7 CHANGE ACTIONS: MEASURE AND DELIVER VALUE THROUGH THE POWER OF DATA

PCMA AUGUST 24TH 2021
DOES DATA SCARE YOU?
IT’S A MINDSET; YOU CHOOSE YOUR REACTION

THIS IS ELM STREET!
Setting measurable goals is an absolute prerequisite to communication planning, measurement, and evaluation
Measurement and evaluation should identify outputs, outcomes, and potential impact
Outcomes and Impact should be identified for stakeholders, society, and the organization
Communication measurement and evaluation should include both qualitative and quantitative analysis
AVEs are not the value of communication
Holistic communication measurement and evaluation includes all relevant online and offline channels
Communication measurement and evaluation are rooted in integrity and transparency to drive learning and insights

START WITH A MEASURABLE GOAL:
Do you know your Business Goal?

VISION
- Guides and inspires, tells what the future could be like

BUSINESS GOAL(S)
- The overall goal of the organisation – usually transforming or evolving from situation A to situation B

OPERATIONAL OBJECTIVES
- Breaks down the business goal into manageable tasks by outlining which steps we need to take to get from A to B

STRATEGY
- How we plan to achieve our operational objectives
PROBLEM OR OPPORTUNITY > SOLUTION > BENEFIT
BASIC TENANTS OF MEASUREMENT – CONSOLIDATED FROM AMEC MEMBERS

**LEVERAGE INSIGHTS TO INFORM THE FUTURE**
Prioritize understanding of the past and leverage insights to anticipate the future.

**ALIGN KPIs WITH DESIRED BUSINESS OUTCOMES**
Align metrics with business objectives that reflect the desired behavior of the defined target audience.

**EMPLOY A HOLISTIC MEASUREMENT FRAMEWORK**
Develop a comprehensive framework to incorporate the entire delegate ecosystem.

**BUILD A FLEXIBLE, TRANSPARENT AND EVOLVING MODEL**
Create a scaleable model that may be leveraged across the organization.

**CONCLUSION**
Gather and collect as much data as you can and use that data to identify trends and gaps for your delegates. Report on the data meaningful to your KPI's.
TOP THREE FACTORS TO MEASURE EVENT RETURN ON INVESTMENT, ACCORDING TO EXECUTIVES

- **Attendance numbers**: 14%
- **Attendee satisfaction**: 13%
- **Leads generated**: 11%

Cvent 2018
CHOOSE QUANTITATIVE AND QUALITATIVE METRICS:

Quantitative

Objective

Deductive

Generalizable

Numbers

Qualitative

Subjective

Inductive

Not Generalizable

Words
Quantitative

• WE HAVE 100% INCREASE IN REGISTRATIONS THIS MONTH
CHOOSE QUANTITATIVE AND QUALITATIVE METRICS:

- 27% OF ATTENDEES ARE REPEAT REGISTRANTS
- WEBSITE VISITORS SPEND LESS THAN 45 SECONDS ON OUR INFORMATION PAGE
- WE HAVE NO FULL PAID REGISTRATIONS
- WE HAVE NO ORGANIC TRAFFIC
VANITY METRICS

Vanity Metrics

• Basic quantitative numbers, reflecting non-time bound activities

• Metrics are not actionable and are loosely tied to key activities, or not at all

• Can be used in reports, but does not say anything about the success accomplished from the activities

• Does not measure performance change over time
## Avoid Vanity Metrics

<table>
<thead>
<tr>
<th></th>
<th>Vanity Metrics</th>
<th>Actionable Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cause-Effect</strong></td>
<td>They are NOT good for learning because they are not necessarily a sign of a stronger Product Market Fit</td>
<td>They are good for learning because they are a clear sign of having stronger Product Market Fit</td>
</tr>
<tr>
<td><strong>Representative of...</strong></td>
<td>The “size” of the business</td>
<td>Individual behaviour</td>
</tr>
<tr>
<td><strong>Types of Metrics</strong></td>
<td>Gross quantities</td>
<td>Ratios and unit economics</td>
</tr>
<tr>
<td><strong>Examples</strong></td>
<td>Followers, Visitors, Leads, Apps download, Total Customers Acquired, Total revenues...</td>
<td>Conversion rate, Activation rate, Cost per Acquisition, CLTV, Repeat rate, Churn Rate, NPS...</td>
</tr>
<tr>
<td><strong>When</strong></td>
<td>When you want to scale</td>
<td>Before Product Market Fit</td>
</tr>
</tbody>
</table>
MEASURABLE KPIs

- Clearly defined metrics that influence organization success and help decision making
- Show performance change over time
- Tied closely to organizational goals
- Shows progress made towards desired goals
- Measures accomplishments, not just work done
- ALWAYS expressed as a percentage, ratio, or average
Release date
July 2021

Region
Worldwide

Survey time period
Q3 2008 to Q2 2021

Supplementary notes
Facebook measures monthly active users as users that have logged in during the past 30 days. Figures do not include Instagram or WhatsApp users unless they would otherwise qualify as such users, respectively, based on their other activities on Facebook.

- India is the leading country with over 290 million Facebook users
- The United States, Indonesia, and Brazil are the other countries logging over 100 million Facebook users each
- 1.73 billion worldwide Facebook users visit the platform on a daily basis
- 9.8% of global active Facebook users are women between the ages of 18 and 24 years
- 19.3% of global active Facebook users are men between the ages of 25 and 34 years
- The breakdown of global use by gender is 44% female and 56% male

Surprisingly, the fastest growing group on Facebook are users 65 years and older. Adding to that, according to the Pew Research Center, fewer teens (51%) are using the popular social media platform than ever before.
The Benchmarking Questions:

**Return on Operations/ROO:**
Did we deliver on logistics, organization, planning, forecasting, and budgeting goals?

**Return on Participation/ROP:**
How did our event correlate to customer engagement and feelings about the brand?

**Return on Event/ROE:**
What was the result of our event? Did it leave behind lasting social, economic, organizational, and/or personal transformation?

**Return on Investment/ROI:**
Did our event impact the revenue of the company, organization, and/or brand?

**Return on Experience/ROX:**
Why did we put on our event, and why did people attend our event? Did it help our participants grow as humans, and create change in the world? And in return, did human growth and change experiences at our event then grow our company’s revenue and brand?
Measurement Metrics

Equal consideration results in a true understanding of our event’s impact, or ROE: Return on Events

Quantitative:
- Direct Revenue
- Attributed Sales Pipeline
- Attributed Revenue
- Membership Retention
- Market Share
- Membership Recruitment
- Social Impressions/Sentiment
- User Generated Content, Hashtags
- Distribute Samples-Mail to Home
- Test-market Products-Mail to Home
- Press Coverage
- Customer Meetings
- Book Follow-up Appointments

Qualitative:
- Personal/Professional Value
- Knowledge Exchange
- Meeting of the Minds
- Skill Sharing
- Develop Competitive Insight
- New Solutions to Old Problems
- Team Building
- Inspiration
- Fun/Play/Adventure
- Community
- Relationships
- Personal Enrichment
- Mind Shift
The Formula

ROO + ROI + ROP + ROX = ROE

The ‘RO’ Framework is the aggregate of ROO, ROI, ROP and ROX. The total of the RO’s is... ROE!

(Return on Operations/ROO)
Focus: Event

(Return on Investment/ROI)
Focus: Event Impacting Business

(Return on Participation/ROP)
Focus: People Impacting Business

(Return on Experience/ROX)
Focus: Event Impacting People

(Return on Event/ROE)
Focus: Event, Business, People, World
What if you asked the marketing team this same question?

“How do you analyze, quantify, and report on the impact of an event, including the magic that happens when we gather (no matter if it’s IRL and/or URL)?”...

Their answer may come from the lens of the event’s participants.

PARTICIPATION — Did participating in the experience result in attitudinal change, behavior change, sentiment change, consideration change, loyalty, and/or increased advocacy by its participants, etc....

By having this event, did we achieve RETURN on PARTICIPATION, or ROP?
THIS WILL HELP YOU WHEN WORKING WITH INTERNAL TEAMS AND CLIENTS

1. **INPUTS**
   What you need in preparation for your event.

2. **ACTIVITIES**
   Things you do to plan and produce your event.

3. **OUTPUTS**
   What you put out that is received by your target audiences.

4. **OUT-TAKES**
   What audiences do with and take out of your event.

5. **OUTCOMES**
   Effects that your event has on the audiences.

6. **IMPACTS**
   The results that are caused, in full or in part, by your event.
DEEPER INSIGHT ON PLANNING AND OBJECTIVES

▪ What has planning got to do with it?
▪ Getting started with planning
▪ The importance of SMART(ER) objectives
▪ Misguided objectives and how to avoid them
reach the *right* people via the *right* channels with the *right* messages At the *right* time To achieve a specific goal
From Business...to Communications

- **Who?**
- **How much?**
- **What?**
- **By when?**

- **Reach** – What portion of the target audience do we reach, how many times?
- **Awareness** – What new message do you want them to hear/see?
- **Attitude** – What do you want the audience to believe/feel?
- **Behavior** – What actions do you want the target to partake in?
AMEC can help...
Where can I find these resources?

On AMEC.org of course!

In the spirit of the Integrated Evaluation Framework, these materials will be available for free (including the downloadable AMEC Planning Worksheet.)
A quick tour: using the IEF to plan events/campaigns

Starting at the end: Defining the why

On this page we ask you to consider where you want the campaign to end; what are the desired results?
A quick tour: using the IEF to plan events/campaigns

Starting at the end: Defining the ‘why’

What is the business impact you’re trying to achieve, and how can communications realistically contribute towards it?

<table>
<thead>
<tr>
<th>Organisation Impact</th>
<th>Outcomes</th>
<th>Out-takes</th>
</tr>
</thead>
<tbody>
<tr>
<td>What do you want people to do differently as a result of what you are planning to do? Why?</td>
<td>What do you want your communications to feel differently as a result of what you are planning to do?</td>
<td>What will your audiences do with and take out of your communications? E.g.</td>
</tr>
<tr>
<td>• Reputation</td>
<td>• Preference</td>
<td>• Attention</td>
</tr>
<tr>
<td>• Relationships</td>
<td>• Intention</td>
<td>• Awareness</td>
</tr>
<tr>
<td>• Compliance/complying actions</td>
<td>• Advocacy</td>
<td>• Understanding</td>
</tr>
<tr>
<td>• Organisational change</td>
<td>• Change</td>
<td>• Engagement</td>
</tr>
<tr>
<td>• Public/social change</td>
<td>• Increase</td>
<td>• Participation</td>
</tr>
</tbody>
</table>

Example Metrics & Milestones:
- Public support
- Meet targets
- Sales increase
- Donations increase
- Cost savings
- Staff retention
- Customer retention/loyalty
- Quality of life/well being increase

Example Metrics & Milestones:
- Message acceptance
- Trust levels
- Statements of support or intent
- Leaks
- Registrations
- Brand preference
- Trailing
- Joining
- Reaffirming

Example Metrics & Milestones:
- Unique visitors
- Views
- Response (E.g. likes, tags, shares, networks)
- Return visits/views
- Recall (pasted, unaided)
- Positive comments
- Positive response to surveys
- Subscribers
- Inquiries

What is the business imperative you’re trying to support?
A quick tour: using the IEF to plan events/campaigns

Starting at the end: Defining the why

What is the human problem you're trying to solve? Or phrased another way, why is this communication plan needed?
A quick tour: using the IEF to plan events/campaigns

Research, audience targeting and planning

On the second page, you will provide the summary of any research you’ve done to answer questions about your target audience, and your key insight about them. You’ll then summarise your strategy using the GET/WHO/TO/BY framework.
A quick tour: using the IEF to plan events/campaigns

Research, audience targeting and planning

Describe your target audience. Be specific and go beyond demographics.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who will be your target audience? E.g.</td>
<td></td>
</tr>
<tr>
<td>• Define</td>
<td></td>
</tr>
<tr>
<td>• Classify</td>
<td></td>
</tr>
<tr>
<td>• Create personas</td>
<td></td>
</tr>
<tr>
<td>• Identify pain points</td>
<td></td>
</tr>
<tr>
<td>Example Metrics &amp; Milestones</td>
<td></td>
</tr>
<tr>
<td>Demographics: age, sex, income, location, occupation, level of education, marital status</td>
<td></td>
</tr>
<tr>
<td>Psychographics: interests, activities, attitudes and opinions</td>
<td></td>
</tr>
<tr>
<td>Classify: Users, initiators, influencers, buyers, gatekeepers, decision makers</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are the human and business insights?</th>
<th>What is your strategy?</th>
</tr>
</thead>
<tbody>
<tr>
<td>GET</td>
<td></td>
</tr>
<tr>
<td>WHO</td>
<td></td>
</tr>
<tr>
<td>TO</td>
<td></td>
</tr>
<tr>
<td>BY</td>
<td></td>
</tr>
</tbody>
</table>
A quick tour: using the IEF to plan events/campaigns

Research, audience targeting and planning

Insights are at the heart of all planning exercises. There are two tasks for you to address here: first, understanding the insight(s) which are likely to unlock the ‘why’ for your audience, and second, understanding the unique position the brand or organisation plays.
A quick tour: using the IEF to plan events/campaigns

Research, audience targeting and planning

It’s time to summarise the strategy. How will you use the information and insights you’ve gathered thus far to solve the problem in the first step? There are a few common ways to phase these statements, but perhaps the most common is: Get [target audience] / Who [consumer problem] / To [desired response] / By [one message/action]
A quick tour: using the IEF to plan events/campaigns

Aligning objectives and activities

Finally, you will check that your campaign aligns across strategy, objectives and activities.
A quick tour: using the IEF to plan events/campaigns

Aligning objectives and activities

Consider your objectives: are they SMART(ER)? Does the strategy you’ve just written align with them?

<table>
<thead>
<tr>
<th>Align Objectives</th>
<th>Measure Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organisational Objectives</strong></td>
<td><strong>Output</strong></td>
</tr>
<tr>
<td>- What are the overall objectives for your organisation?</td>
<td>- What will you put out that is resolved by your target audience?</td>
</tr>
<tr>
<td>- What are the business objectives your communications will need to support?</td>
<td>- Distribution</td>
</tr>
<tr>
<td><strong>Communication Objectives</strong></td>
<td>- Exposure</td>
</tr>
<tr>
<td>- What determines a desired output, outcome or impact?</td>
<td>- Reception</td>
</tr>
<tr>
<td>- Why: specify one or several target audiences</td>
<td></td>
</tr>
<tr>
<td><strong>Example Metrics &amp; Milestones</strong></td>
<td></td>
</tr>
<tr>
<td>- Review your organisation’s Corporate/Strategic Business plan</td>
<td></td>
</tr>
<tr>
<td>- Review your organisation’s Vision/Mission/Values</td>
<td></td>
</tr>
<tr>
<td>- Refer to your analysis of desired impacts, outcomes and KPIs</td>
<td></td>
</tr>
<tr>
<td><strong>Outcomes SMART objective</strong></td>
<td></td>
</tr>
<tr>
<td>- To build confidence among all AMEC members in their ability to use the AMEC Integrated Evaluation Framework as a planning tool by December 31, 2022.</td>
<td></td>
</tr>
<tr>
<td>- To ensure AMEC’s reputation as the global leader in communication measurement and evaluation (as evaluated by members of AMEC) by December 31, 2022.</td>
<td></td>
</tr>
<tr>
<td><strong>Have you checked?</strong></td>
<td><strong>Example Metrics &amp; Milestones</strong></td>
</tr>
<tr>
<td>- Are your objectives SMART(ER)?</td>
<td>- Publicity volume</td>
</tr>
<tr>
<td>- Do they tie together with the Strategy you’ve developed?</td>
<td>- Impressions/opportunities to see</td>
</tr>
</tbody>
</table>

Have you checked: | |
| Do your outputs + activities support the Strategy you’ve developed? | |
| | |

Have you checked: | |
A quick tour: using the IEF to plan events/campaigns

Aligning objectives and activities

Ensure your tactics (developed after the strategy) support both the strategy and the objective.
Welcome Johna

Create your first framework
Create a new framework to save your progress.

Framework name
Framework name

Description
Optionally add any notes here

CREATE Skip for now

Activities

Outcomes
Click on submit button to view your content in the Integrated Evaluation Framework by AMEC.

Submit
Welcome Johna

Objectives

Inputs

Activities

Outputs

List the content, materials, and activities that you distributed and to which your target audiences were exposed

P = Paid  E = Earned  S = Shared  O = Owned

1 2 3 4 5 6 7 8 9

Submit

Click on submit button to view your content in the Integrated Evaluation Framework by AMEC.
Welcome Johna

Objectives

Inputs

Activities

Out-takes

List here what your target audiences took out of your communication and how they reacted to it:

1. 
2. 
3. 
4. 
5. 
6. 
7. 

Outcomes

Organizational Impact

Click on submit button to view your content in the Integrated Evaluation Framework by AMEC.
Choose quantitative and qualitative metrics:

Achieve minimum of 85% 5-star ratings from verified buyers.
Achieve minimum of 85% 5-star ratings from verified buyers.

Customer reviews

🌟🌟🌟🌟 4.3 out of 5

144 global ratings

5 star 69%
Achieve minimum of 85% 5-star ratings from verified buyers for an average of 4.7 rating in Value, Sturdiness and Weatherproof.
Achieve minimum of 85% 5-star ratings from verified buyers for an average of 4.7 rating in Value, Sturdiness and Weatherproof.

Customer reviews
4.3 out of 5
144 global ratings
5 star 69%
4 star 14%
3 star 8%
2 star 4%
1 star 6%

By feature
Value for money 4.6
Sturdiness 4.4
Weatherproof 3.0
Achieve minimum of 85% 5-star ratings from verified buyers for an average of 4.7 rating in Value, Sturdiness and Weatherproof and include at least one key message.

KEY MESSAGES:
Superior Durability & Protection

Anti-Pick Technology

Weather resistance
CHOOSE QUANTITATIVE AND QUALITATIVE METRICS:

Thomas (Sherri's husband)

⭐⭐⭐⭐⭐ I wanted an unpickable padlock.
Reviewed in the United States on April 26, 2019
Size: Single | Verified Purchase

Yes, the lock can be picked.....by a specialist who isn't out criminally picking locks.

I wanted a lock that would protect the latch. This lock protects the lock and the latch.

Yes, this lock is a pain to learn but after a bit of use, it's a right with the key, pull on the lock, twist the lock body 180 degrees, turn the key to the left, pull the lock body and you're open. Yes closing is the same pain, or worse. Opening is easy, closing can be difficult.

Love the lock and don't try to lock the lock when half hammered, you'll be there for a while. :)

13 people found this helpful

Helpful | Report abuse
Choose Quantitative and Qualitative Metrics:

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13 people found this helpful
Choose Quantitative and Qualitative Metrics:

Notso Sr.

⭐⭐⭐⭐⭐ Peace of Mind!!
Reviewed in the United States on January 18, 2021
Size: Single | Verified Purchase

Peace of Mind!!
Finally a lock that will give us that feeling of security! The items that are being secured are too valuable to be "trusted" with a cheap constructed lock.

I spent hours researching locks on Amazon, Google, and YouTube videos. Reading all reviews. I checked out locks from European countries and other foreign made locks. But, I wanted to buy USA Made and support small businesses. The lock is going on a storage unit, 500 miles away from us.

This lock has features not found on other locks. 10 pin tumblers, multiple turns to open, cut-proof shackle guard and a solid feeling when turning the key. No sloppy loose fitting tumbler.

I had a question, I called and the owner answered the phone. I sent an email for another question on Sunday and got a live person reply, (not an auto reply) back within 5 minutes!

I chose the Commando Lock, Total Guard Cut Proof Padlock, High Security. Costs no more then a weeks worth of S'bucks, but will give you peace of mind! Priceless!

▲ Read less

One person found this helpful

Helpful | Report abuse
I needed a lock to secure my bike. I bought this particular lock primarily because of a review of it by a superb lock picker on YouTube called “The LockPickin’ Maven,” who is clearly an informed lock guy and talented picker. He described this lock as “...the most impressive security-wise laminated padlock that I’ve seen in a while.” He also said, “...from the usability standpoint it’s a bit of a pain in the butt.” And I think he’s right on both counts. It does strike me as a rather smart design (security wise), it’s well built, and it looks pretty cool. But it can be a tad cumbersome to deal with; the lock comes apart in 3 pieces when locking/unlocking (shackle/guard/lock body). But for someone like me who lives a slow lifestyle taking a few extra seconds to “assemble” the lock is no big deal. But if I were a guy in a hurry I might find it a bit annoying to have to deal with the few added steps—and pieces—it takes for locking and unlocking. At first I thought, no way am I going through this every time. But after about five practices I found I’m not much more effort than your typical padlock. The pay off in this arrangement is that the key has to be turned twice for unlocking (and locking), and so any picker has the added pain of having to get past this double locking action to remove the shackle and guard. And considering how easy most padlocks can be picked by a good picker this feature seemed rather important to me. Even a novice picker might get lucky and “take” it open, but then they’d have to get lucky twice. To me this is almost like having 2 locks in one. I like the shackle guard for the protection it gives against cutting or brute forcing the shackle. I also like that the lock has rubber padding around the bottom to prevent scratching your goods.

I think this was a good buy. It seemed the optimal choice for locking my $275.00 bike, and I reviewed dozens of padlocks in the $25-$50 price range. No bike is ever 100% secure from theft, but at least I can feel confident I made the best security effort all things considered. And that’s really all we can do, right? Rating a product is a very subjective thing. I give it four stars, only because 5 seems too few and 5 seems too many. I’m attaching a short vid of me using it. Please excuse the black and white tape. The small white tape is so I can quickly identify which side the longer shackle end goes in.

~ Read less

48 people found this helpful

Helpful | Report abuse
Houston

⭐⭐⭐⭐⭐ Eat pad locks around
Reviewed in the United States on August 2, 2020
Size: 2 Pack | Verified Purchase

These locks are well worth the money, it takes a few try’s to get the locking mechanism down but after that it’s super quick and easy, they make it to where the key actually ingages and locks the lock so you have to really turn the key almost like it’s going to snap off but it doesn’t just make sure you figure out which way it turns before applying pressure so you don’t break the key would highly recommend this lock gives me a piece of mind along with the bulldog security roller lock door isn't getting kick in or cut

2 people found this helpful

Helpful | Report abuse
Amazon Customer

🌟🌟🌟 Not a secure lock
Reviewed in the United States on March 10, 2021
Color: Silver | Verified Purchase

This lock is easy enough to cut, easy to pick, easy to decode, and easy to bypass. It can be opened with a piece of a coke can faster than it can be opened with the code. I bought this lock for fun. If you want to learn how to bypass and decode locks then this is a decent one to start with.
Where are you on your journey?
WHAT QUESTIONS CAN WE ANSWER?

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Phone: +1 (602) 319-6726
Twitter: @Gojohnab
LinkedIn: Johna Burke

Jammy
The Couch