

i MEASURING FOR RESULTS Key Questions and Tools for Analyzing and Understanding your Organization and its Performance 12 October LEAD AUTHOR.

Social sharing Commenting "Those kinds of metrics are being seen as the driver of our future growth," Brenner says. This is a simple but flawed approach. SAP takes a different approach. Fill gaps and grab opportunities Measuring for the sake of measurement is a waste of time. Companies need to measure content marketing to know where to improve and where to invest. Here are two examples of shifts the experts made in response to metrics and analysis: Follow the results Measurement reveals what is working in your strategy. If your goal is to generate leads, then your analysis can be as simple as: Gather the content that attracts the most high-quality traffic to your site Step 2. Identify consistent topics, formats and styles Step 3. So we are looking seriously at how to take more advantage of that. Customers toward the end of the buying cycle were interested in product-specific content, and the team had plenty of it. Customers in the beginning of the cycle were interested in content on how cloud computing could help solve their challenges. However, the team had very little of this content. Plugging holes in the funnel Companies with a complex sales process often use content to attract and nurture leads. Invest in tracking and analysis There are free tools you can use to measure results. The most popular, Google Analytics, can reveal: That said, if you want to track visitors on a one-to-one basis or understand how content impacts willingness to purchase, you will need to pay. If that scares you, realize that many companies spend thousands of dollars each year on content and that tracking results can reveal how to improve ROI. One reason SAP is able to learn so much about its customers and content is that it has teams of people dedicated to measurement and analysis. Get our free Inbound Marketing newsletter.

Chapter 2 : Search results for: 'measuring'

Each measurement description includes a definition, data needed to track the metric, and a sample calculation. Also included are appendices of recommended procedures on setting measurement targets and establishing meaningful quality assurance and quality control" (p. vi).

Inbound marketing Long gone are the days of door to door salesman, and other types of outbound marketing are fading quickly too. Inbound marketing has taken over and is now proving to be much more effective than older style outbound marketing campaigns. Inbound marketing strategy is designed to lure customers to your business by such means as attracting people to your website or by the effective placement of ads on popular social media sites. This type of approach is much more subtle than outbound marketing in practice. Here are some typical inbound marketing strategies: Here is an example of the way most companies do it these days.

Step 1 – Plan the campaign and how you want to track it This step is pretty self-explanatory. As with anything that you do that is related to your business or even to your life for that matter, it all needs to start with a well thought out and effective plan. Once the marketing campaign is planned, then next you must decide which methods you want to use to track its effectiveness. Here are some of the most common types of channels and what they entail.

Direct – These are potential customers that find your business in a direct manner without being directed there by other parties. An example of this is a person that saw your web address on a print ad and typed it into their web browser to get information about your product or service.

Referral – These are potential customers that find their way to your site via a third party that did not use a social media site or a search engine to get to you.

Organic – This is people that find your company through search engine such as Google. They generally were looking for a type of product or service your company offers, but they were not specifically looking for your company.

E-mail – These potential customers are people that came to you through such things as an e-mail campaign that you put on.

Paid – These are potential customers that came to you as a result of an ad campaign that you paid for such as a print ad in a newspaper or an ad on a web content site.

Social – These are people that found you while surfing through social media sites like Twitter and Facebook. There are hundreds of websites which fall into this category.

Step 3 – Define the Marketing Metrics You Want to Measure Like any responsible company does, you will want to measure the return on investment you are getting from your marketing campaigns, and one of the best ways to do this is through marketing metrics. Marketing metrics are simply a collection of numerical data that allows you to get some perspective on a marketing campaign to see if it met the goals your company set for it. There are several different ways you can generate data with which to form a specific metric. Here are a few ways in which this can be done:

Web content – This is the study of how effective what you place on your website is at both informing the people who visit the site and getting them to take some action as a result; this shows that the quality of the content actually was good enough that those people followed along all the way to the actionable task you set.

Lead conversion – This is gathering data on people from the first time they come into contact with your marketing strategy and then follows them all the way through the different stages of the lead generation process. This includes the initial contact, then on to being a sales prospect and all the way to becoming an actual customer. This metric will track where you lost potential customers in the lead process and help you develop theories as to why.

Individual visitors – This is data that tracks when an individual user first visits your website during a specific period of time and how many times that same person came back to visit it again. This metric lets you see how effective each phase of a specific marketing plan was. This is one method that is not easy to get accurate. It is sometimes best done by actually asking the people who visit your website why they came there the first time or what it was that peaked their interest to make them come again.

Click through rate CTR – This most likely will include a web page on your site that has an action that needs to be performed in order for the viewer to proceed along further in an information gathering or sales process. It will measure such things as how many people visited the webpage and went no further or how many people visited the web page and initiated the actionable step.

Bounce rate – This is the metric that causes many marketers or web content developers to lose their job or get demoted. It is compiled data on how many

viewers go to one of your web pages and then leave without visiting anything else or taking any actionable steps. Page views – This metric measures a number of pages each visitor to your site looks at. You can also do such things with it as learn how much time a visitor spent on a webpage to get a feel for which ones were appealing to them. There are also other tools built into social media sites for tracking purposes too.

Word-of-mouth – Maybe the age of the door to door salesman has come to an end but never overlook direct customer feedback when establishing the effectiveness of your marketing campaigns. Some ways in which consumers were led to becoming customers of your product or service will never be known unless you ask them. You can do this by using such things as a follow-up surveys or asking a question on the purchasing form.

Form conversion rate – A lot of marketers have their web designers put actual forms onto web pages that have some call to action on them. These could seek more information or get them a discount coupon. These types of things are very easy to track and accumulate data for metrics.

E-mail Openings – This metric simply measures how many e-mails were opened based on how many you sent in a particular marketing campaign.

Step 4 – Measuring Your Campaigns Once you have done the planning for how you will track and measure your marketing campaign as well as set the parameters for it, and then it is time for the actual tracking to take place once your campaign has gone into effect. Here are some other things that pertain to search functions that are very relevant to marketing strategy.

SEO Position – For years many businesses have been obsessed with site ranking but that is starting to change as search engines like Google are constantly changing the way searches are done when using them. But make no mistake about it; SEO ranking is still very important. It is a code that is imbedded into a webpage that will help you to track conversions from all of your tracking resources.

Measuring the Effectiveness of Your Social Media Marketing – All of the major social media sites have built-in analytics that helps you track the effectiveness of your posts and other messages that you put on them.

Measuring Print Ads and Other Media – This is done by making a dedicated webpage on your site that can only be linked out of so you know what the source for those links are.

Google Analytics This is by far one of the most used analytical tools in the marketing area. It helps make data available to all interested parties in your organization who wish to interpret the data. Here are its Key Features: It operates on a data-driven acknowledgment model; It contains advanced segments; It has many comparison tools; It has a real-time reporting feature; It has the ability to perform both cross- platform and cross-device measurement. It uses individual channels to track conversions; It lets you see how each channel is performing; It shows where the bulk traffic is originating from; It shows the sources from where customers came from. This is a popular marketing ROI tool because it takes sophisticated key data and displays it in a simplistic form so it can be easily interpreted. It helps you determine which marketing programs impact revenue the most and how many contacts with the source were needed to generate the revenue; It helps you focus your marketing budget where its working; It helps to simplify key marketing metrics; It can be set up to deliver daily, weekly or monthly reports. This service has been touted as being the easiest to use modern day analytics platform. It works best for data mining , machine learning and predictive analytics. The tools exist to track results, especially as far as website traffic is concerned, so they must be utilized and then the data they produce be put to good use determining the effectiveness of any marketing campaign that was done. For years companies did not have answers to questions concerning a marketing campaigns effectiveness with the exception of actual sales. That is no longer the case and now even if a marketing campaign fails to produce the desired results in sales, it may still be a valuable resource to build off the information you garnered from analyzing it; this can help to make your next marketing campaign highly successful sales wise. It is imperative that you use the analytical marketing tools that are available to gather data today and use that data to shape continually future marketing campaigns toward being highly successful ones.

Chapter 3 : Measuring the Results of CRM |

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Home Measuring the Results of CRM As the initial wild enthusiasm for Customer Relationship Management begins to plateau, and companies are increasingly skeptical of inflated claims for success, the time is now more than ripe for a hard look at how CRM projects should be measured. What is success in CRM, anyway? How will you know it when you see it? When will your millions of dollars in CRM investments pay off? Steve Diorio, president of IMT Strategies, recently interviewed CRM heads at 50 companies and was astounded at how few of them had any metrics in mind at all. The right time to ask these questions is at the beginning of a CRM project. In fact, the best approach to defining the right metrics is to identify the benefits your company seeks from CRM. Out of those benefits will naturally flow the right strategic and tactical measures to keep you on track. Dave Marvin, the Wind2 CEO, had as his primary objective reducing response time in his support center. But he also sought to capture the correct times incurred in fee-based tech support calls, a major revenue opportunity for the company. And finally, he hoped to root out any hidden customer dissatisfaction, by instituting tickler files to remind salespeople to stay in touch with their customers. Each of these objectives has a neat metric associated with it: You can step back at any time, and consider what you want from the new tools and new approaches. Most companies are defining their metrics in some combination of three arenas: Cost savings Pitching senior management on cost savings is a much easier sell than talking revenue increases. The promise of operational efficiencies, on the other hand, is more tangible. Managers can actually be held accountable for cost savings. If CRM is viewed across all marketing, sales and customer service functions, cost saving opportunities can be represented in a broad range of metrics: When prospective targets are selected more effectively, campaign volumes decline, and expense-to-revenue ratios fall. The percentage of customer orders that can be handled automatically, shorter sales cycle time, less rework—all these efficiencies go right to the bottom line. When the duration of a transaction or a problem resolution call is shorter, that translates directly into lower headcount requirements. We were looking for permanent margin improvements. How much time resolution takes, and how many people are involved. If we saw an increase in the number of problems resolved at a single point of customer contact, we knew we were going in the right direction. We also experienced a welcome decline in the raw number of customer service issues raised, and an increase in those that could be resolved in one call. Automating marketing processes is usually about efficiency, meaning cost savings—and this is what finance people are more likely to believe. But increased revenue is where the greatest long-term value lies. Campaign response improvements—more orders, more new customers. Increased size of the average order size, or the number of products purchased in an order. Cross selling and up-selling opportunities during sales and service contacts Customer profitability—migrating customer groups from lower to higher value levels. MetLife sold the CRM project to management based on hard cost savings, but they also recognized that the solution would bring additional benefits. If companies are looking for quick hits, they may do better to hang their hats on cost savings measures. These accounts carried low balances and subscribed to only one bank offering. A personalized direct mail campaign, with three different offerings to each customer, dropped in April, and garnered a whopping Because his business is almost entirely dependent on renewals for its profits and growth, Snook justified his CRM project by expected revenue enhancements. A small increase in our retention rate even outweighs our entire revenue from new customer acquisition. Ultimately, profit is the number one metric. These can be metrics about the CRM project itself, or about specific elements of the sales, marketing and customer service process. The Hunter group recommends such interim metrics as account penetration, number of inquiries, number of qualified leads, or the percent of completely populated profiles in the database. In the consumer world, you might use sales cycle time, the turnaround time on reporting, or the percentage of address updates gathered from NCOA. In the extreme, activity-based metrics can be as simple as project management milestones. Getting It Right, identifies the three important customer measures to track. The single most effective measure, calculated as the revenues the

customer will generate over the life of his relationship, net of the variable cost of achieving those sales—the cost of goods sold, and the cost to serve. This can be measured by observing behavior, but is more likely to be captured by surveys. Definitions will vary by industry, but loosely this means someone who has not purchased over a certain period. It might be five years in the aircraft business, or 18 months in office supplies. Attrition is best analyzed by segment, since customer value can vary widely. But gathering and making use of these customer metrics is not easy, especially for companies that distribute through retail or other third parties. You need to use approximations. As long as you do something, and repeat it, you can measure trends, which is a big step in the right direction. Each measurement category can be supported by a variety of directional proxies, such as the number of product types purchased or the number of dollars spent. And the change may require three years to take root. We need to ask why, and get at the true customer viewpoint. Beyond functional loyalty lives emotional loyalty, and this should be the goal of CRM. The myth of ROI As companies struggle with short-term efficiency measures and longer-term revenue and customer measures, one thing is clear: It is critical piece of the overall value proposition. Measurement benchmarks The jury is still out on the best benchmarks to use for comparative CRM results. Three options are available, each with its own pros and cons. Some software solutions allow control groups to be established and tracked, tactic by tactic. Control groups provide powerful proof of results, but many companies hesitate to fence off any customers and reduce their access to optimal treatment. An ideal approach, one that keeps you both honest and competitive. At some point, companies must agree that CRM is a business philosophy more than a set of processes, or a set of software tools. The mandate of CRM is to take care of the customer. But often, the value is realized mainly in the corporate culture. Sometimes, the most important thing is the struggle. Companies that score high on readiness are more likely to succeed in their CRM projects. How many cross-functional teams operate in the company. How frequent is cooperation across divisional borders. Name the ways that IT and Marketing work together. What incentives are in place that might conflict with a customer-centric view e. A number of factors can derail CRM measurements. The company is not yet ready to migrate to a customer-centric strategy. The business is fragmented, with no communications among departmental silos. A single view of the customer proves impossible to assemble. CRM is isolated, relegated to a certain function, like IT. Revenue measures are suspect to senior finance people. Expectations for short-term results overwhelm management patience for longer term benefits. Get senior management agreement on the goals and benefits. Limit tracking to a few key metrics: Call it whatever works for the culture. View CRM as a change in culture and process, not just automating existing processes. Set milestones for 3, 6 and 12 months out. Tie employee and business partner compensation to customer metrics. Do the IT part last.

Chapter 4 : How To Measure The Effectiveness Of Marketing Campaigns

Measuring for Results: Key Concepts in Understanding the Performance of DHS Programs and Activities to help DHS entities understand the problem and to pave the way for detailed follow-on efforts. This particular follow-on effort is intended to take on the topic of measuring resilience.

What value are you providing to your organization or clients? Clearly, from CEO right on down to middle manager, no one is immune to the need to demonstrate value. Establishing Effective Metrics Effective metrics take into account the objectives of the initiative. Who are you trying to reach? What do you want them to do? These measures should be incorporated into any proposal or agreement. Measurement can sound daunting. People struggle with measuring the results of individual initiatives for a multitude of reasons. The implementer may have a very different idea of victory than the person ultimately responsible for the initiative. For instance, some of our public relations colleagues talk about results in terms of number of media impressions generated. Outcomes Effective measurement should go beyond evaluating the output of a program, such as number of media impressions or whether meeting attendees thought the sessions were the right lengths, to examining the program outcome output, such as a change in behavior or opinion. Some organizations want to associate every activity with increased sales or stock price. These outcomes are obviously mission critical. Synergies develop between activities that make them stronger together than on their own. The fact is that the increase may be due to any one of these areas or all of them. Yes, associating your work with outcomes creates vulnerability. But without measurement, you will never know the extent of your accomplishments or the opportunities that exist for improvement. If you do have a problem, the sooner you diagnose it, the sooner you can start to set things right. In designing measurement programs, we recommend incorporating diagnostic elements as much as possible. We can then apply our findings to the program being evaluated as well as to other endeavors. For example, in our employee surveys, we use advanced statistics to identify the key drivers of a desired outcome. This enables us to provide our clients with two kinds of measurement: First, whether they are meeting their goals; and second, where they should focus resources to get the most bang for their buck or euro or yen. Determining Measures of Success Following are measures of success in which we have collaborated with clients during the past ten years. The key, as recommended earlier in this article, is to agree on the measures that will be applied. Through a baseline communications audit, we recommended changes in the utilization of communications vehicles that resulted in savings in the six figures. We helped Exelon save money while improving communications results. Five out of eight officers had significantly improved their communications skills, according to their employees. Subscribe to the free JRS newsletter on www.

Chapter 5 : Measuring Results - REDF

Measuring For Results has 6 ratings and 1 review. Librarians have historically relied on the perceived value or goodness of the public library as a means.

It is often natural to want to attempt to manage the different processes that are underway in your organization. The key, however, is to measure the results of the processes, rather than the processes themselves. Four out of 5 managers would say that they manage for results, but their people often have a different story to tell. How do you identify whether you are measuring the process or the results? To begin, there are three questions to ask yourself: Are you measuring how your team is getting to a result? If the answer is yes, then you are looking at their process, not the results—actions and tasks are just a means to an end. The end is the result. Consider a PR professional who has submitted X number of press releases. That number is measurable. But is it important? How do we know how those press releases have created a result, like impacting the bottom line? Is it an outcome or a milestone? Are you looking at a snapshot during the process where you can measure your progress toward the end result relative to where you started? If the answer is yes, then you are looking at a result. In fact, many of my best clients struggle with it at times. However, the benefits of managing the results rather than the process are multifold. They can figure out what they are going to do for themselves. You are just looking at the results of their work and how they impact the bottom line. Another benefit is that your employees must own their own results. The less you interfere with their processes, the more your team has to own what they create. They have to take ownership of their decisions and their risks. As a result, your employees are forced to develop the capacity to be responsible for their own processes, and this, in turn, frees up your time and attention so that you can take on bigger and better things. Another critical benefit of measuring results rather than processes is that it makes measurement impartial—the numbers speak for themselves. While distinguishing the difference between managing for processes and managing for results can be a difficult skill to master, it is critical for managers to develop this ability, and put it into action.

Chapter 6 : Measuring Results by Jenny Schade

1. Use promotional codes and coupons during the campaign so that clients can only buy your firm's products or solicit your services if they have a coupon or code.

Does it mean that women have control over some household decisions? Does it mean they participate in community meetings? Or that they can leave abusive relationships? When deciding your definition you should start by reviewing how other people have defined the same concept. Just a few are described here. Think carefully about what you are trying to measure, and whether another method might give you more useful information. For example in a program I am currently working on, the Program Manager keeps a log of all meetings and interactions with government partners. Through this log it is possible to see improvements in government services that have come about through advocacy by the program staff. Reviewing the journal entries could show if they have changed their attitudes or practices as a result of the program. Pictures, paintings or photos Some people find it easier to express changes visually. Pictures, paintings and photos can all be used to measure qualitative results. In photovoice you give each participant a camera and ask them to take photos of their community, focussing on particular themes. Each Tiny Tool is designed to be used by a facilitator with a group of community members during a short workshop or focus group. The purpose of the tools is to help the community members assess the impact that the project has had on their lives. Stories are collected from the field with the most significant stories being filtered up the organisation. Title of story Woman community facilitator voted as president of community network. Who was involved and what took place? A local woman who has received capacity building support and training on leadership skills, has been voted as president of the community facilitator network representing 5 villages. What change took place? A local woman is now representing her community as a leader in local development issues. Why is story significant? The story shows that women in communities where the NGO works are playing an increased role in local politics and decision making as a result of capacity building and training from the NGO. If women are given the opportunity to become involved in local politics they will. The beneficiary can be a role model for other local women.

Chapter 7 : Measuring your Marketing for Results

The business plan is a live document that serves to help you to run your business towards your business goal achievement. It is not something to stay in the drawer and take dust on it.

Chapter 8 : Measuring Results & the DCED Standard - DCED

People struggle with measuring the results of individual initiatives for a multitude of reasons. For example, they often view measurement as overly complicated, fear they won't be successful at meeting goals or assume measurement will be costly.

Chapter 9 : Measuring For Results: The Dimensions Of Public Library Effectiveness by Joseph R. Matthew

Measuring Results & the DCED Standard Practitioners are working in complex, rapidly changing environments. In order to 'get started', they have to come up with a working hypothesis: 'if we do x, then maybe y will follow, and then we hope to achieve z'.