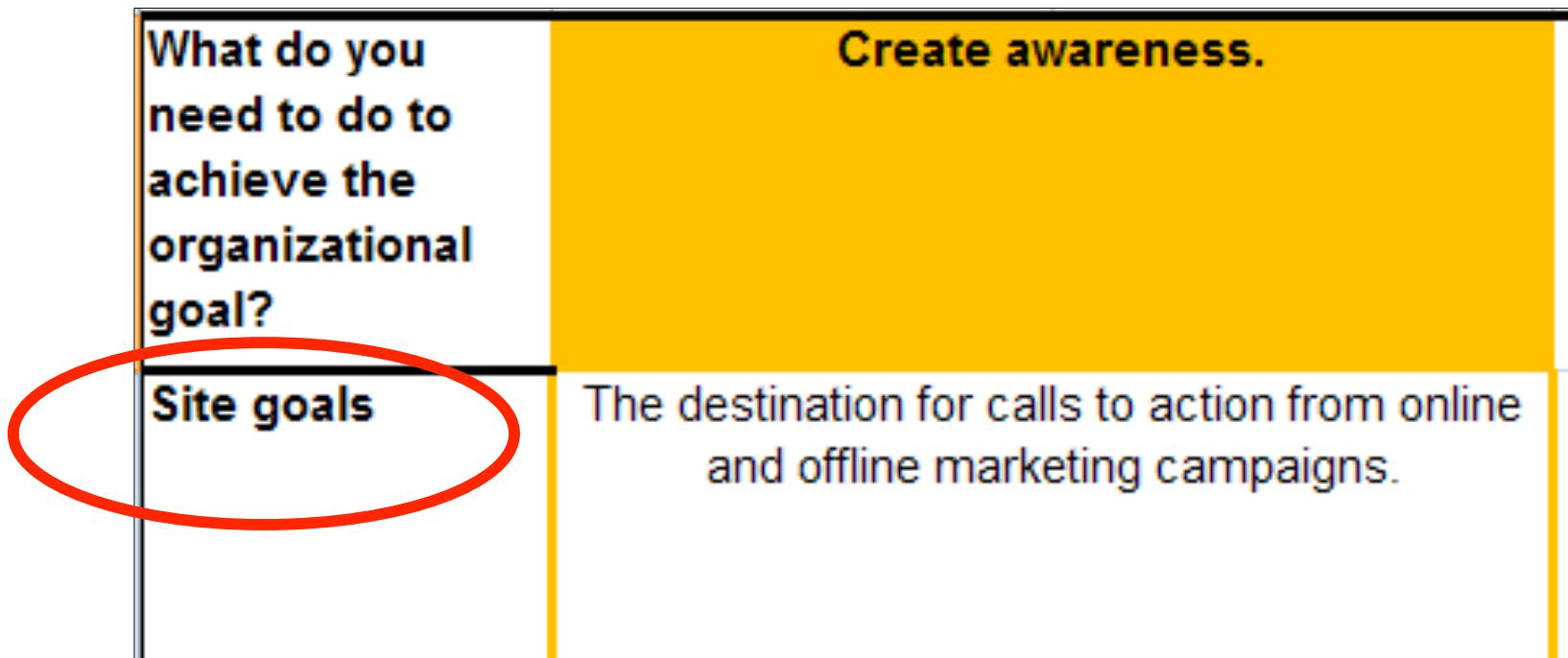
**Print
flyers**



Events

**Anything worth doing is worth measuring –
every channel needs its own measurement model**

4. Channel goals: What do you expect **each channel** to do for each action the org needs to take?



4. Channel goals: What do you expect each channel to do for each action the org needs to take?

Provide unique information and services that engage stakeholders.

Site

Provide _____ about _____ and lets stakeholders do _____.

4. Channel goals: What do you expect each channel to do for each action the org needs to take?

Site

Build and maintain a database of stakeholders.

Sign up stakeholders for _____; collect preferences.

4. Channel goals: What do you expect each channel to do for each action the org needs to take?

Site

Collect donations.

Collect donations from
individuals.

Each channel will contribute in different ways to the organizational goal.

Site

Collect donations.

Collect donations from individuals.

E-mail

Collect donations.

Direct subscribers to the donation page.

5. Key Performance Indicators: What metrics will indicate whether *your actions* are succeeding – or failing?

Site

| | | | |
|--|---|--|----------------------|
| What do you need to do to achieve the organizational goal? | Provide unique information and services that engage stakeholders. | | |
| Site goals | Provide _____ about _____ and lets stakeholders do _____. | | |
| Key Performance Indicators | Local visitor [top landing page] bounce rate | Visits/unique page views/searches/downloads to _____ | Task completion rate |
| KPI targets | x% | x,XXX | x% |
| KPI owner | Editor | Editor | Editor |

Four attributes of a great KPI

- 1. Simple, a clear indicator**
- 2. Relevant to your business**
- 3. Timely enough to take action**
- 4. Instantly useful!**

5. Key Performance Indicators: What metrics will indicate whether *your actions* are succeeding – or failing?

| Site | What do you need to do to achieve the organizational goal? | Build and maintain a database of stakeholders. | Collect donations. |
|----------------------------|--|--|--------------------|
| Site goals | Sign up stakeholders for _____; collect preferences. | Collect donations from individuals. | |
| Key Performance Indicators | No. of stakeholders by type | No. of stakeholders by type who donate | |
| KPI targets | x,xxx type A, xxx type B | x,xxx type A, xxx type B | |
| KPI owner | Development director | Development director | |

8. Segments: Slices of the KPI metric that help you understand what's making the number go up or down – and take action

| | | |
|--|--|--|
| What do you need to do to achieve the organizational goal? | Create awareness. | |
| Site goals | The destination for calls to action from online and offline marketing campaigns. | |
| Key Performance Indicators | Branded traffic (direct, search) | Awareness ratings from quarterly offline surveys |
| KPI targets | x% | x% "very aware" |
| KPI owner | Marketing director | Marketing director |
| Segments: | Went to more than 2 pages Used branded keywords about _____ | Are in the _____ stakeholder group Are aware but don't like _____ |
| Visitors who... | | |

8. Segments: Slices of the KPI metric that help you understand what's making the number go up or down – and take action

| | | | |
|---|---|--|---|
| What do you need to do to achieve the organizational goal? Site goals Key Performance Indicators KPI targets KPI owner Segments: | Provide unique information and services that engage stakeholders. | | |
| | Provide _____ about _____ and lets stakeholders do _____. | | |
| | Local visitor [top landing page] bounce rate | Visits/unique page views/searches/downloads to _____ | Task completion rate |
| | x% | x,xxx | x% |
| | Editor | Editor | Editor |
| Visitors who... | | Came from a mobile device | Enter the site from search with keywords about _____ |
| | | Came on a weekend vs. a weekday | Who use internal site search with keywords about _____ |
| | | | Have come to the site more than x times in the last _____ |
| | | | Saw at least one page of content about _____ |

8. Segments: Slices of the KPI metric that help you understand what's making the number go up or down – and take action

| | | |
|--|--|--|
| What do you need to do to achieve the organizational goal? | Build and maintain a database of stakeholders. | Collect donations. |
| Site goals | Sign up stakeholders for _____; collect preferences. | Collect donations from individuals. |
| Key Performance Indicators | No. of stakeholders by type | No. of stakeholders by type who donate |
| KPI targets | x,xxx type A, xxx type B | x,xxx type A, xxx type B |
| KPI owner | Development director | Development director |
| Segments: | Sign up after receiving an email campaign | Came to the site through a campaign. |
| Visitors who... | | Visited content about _____ |
| | | _____ |

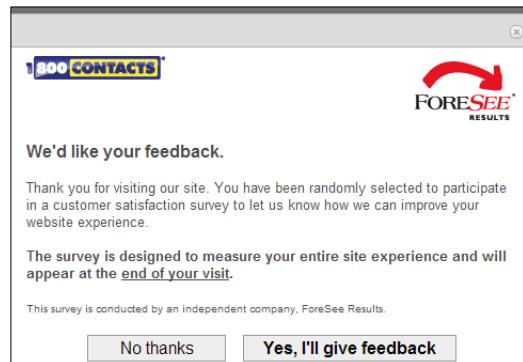
Some KPI data sources

1. Master contact database



2. Event registrations and surveys

3.



4. Online site-level and page-level surveys

A "Fan" is not a business metric.
How social media can become a real business driver.

Webcast + white paper

Download now

"There are a lot of stupid ways to get lots of likes and more followers.

But in the end, you will have an audience that is not relevant or will not engage with you."

-Avinash Kaushik

SOCIAL MEDIA STRATEGY FUNNEL



BY ANGIE SCHOTTMULLER, ©ASCHOTTMULLER, 2012

"80 percent of marketers incorrectly begin with tactics instead of goals." -eMarketer Report

<http://searchenginewatch.com/article/2202307/Social-Media-ROI-How-To-Define-a-Strategic-Plan> by Angie Schottmuller

USC Annenberg

Facebook Insights



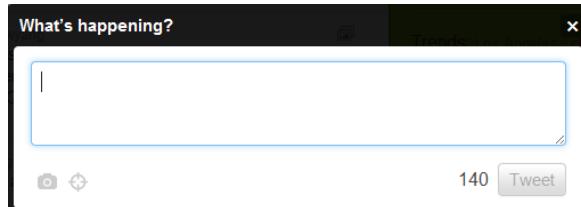
Analyze trends in

- Posts
- People are Talking About This
- Weekly Total Reach

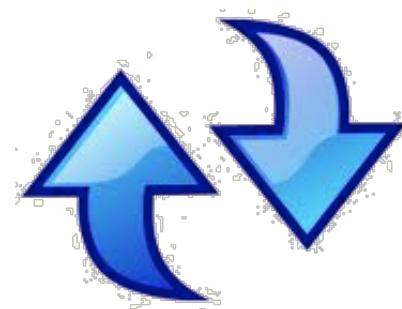
"Beyond Facebook Insights," by Thomas Baekdal

"Facebook Advertising/Marketing: Best Metrics, ROI, Business Value," by Avinash Kaushik

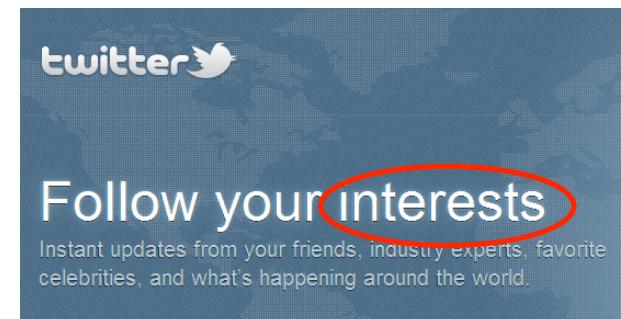
**Understand how to measure Twitter,
and you'll understand how to measure social media**



Content



Followers



***not demographics or other typical mass
media audience metrics***

A so-what Twitter metric

POLITICO [Sign in / Register](#) | [Mobile](#) | [POLITICO Jobs](#) | [RSS](#)

2012 | CONVENTIONS | 44 | CONGRESS | BLOGS | ARENA | OPINION | POLICY

Navigate: POLITICO | Twitter: Michelle Obama's speech tops Mitt Romney's

Twitter: Michelle Obama's speech tops Mitt Romney's

33 [Like](#) 98 [Tweet](#) 393 [Share](#) 67 [+20 Pts](#) [Email](#) [Print](#)



Obama's speech Tuesday night peaked at 28,003 tweets per minute. | John Shinkle/POLITICO

**“....garnered
nearly
double the
tweets-per-
minute
than Mitt
Romney....”**



Measurable tweets have...

RT - retweet
MT – modified tweet
Via or HT – heard through
Favorite Lists

1. A call to action

Go here...look...tell me

2. A link that you track with link (e.g., bit.y) and web analytics tools

3. #Hashtags and/or keywords

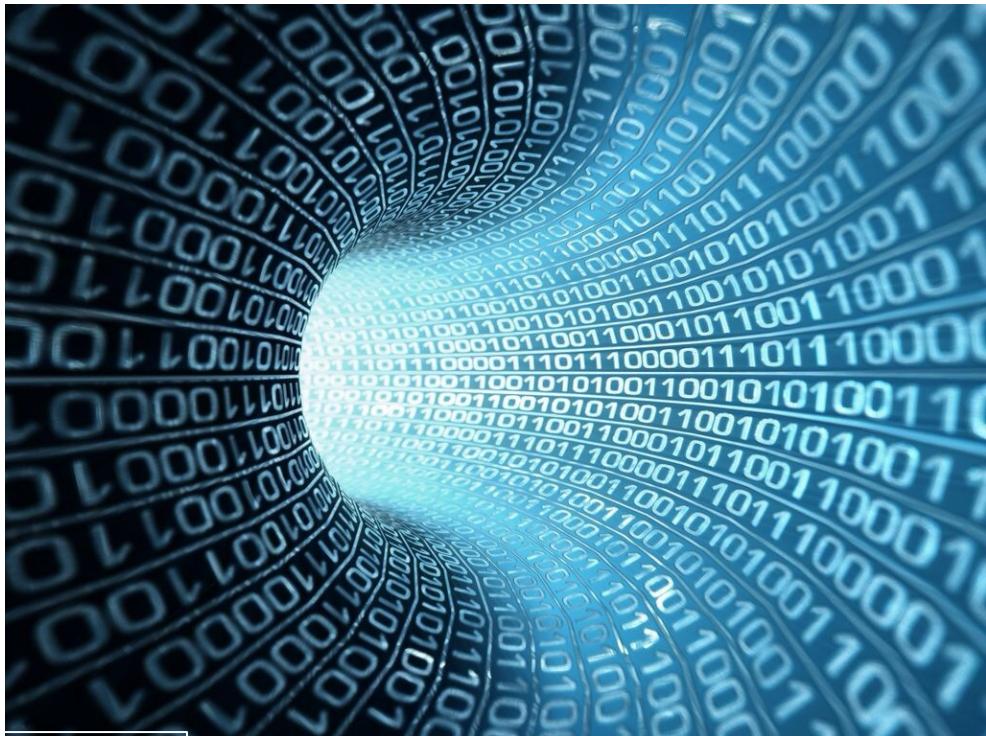
4. Topic or person-specific handles

...120 or fewer characters, not 140!



Metrics drive actions.

**When you use the
wrong ones, you take
the wrong actions.**



©GreenBook

"The challenge is not data.

**"It's how we think about
marketing, the ability of our
CEOs and CMOs to imagine
a different future."**

-Avinash Kaushik