

Meaningful Measures for Web Sites and Intranets

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Angela Sinickas, ABC

www.sinicom.com

SINICKASSM
COMMUNICATIONS, INC.
151 Kalmus Drive, Suite B170, Costa Mesa, CA 92626
TEL: 714/241-8665 FAX: 714/241-8661



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Meaningful measures about Web sites

- Actual usage
- “Usability”
- Surveys or focus groups of users
- Benchmarking
- Changes in outcomes before and after Web site availability :
 - Cost (but be careful: compare it with effectiveness, not just cost efficiency for corp. comms.)
 - Increases in sales, timeliness or participation levels
 - Decreases in errors or staff time when forms are completed online

Measuring Usage

Using your usage reports

1. Identify your objectives for the site
 - Who should be visiting
 - What you want them to do on the site
 - What you want them to take away from the site
 - What you want them to do after visiting the site
2. Identify the key measures in your usage reports that matter to reaching your objectives
3. Set up your own tracking charts on Excel or PowerPoint for the key measures
4. Make changes to the site
5. Check for impact on your tracking charts

Possible key measures to track

What to measure	What to do about findings
Where people come from (“referral sites”)	Keep best referrers updated on other pages to link to
Where they enter the site (book-marked pages vs. home page)	Make sure it’s as functional as a home page for important links
Paths they take and don’t	Tease them to go to a deeper page or keep them from exiting
“Failures”	Fix broken or outdated links
Audience interest in various “products”	Use to direct marketing effort
Less-visited pages that feature what you want them to see	Change structure or add links from popular pages

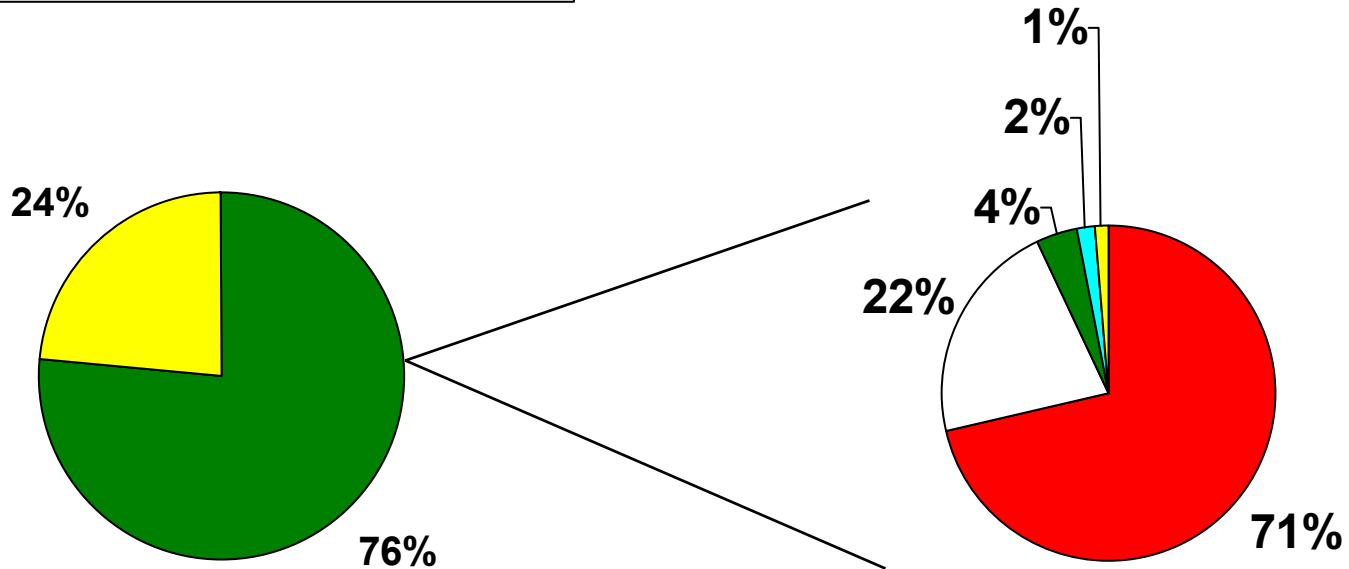
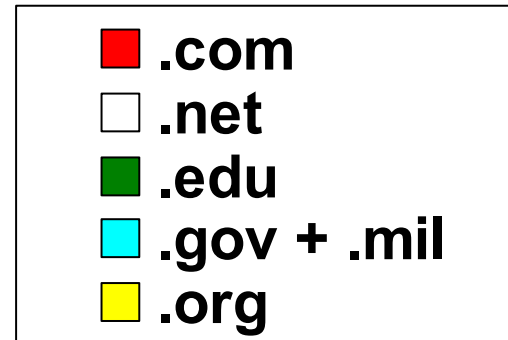
Usage Examples: Beyond Hits

HITS: How Idiots
Track Success

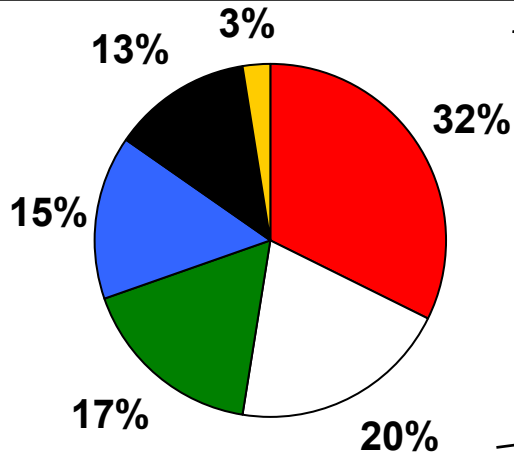
Where visitors are coming from

- “Domain” suggests countries of visitors
- “Organization” and “host” provide clues of potential customers
- “Referror” suggests:
 - Which other Web sites to partner with
 - Which search engines aren’t finding you

Breakdown of Web site's audience



Breakdown of Web site's audience



ME/Afr./Eur.

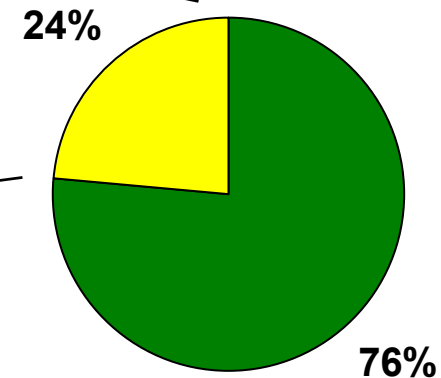
U.K.

Canada

Australia/N.Z.

Asia

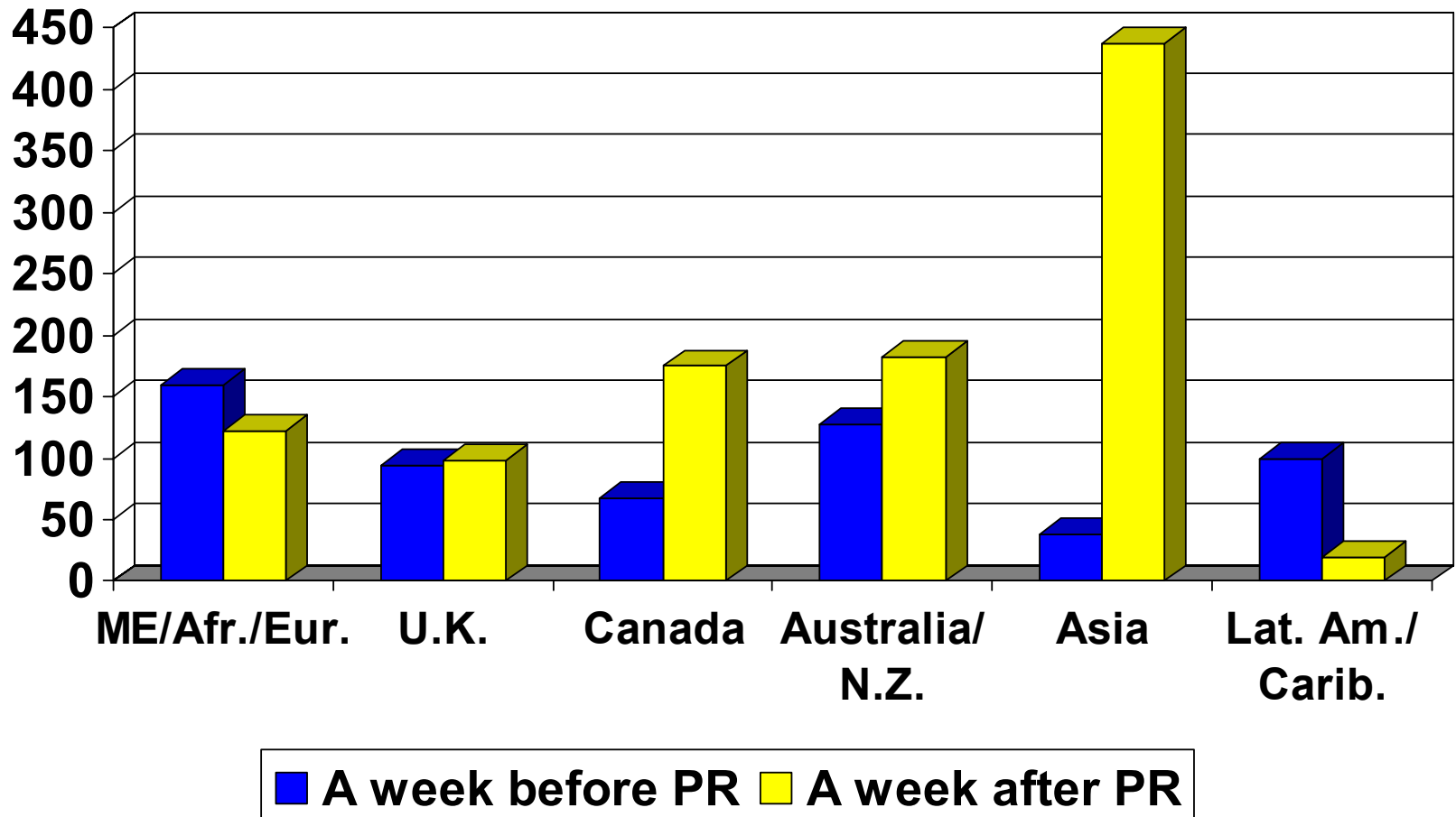
Lat. Am./Carib.



No country identifier

Country identifier

Impact of PR in Malaysia and Singapore on number of non-US Website visitors



Referral sites linking to sinicom.com one week

- 287 google.com/search or google.yahoo.com
- 4 from CommToolbox.com
- 2 from iabc.com/events/conf2005/sponsors
- 2 from iabc.com/JITS/discuss/view
- 1 from ragan.com
- 1 from melcrum.com
- 1 from km-review.com
- 1 from themeasurementstandard.com/.../events

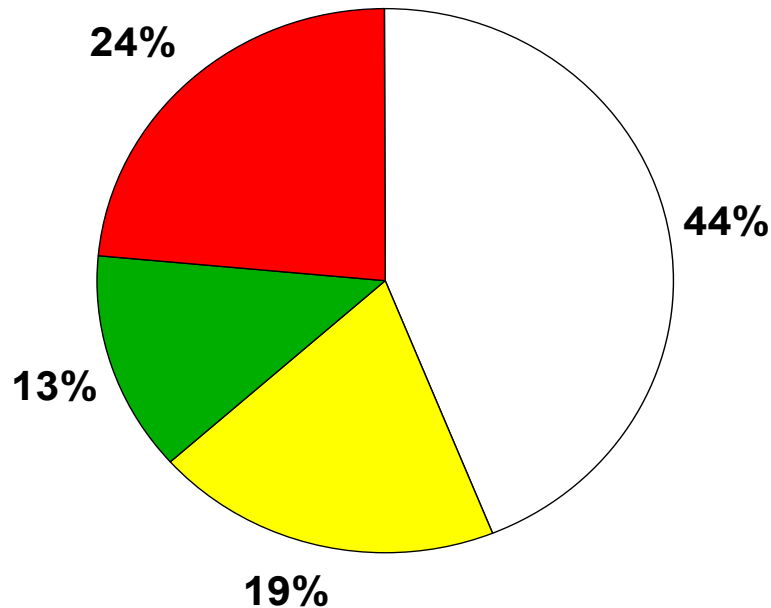
Implications: Check to see how many are referred from online “ads” being placed at different sites, see who else is mentioning your site

Search words that led to my site

- 129 communication
- 57 audit
- 32 swot
- 29 internal
- 27 survey
- 26 analysis
- 25 employee
- 15 focus
- 12 measuring
- 9 sinickas

Make sure visitors can find this content on your site using your site's search engine!

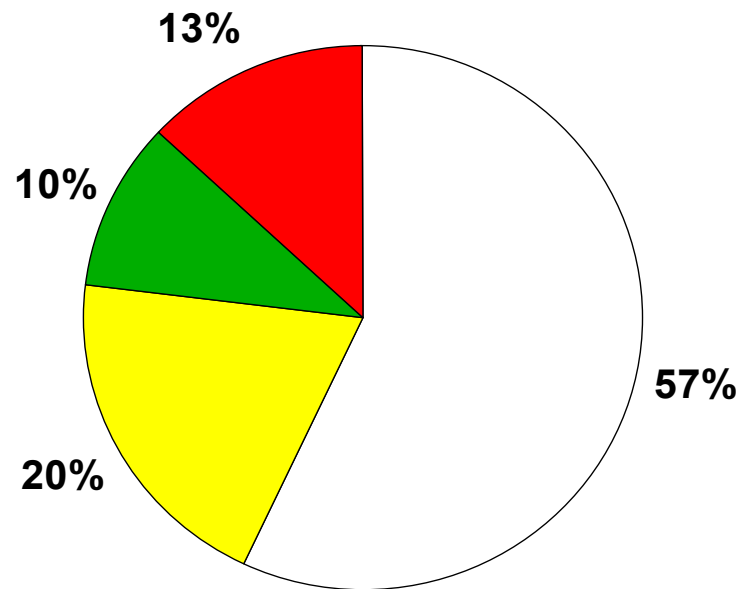
Intranet example: Quantify how often visitors visit to measure “stickiness”



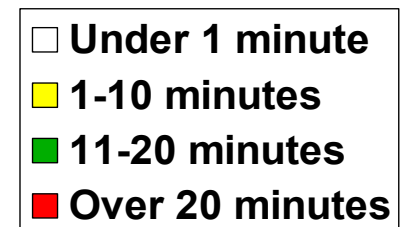
Overall Unique Visitors (April)



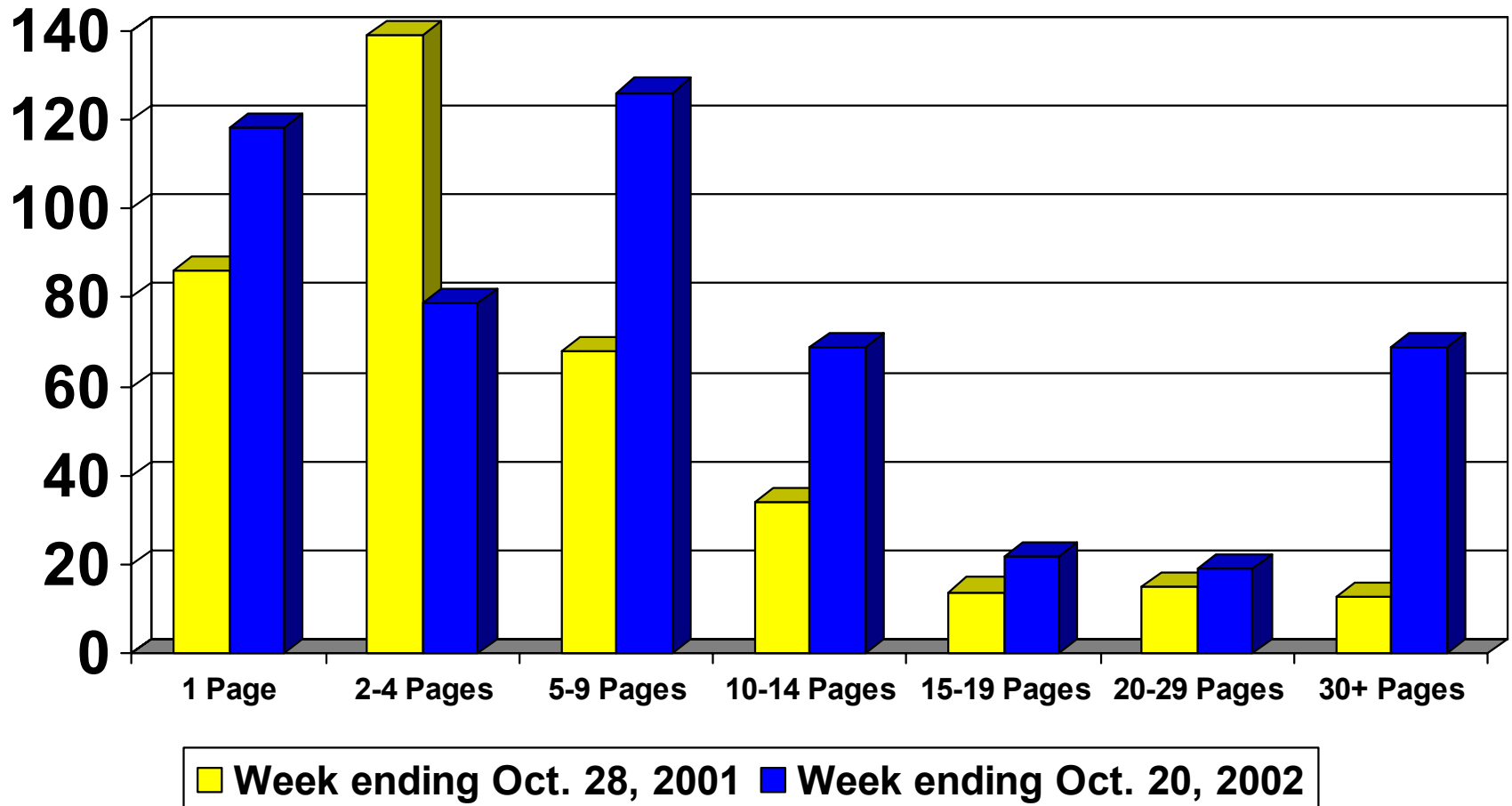
Intranet example: Beware of over-trusting measures of how long people “visit”



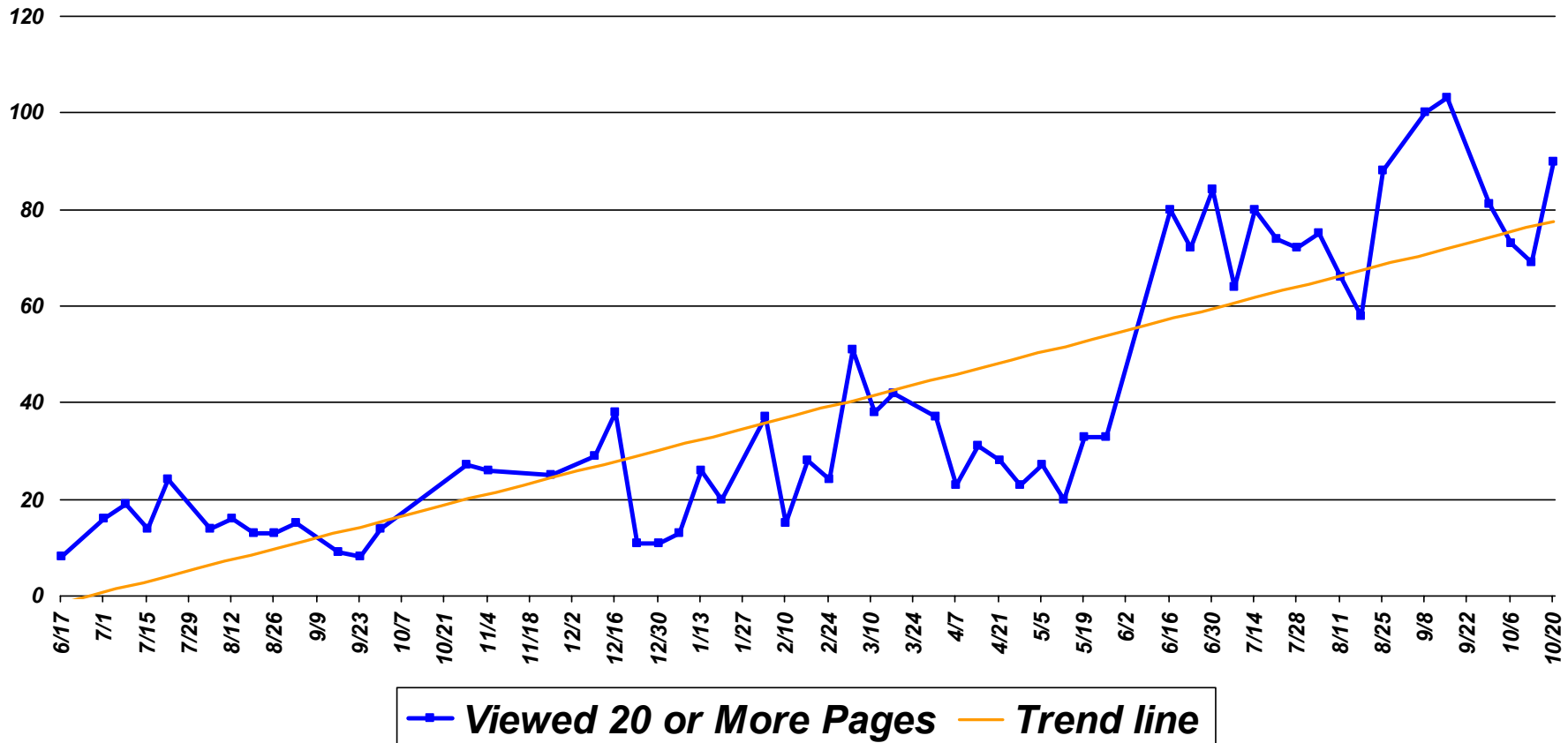
Average Length
of Visit to Site
(April)



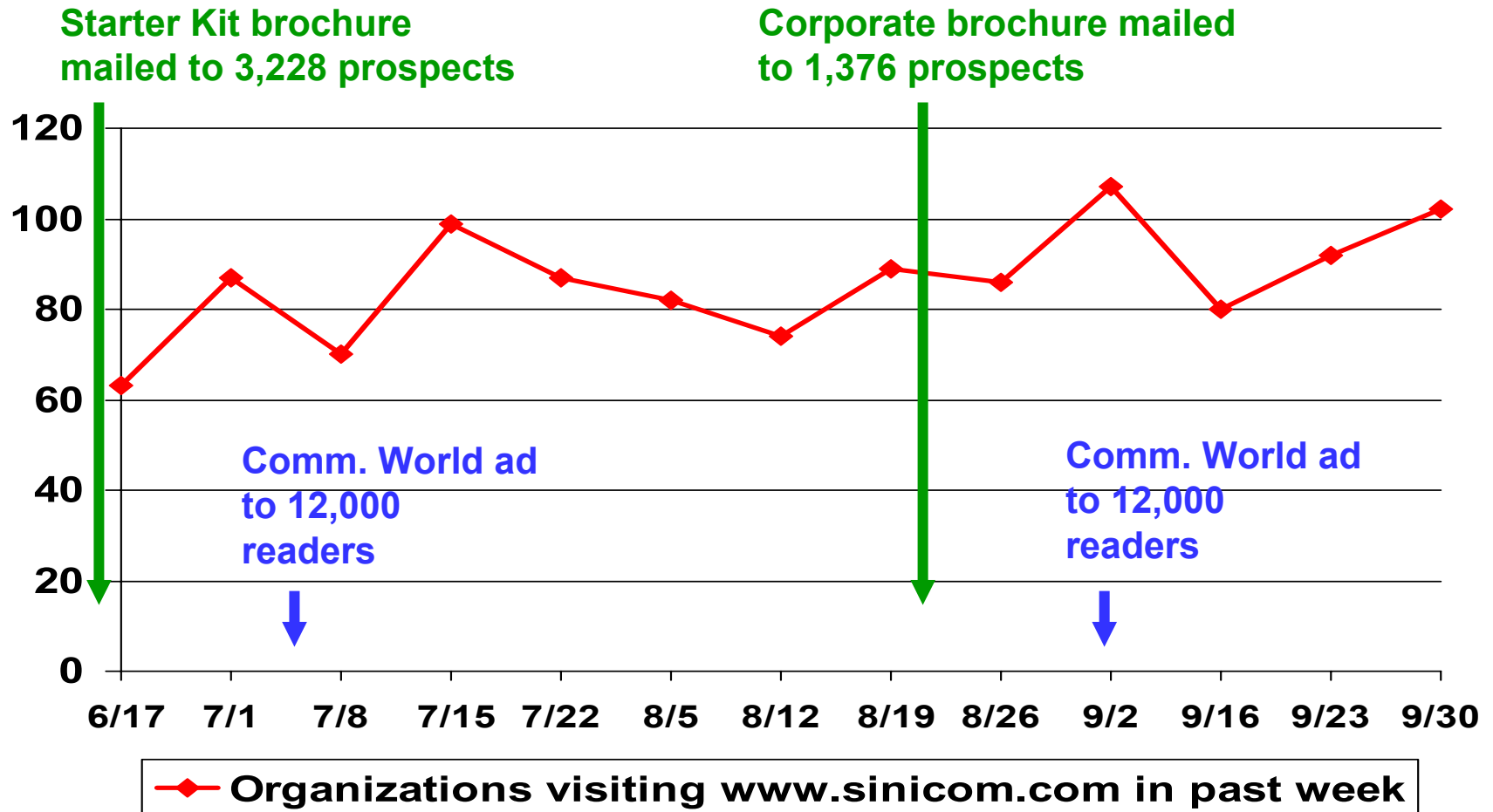
Time doesn't tell the full story; look at users at various number of pages viewed



Visitors per week with 20+ page requests



Changes in Web site visitors tracked vs. marketing materials referring to site

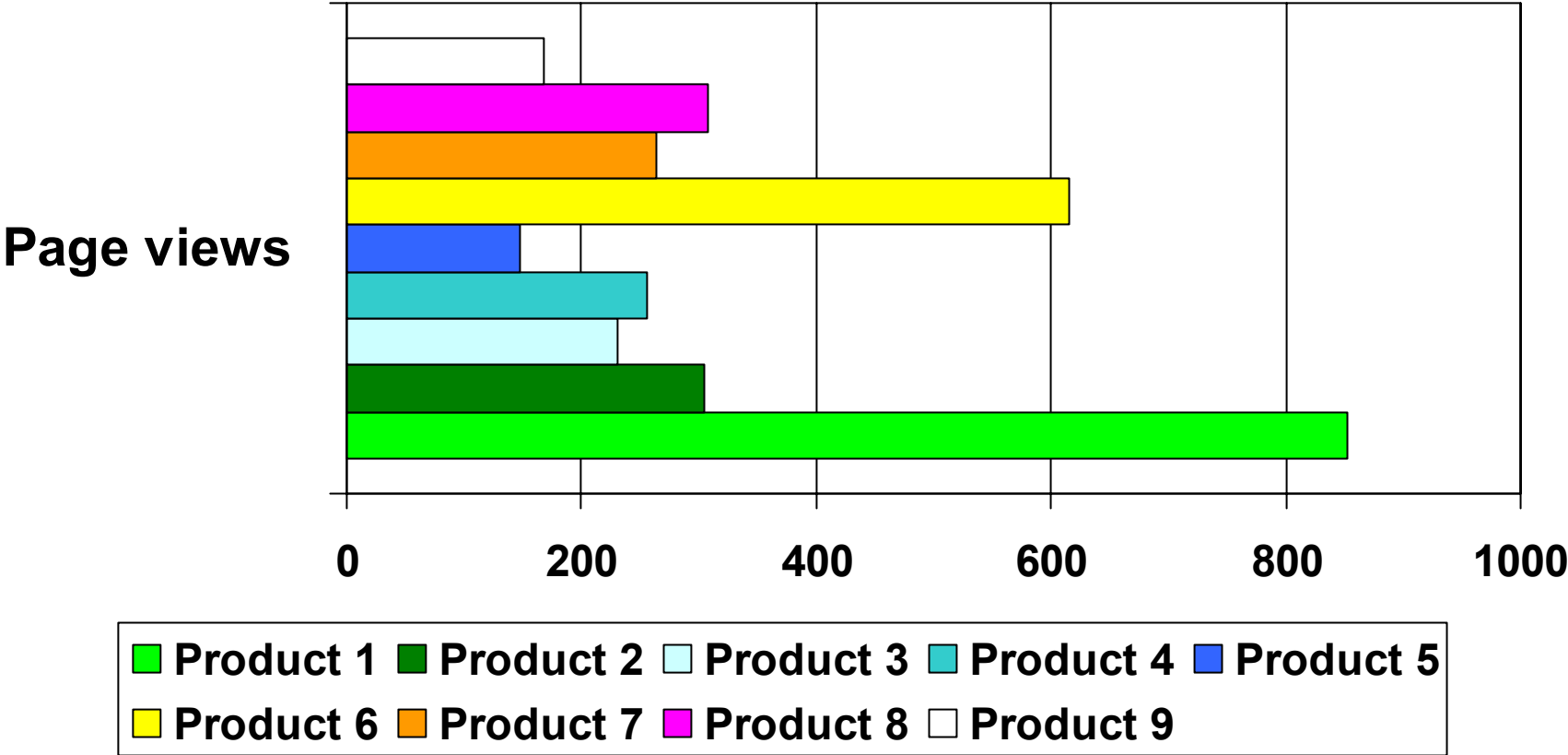


Tip: Use first class mail for tracking impact

What to watch out for in assessing usage

- ***Don't* count hits on graphics** when comparing relative readership of various content areas
- ***Don't* make decisions based on proportion of page views** to different topic areas without considering how many possible hits each topic *could* have
- ***Do* consider that on-screen placement sequence** (first/last) can have an impact on which items are viewed most heavily
- ***Do* consider breaking up pages differently** to pinpoint your ability to track key measures

Proportion of page views by product line being promoted through PR/Marketing



Product 1 appears at the top of the list of products!

Additional tips for interpreting Web usage reports

- **The software tracks requests made of your server**
 - However, individual browsers and some ISPs “cache” frequently requested pages, so not all requests go through your server
- **Different software tracks different elements and counts them in different ways (e.g. hosts vs. visitors)**
 - AOL reportedly assigns a new host name for each page or image requested
 - Variable length of time when a “visit” automatically times out
 - Time on last page may not count as part of the visit
- **In interpreting usage reports:**
 - They may be under-reporting your usage
 - However, changes over time will be generally accurate, unless you change your usage tracking software

Measuring Usability

How to measure usability

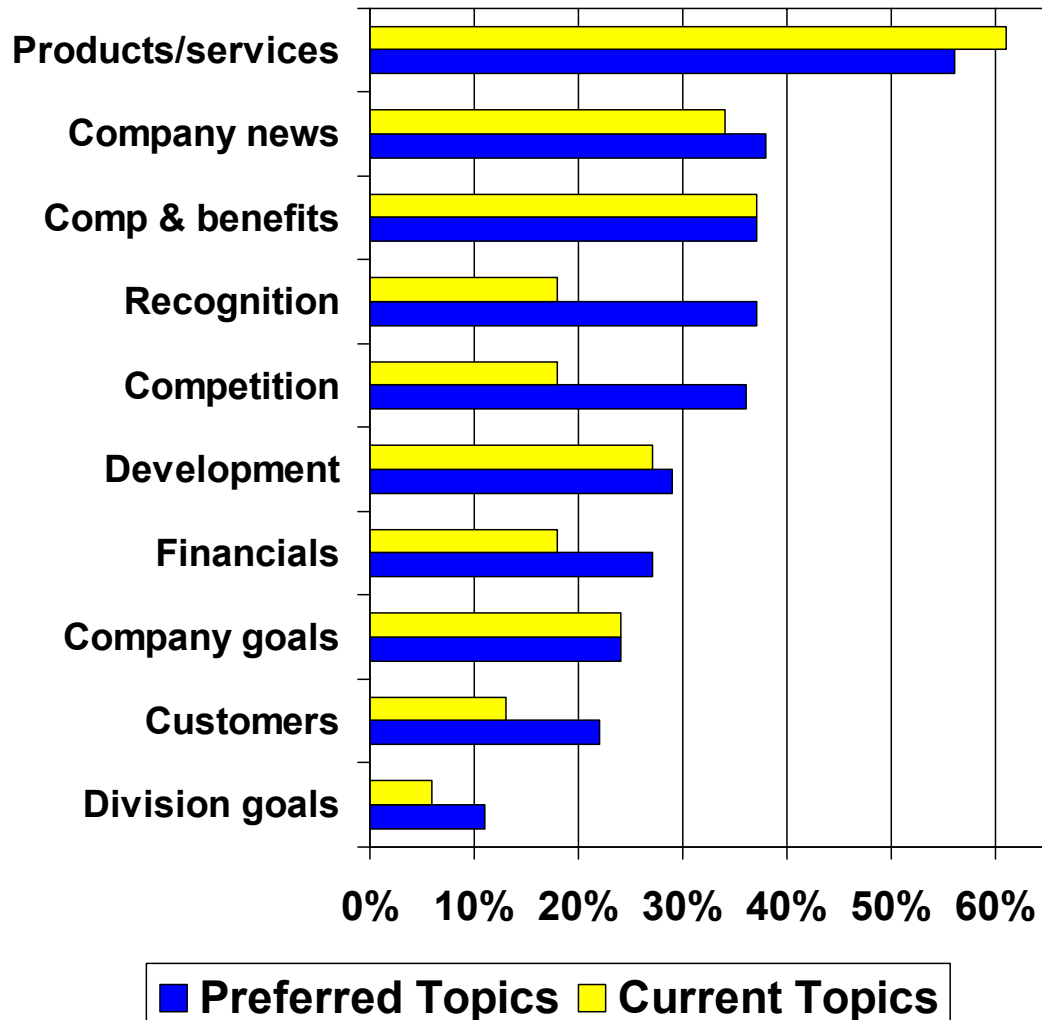
- **Watch or videotape diagonal cross-section of typical users trying to find 5-10 key pieces of information on the site**
 - Time how long it takes to find each one
 - Ask user to talk through why they look where they do and what they're experiencing as they navigate
- **Best to do this before the site or any enhancements go live**

How to measure usability

- **Do a “card sort”**
 - List each of the content areas on your site on individual index cards
 - Ask typical users to put cards into related piles
 - Name the piles
 - Sort cards within piles and name them as well

Surveys About Web Sites

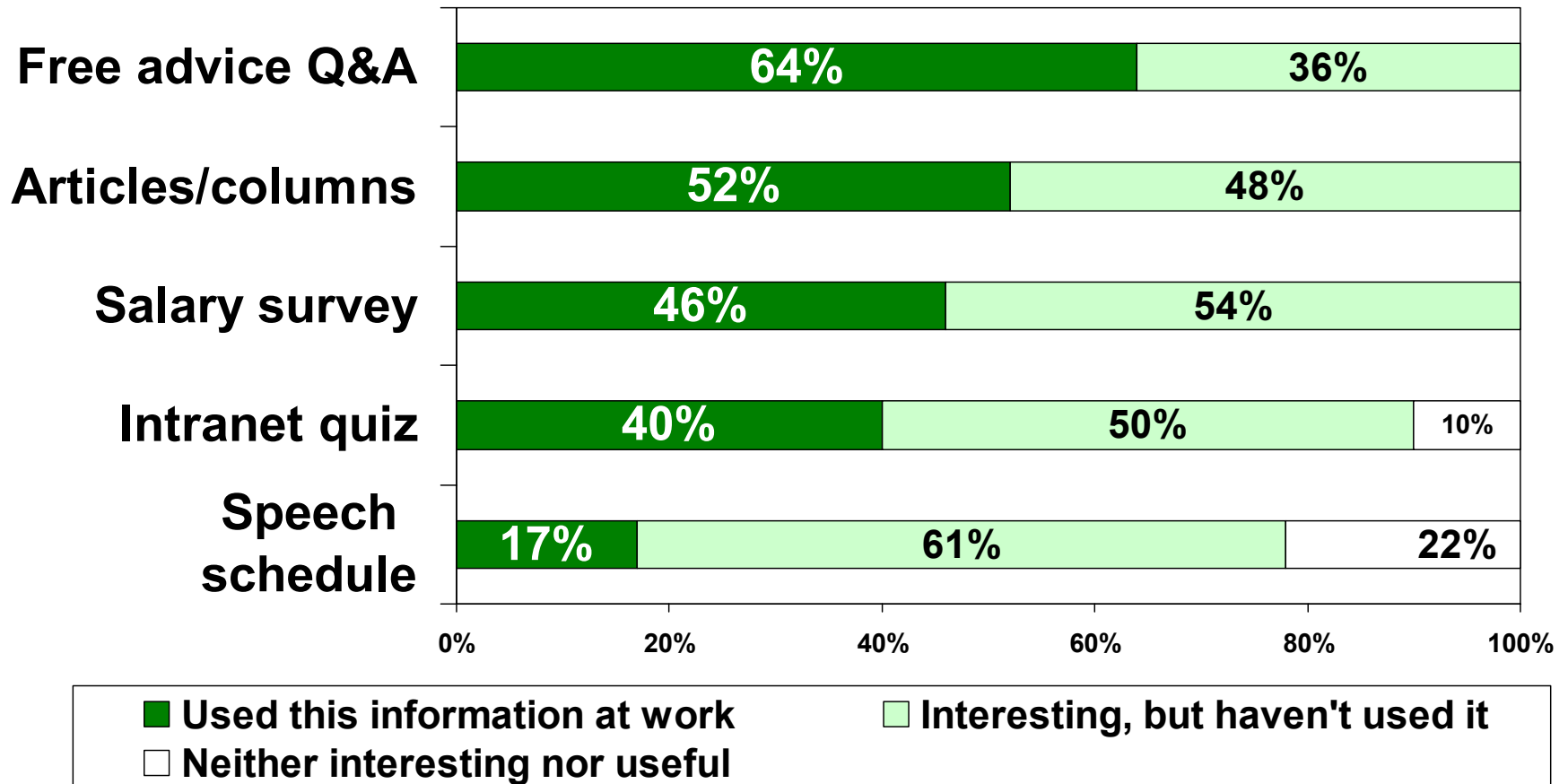
Surveys can identify topics to be covered through a company's intranet



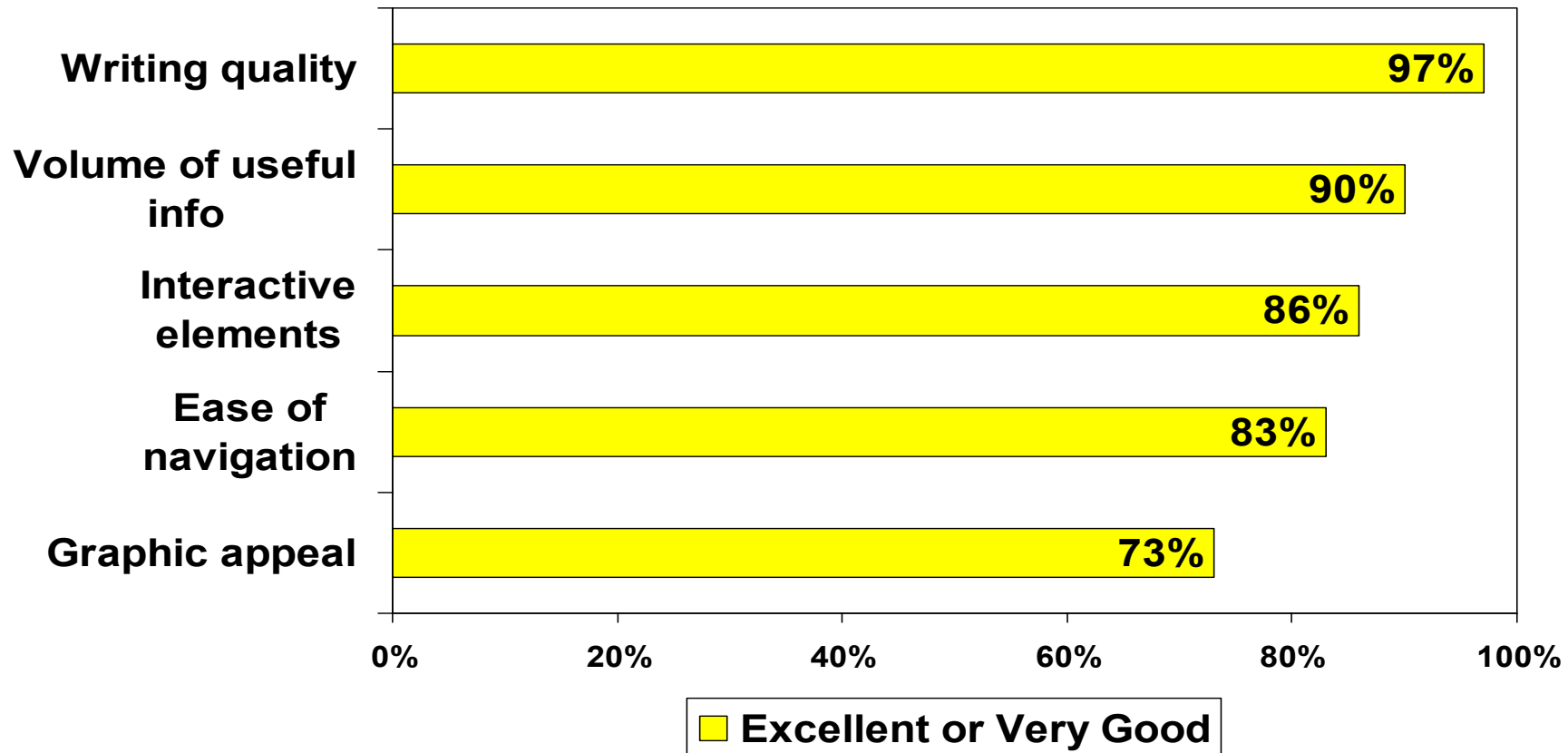
- A good match of current and preferred topics covered through the intranet on only half the surveyed topics.
- On the other topics, more respondents want to find information on the intranet than is now available.

Measure the value visitors perceive from pages on external site (SiniCom.com)

Of those who recall this feature of the site...

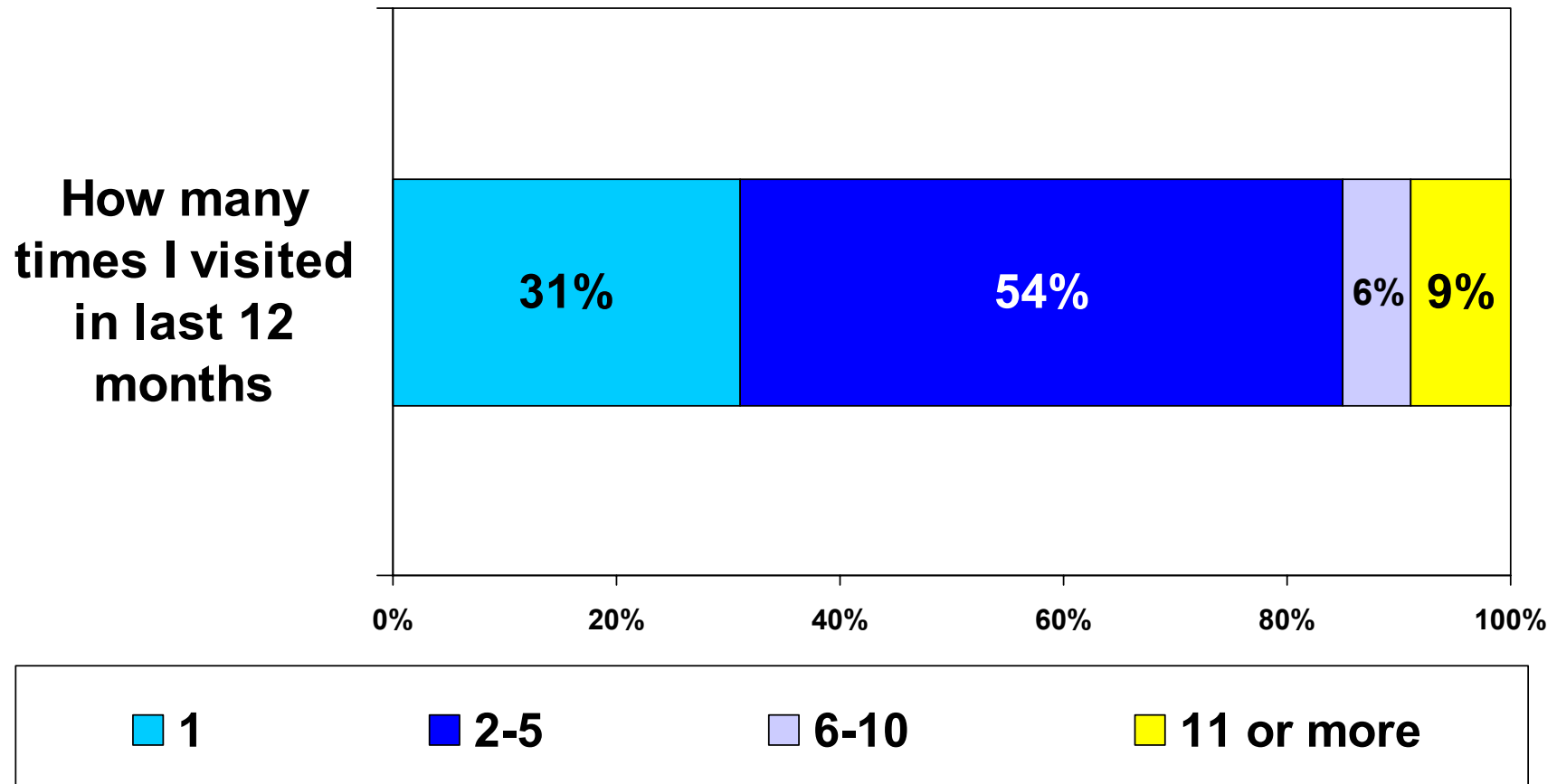


Visitors' comparison of site with other sites for same audience (SiniCom.com)



Surveys can measure repeat visits over a longer period than usage statistics cover

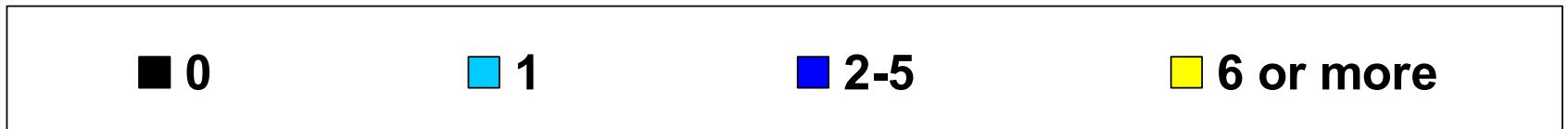
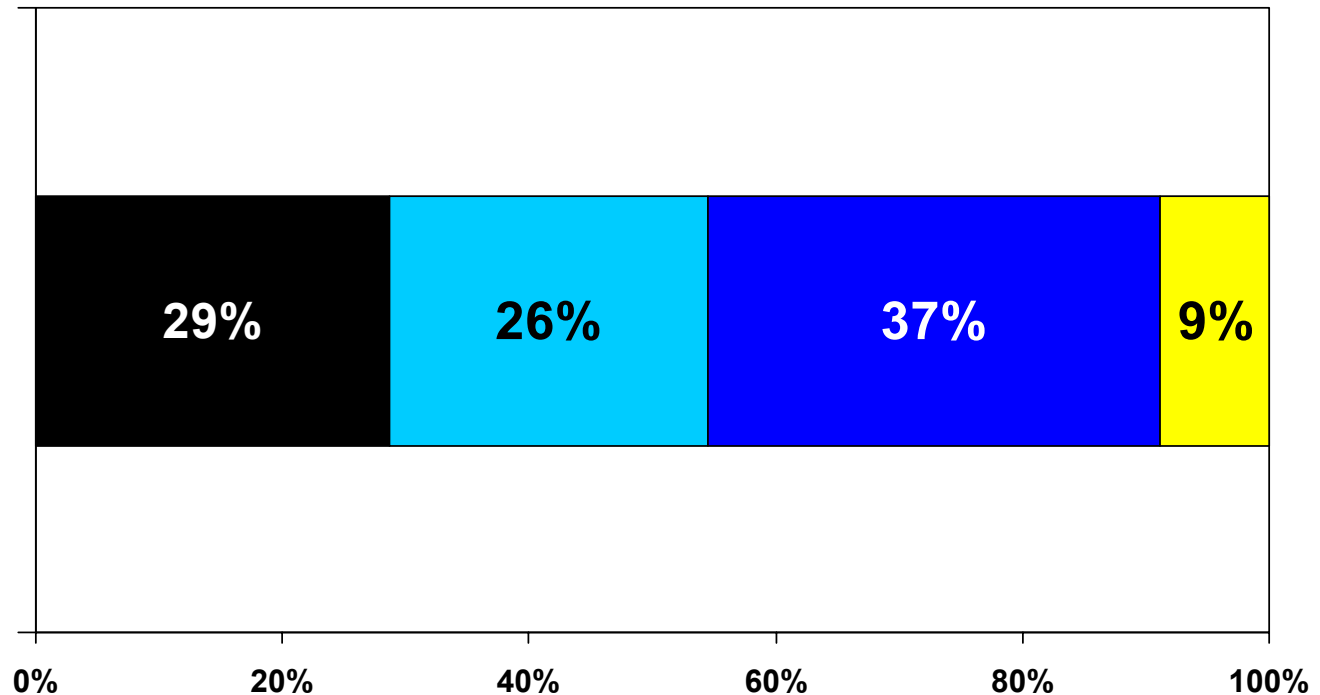
Of those who have visited the site at least once...



Value of a site measured by referrals

Of those who have visited the site at least once...

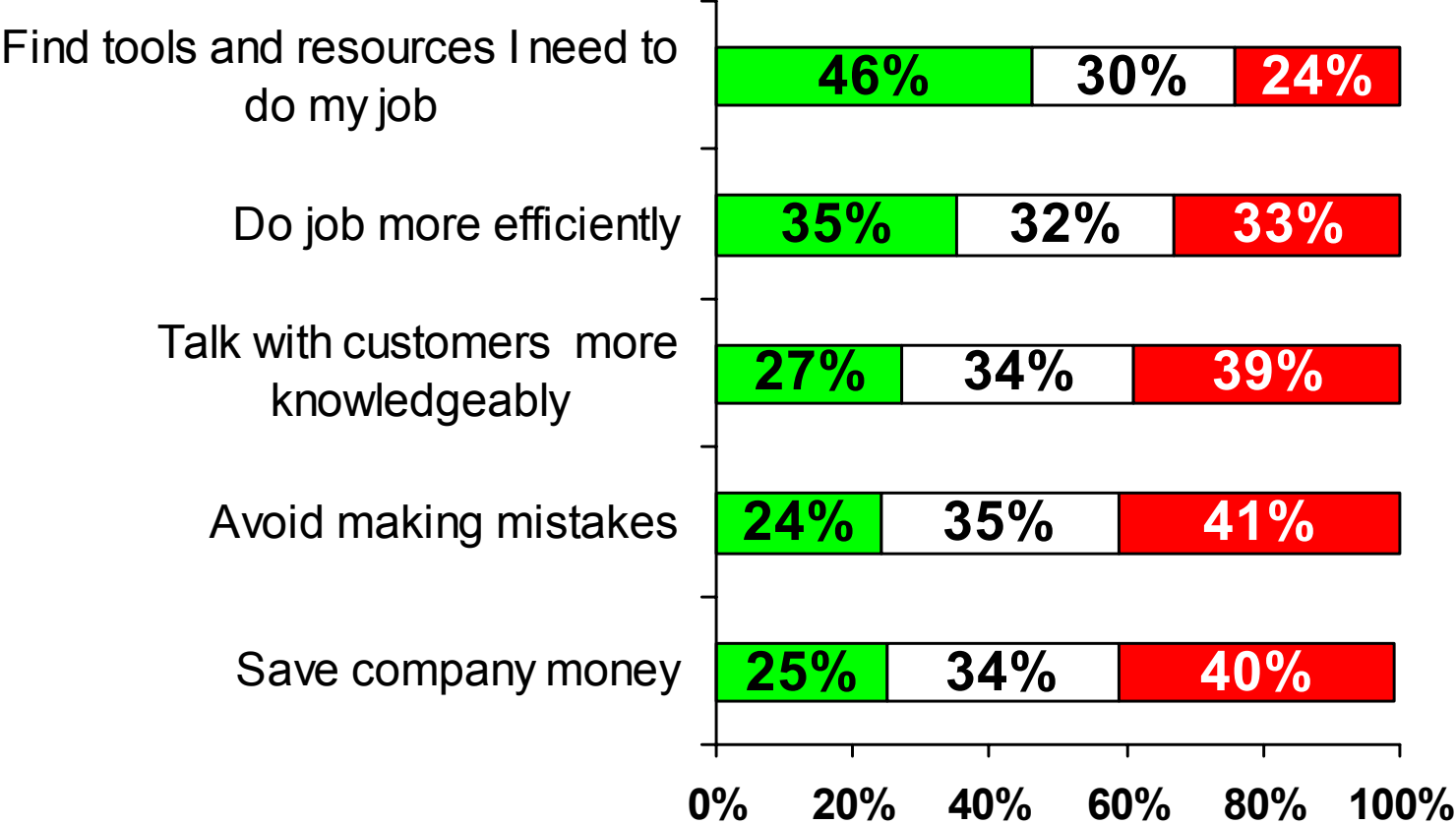
How many other people I recommended the site to



Tracking Outcomes to Calculate a Return on Investment

How the intranet helps employees do their jobs

The intranet has helped me:



■ % Agree □ Neutral Option ■ % Disagree

Track knowledge test results by sources audience uses on the topic

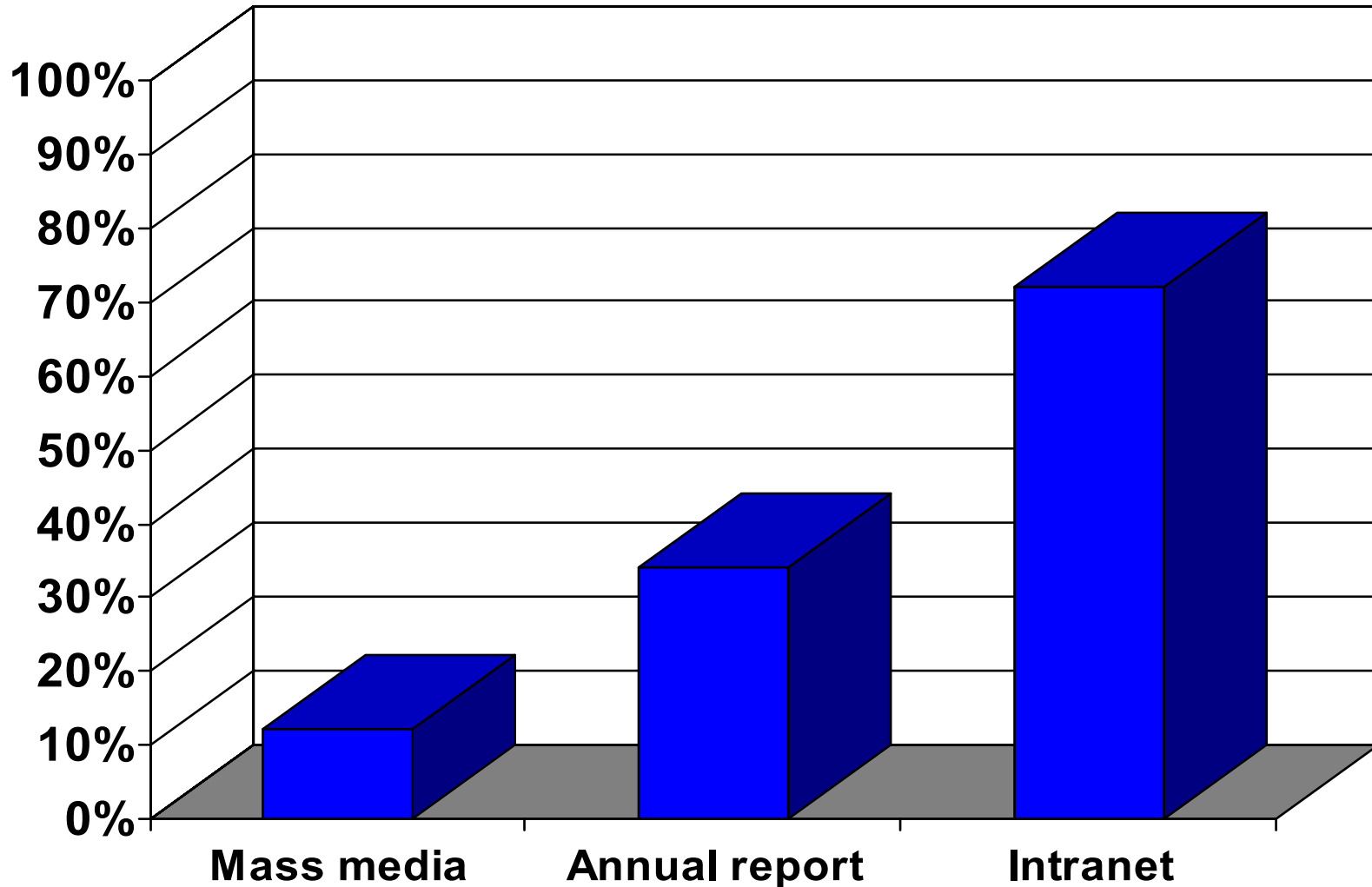
A. XYZ Corp. net revenues last year were:

1. \$2.5 million
2. \$25 million
3. \$250 million
4. I'm not sure

B. As far as XYZ Corp. profitability last year:

1. We had a profit of \$10 million.
2. We had a profit of \$2.5 million.
3. We broke even.
4. We had a loss of \$2.5 million.
5. We had a loss of \$10 million.
6. I'm not sure

Example: Percentage of correct answers after learning through different channels

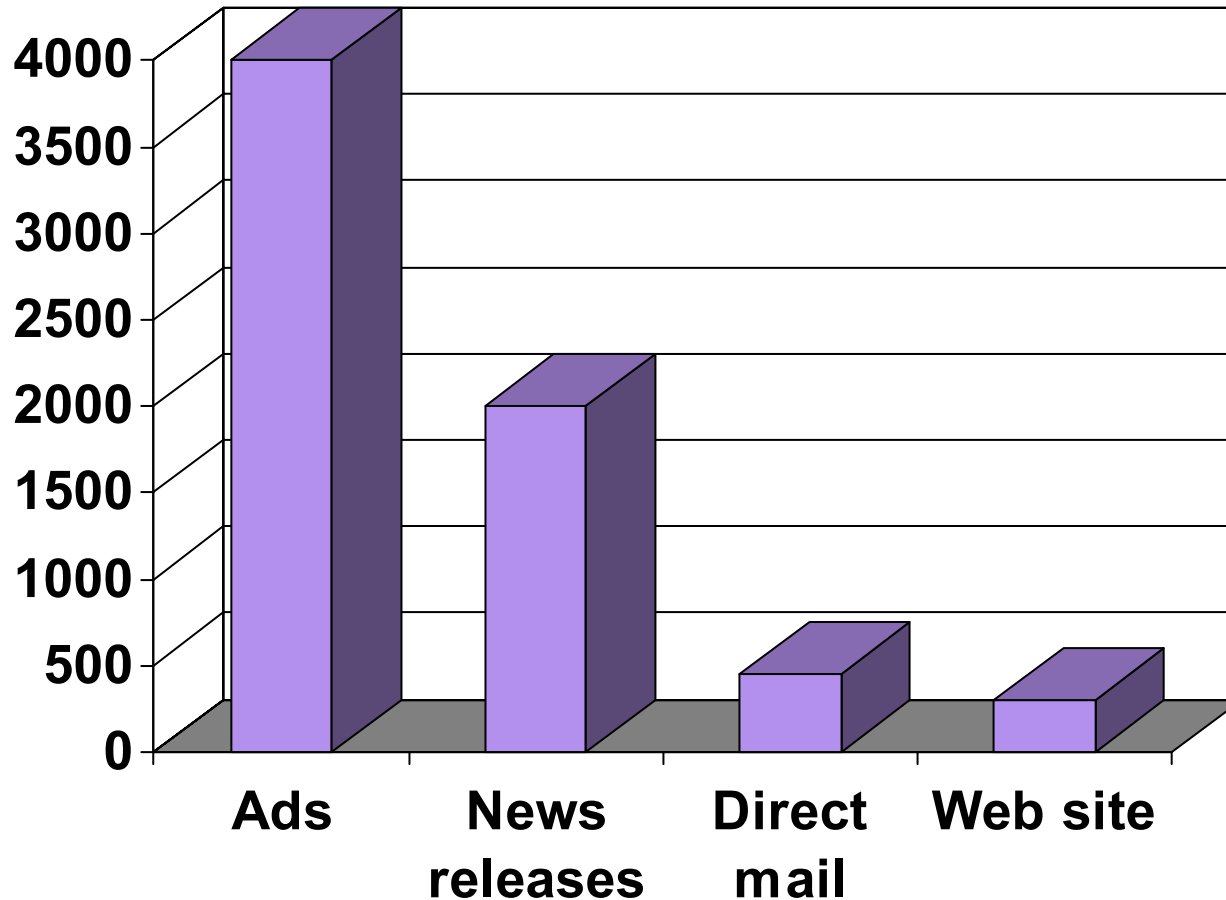


Tracking passive measures of outcomes by communication source

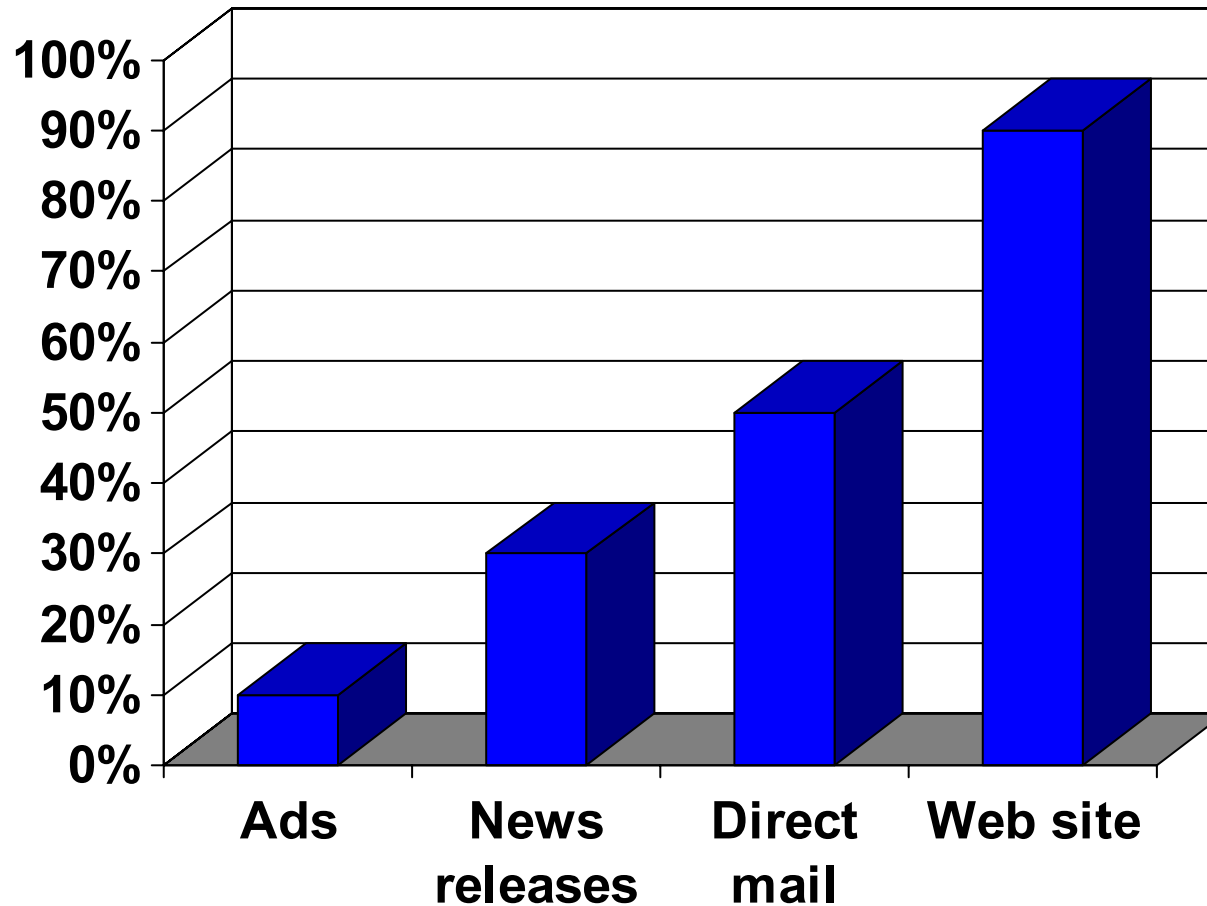
In various channels (news releases, ads, direct mail, Web site, etc.) use:

- Different URLs
- Different addresses
- Different phone numbers

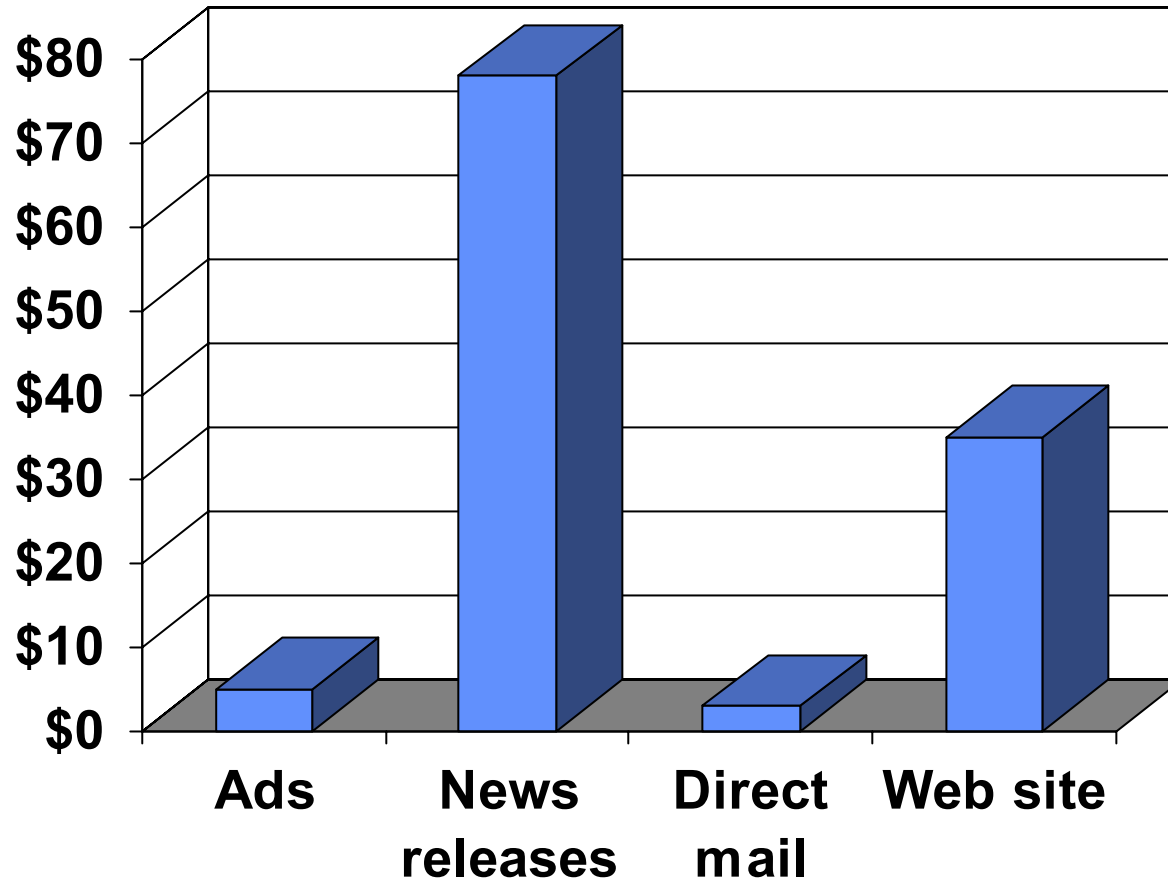
Example: Number of leads generated by communication approach



Example: Percentage of leads resulting in sales



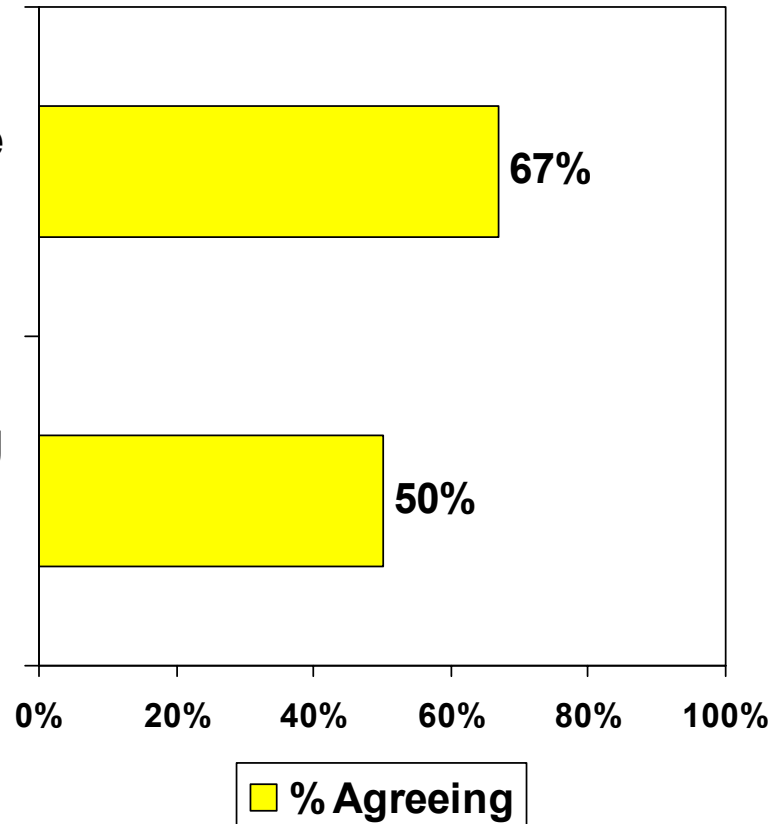
Example: Sales revenue per dollar of communication cost



Survey question quantifying SiniCom.com's impact on SCI revenue

% of non-clients who said visiting SiniCom.com has made them more likely to work with us

% of clients who said visiting SiniCom.com affected their decision to work with us

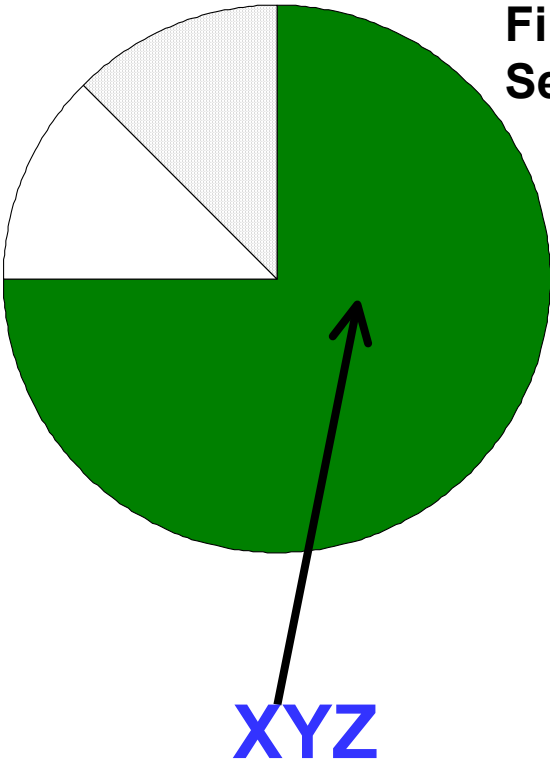


ROI on www.SiniCom.com

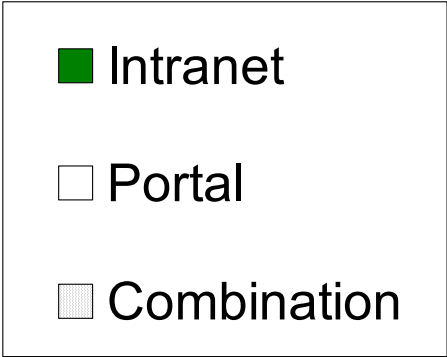
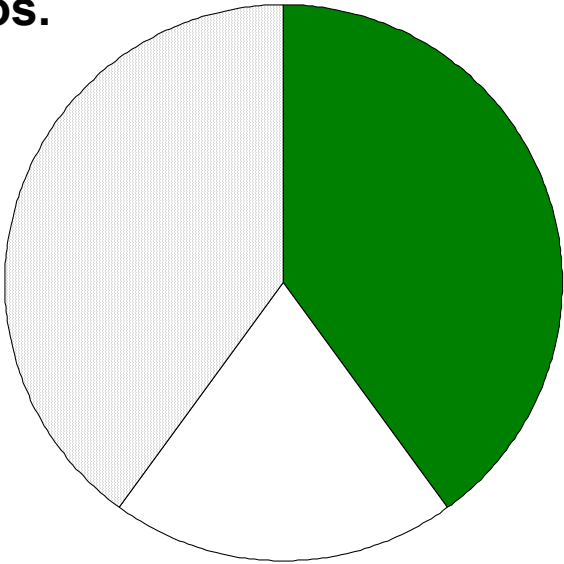
Revenue from just three clients in one year who said they found SCI through Internet search	\$36,000
Percentage of revenue credited to the Web site	<u>X 100%</u>
Amount Web site can take credit for	\$36,000
Cost of annual Web hosting and proportional salary for staff time used	<u>-\$22,000</u>
Return on investment (at minimum, since 50% of all clients said the site influenced their buying decision) = \$14,000 ÷ \$22,000	\$14,000, or 67% ROI

Benchmarking Examples

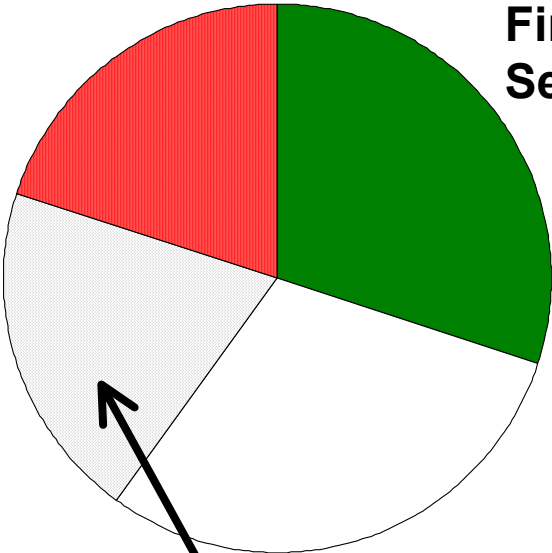
Comparison of intranets vs. portals



Other Cos.

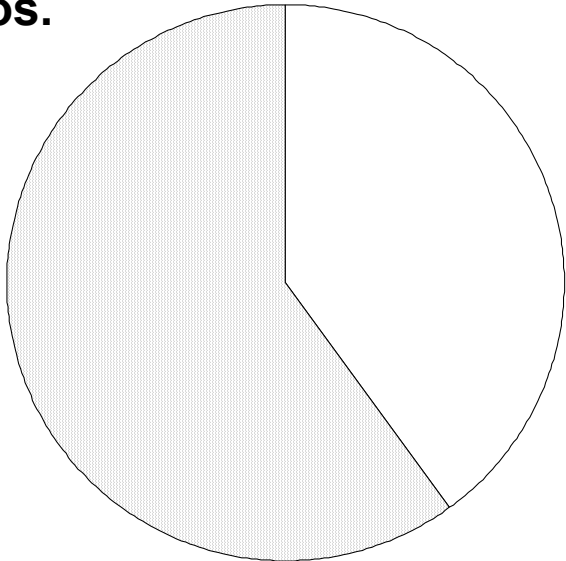


Control over business unit content on the intranet/portal



Financial Services

Other Cos.

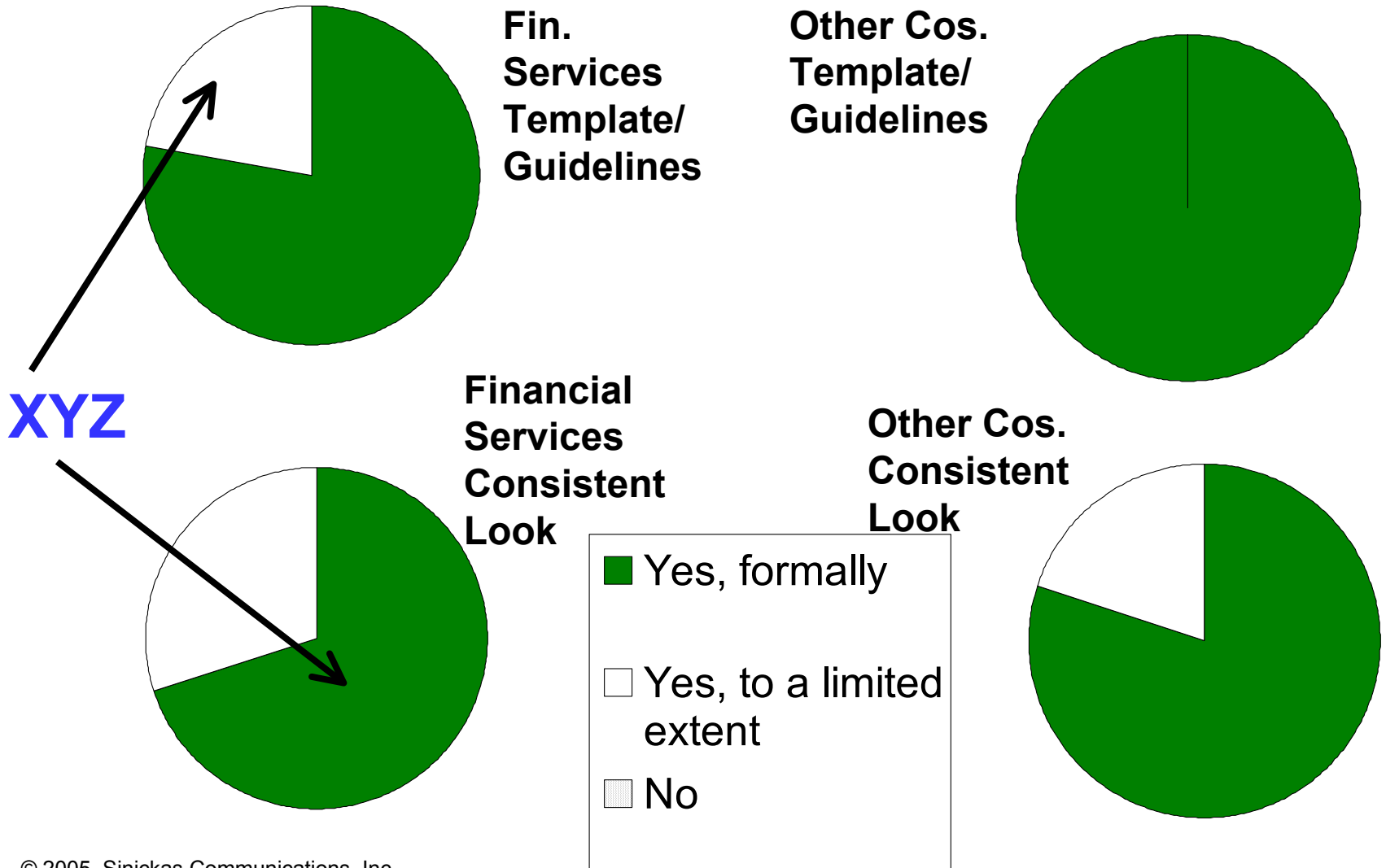


- IC has veto power on BU content
- IC works with BU to develop content, but no veto power
- ▒ BUs develop sites with little IC input
- Other group has veto power

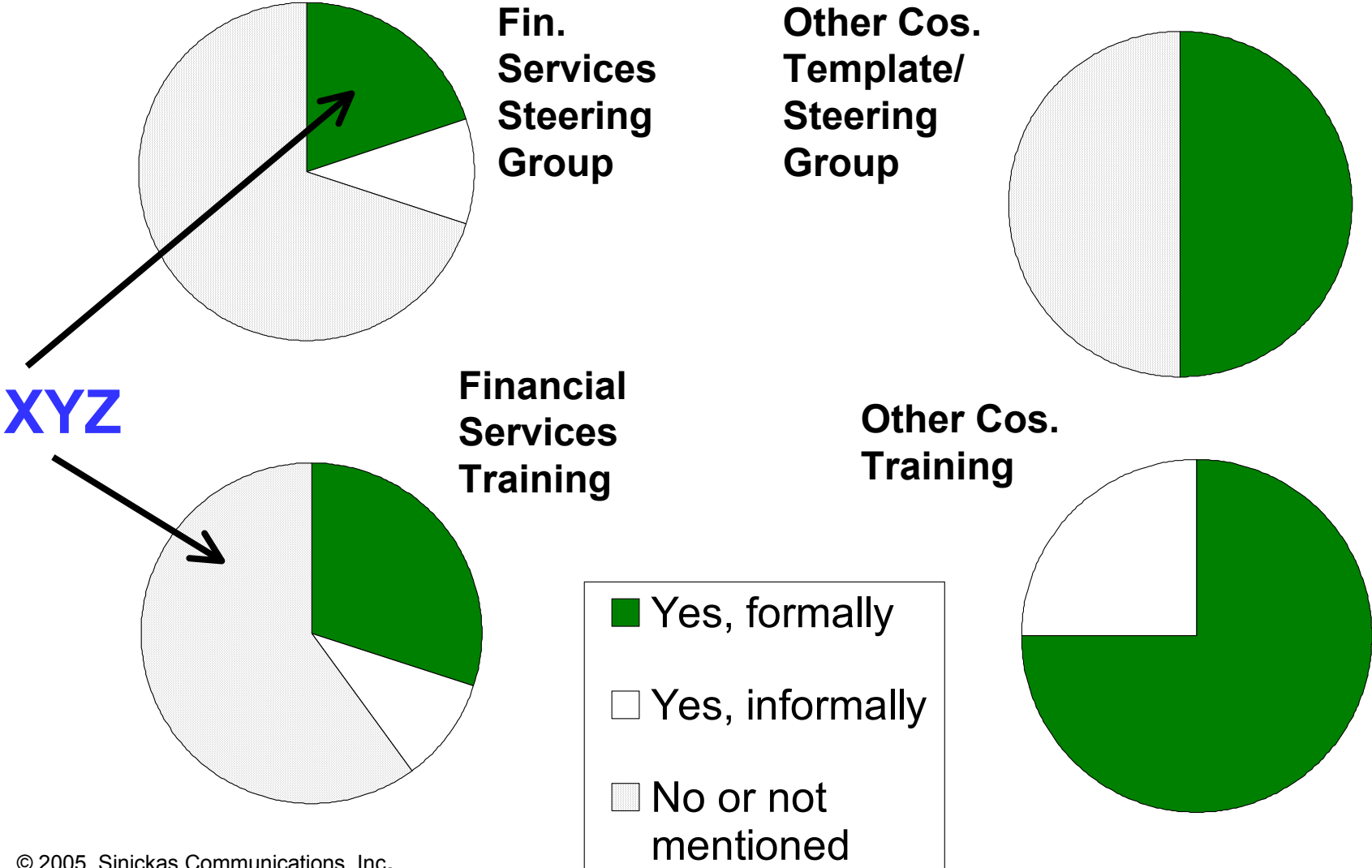
All but one company have substantial control over corporate intranet home page content

XYZ

Are guidelines/templates provided? Is there a consistent look throughout?

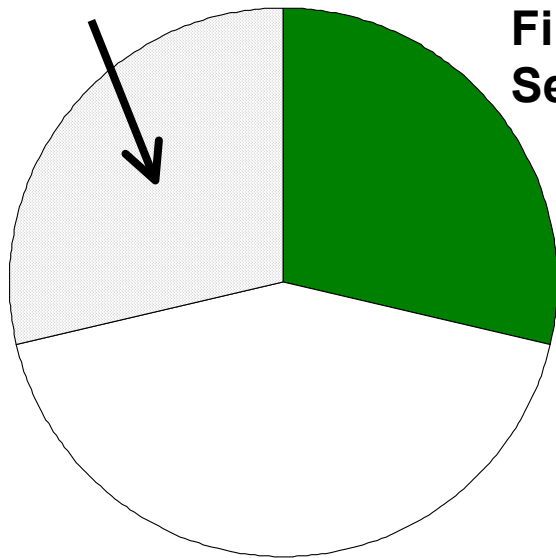


Is there a formal steering committee? Is training available?



How is out-of-date content removed or updated?

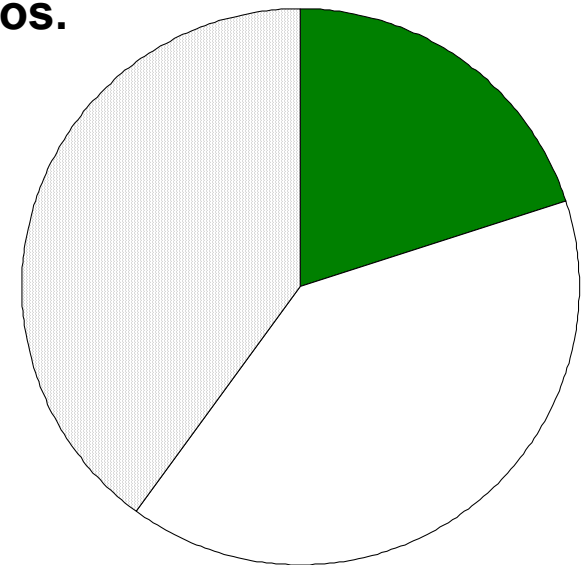
XYZ



Financial Services

Most common CMS are customized, proprietary ones (4) and Teamsite (2)

Other Cos.



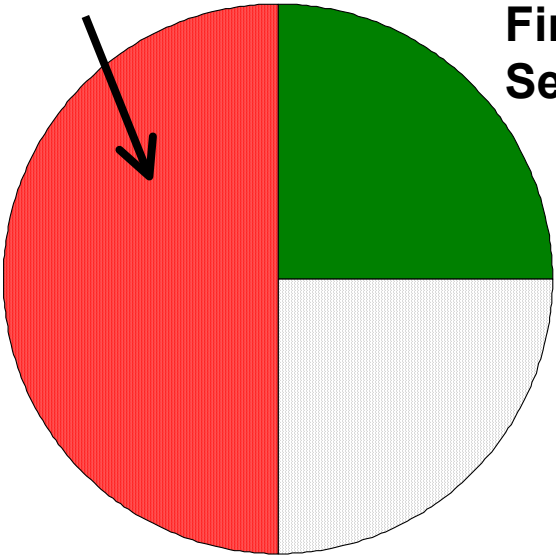
Most common CMS is Documentum (3)

- Automated software
- Corporate IC monitors and reminds
- ▒ BUs fully responsible

Who pays for new content/software beyond the home page?

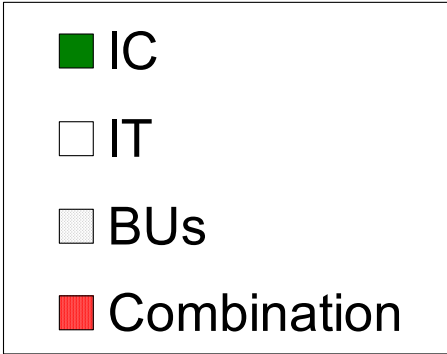
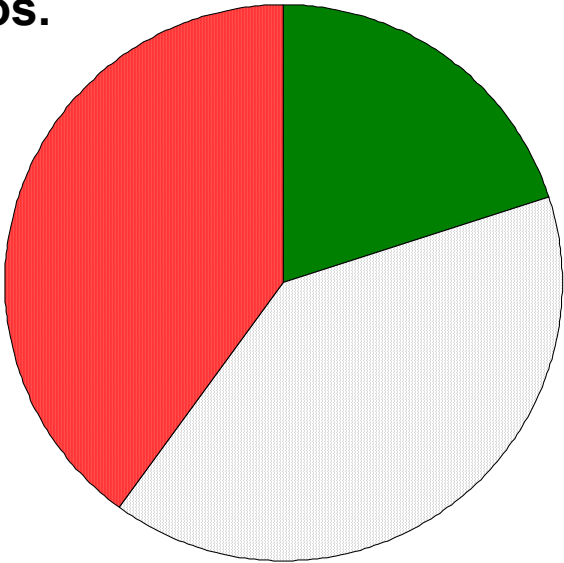


XYZ



Financial Services

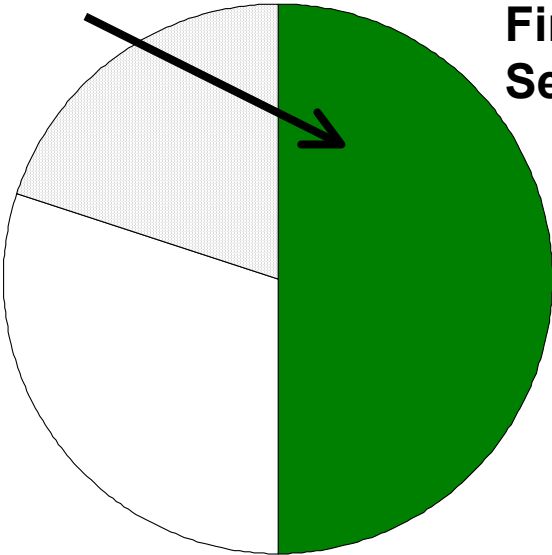
Other Cos.



Frequency of news updates

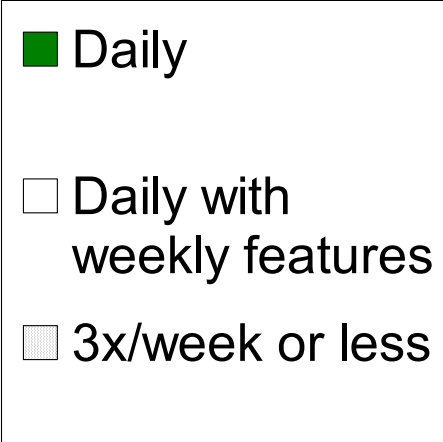
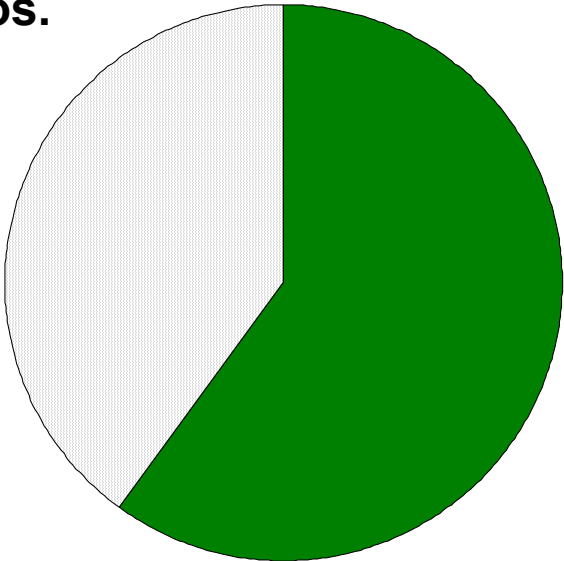


XYZ



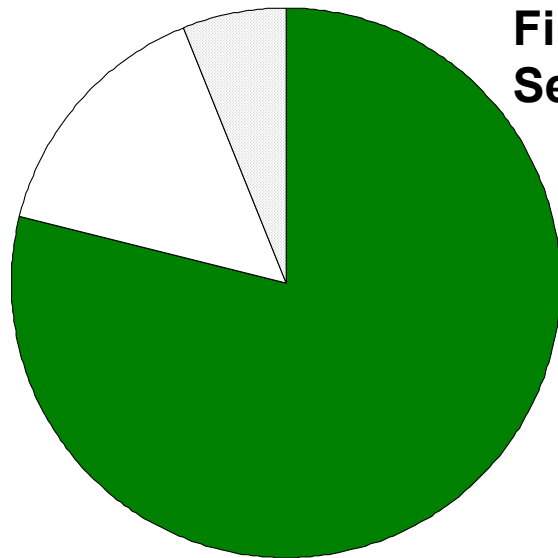
Financial Services

Other Cos.



Percentage of news content from different sources

XYZ is 60% staff-written, 40% split among the others

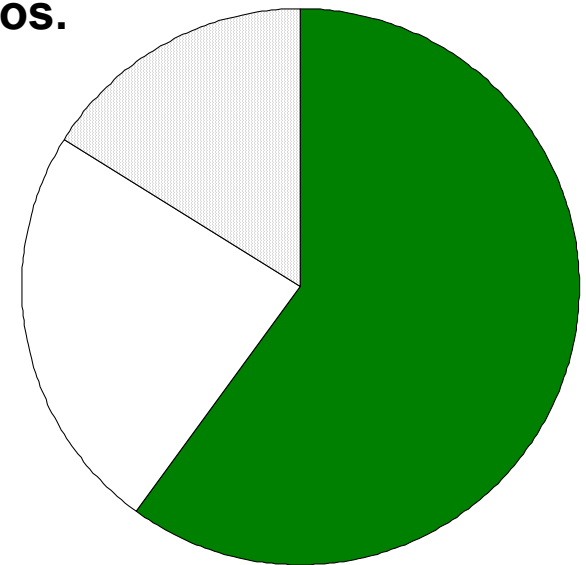


Financial Services

Range of staff written is 25%-100%

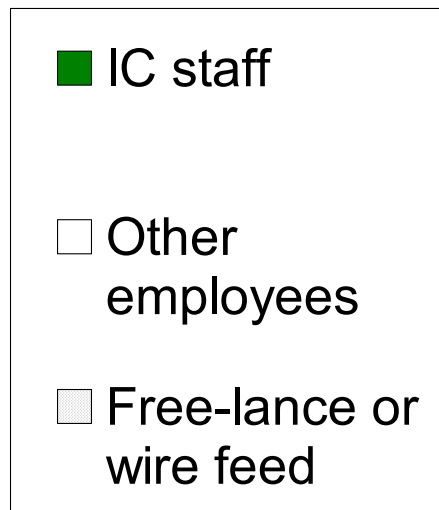
Range of free-lance is 0% to 35%

Other Cos.



Range of staff written is 20%-100%

Range of free-lance is 0% to 70%



How intranets/portals are measured in Financial Services

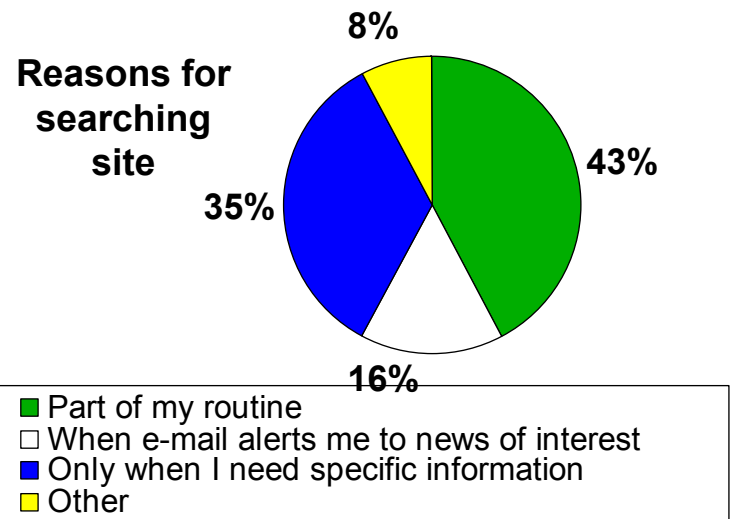
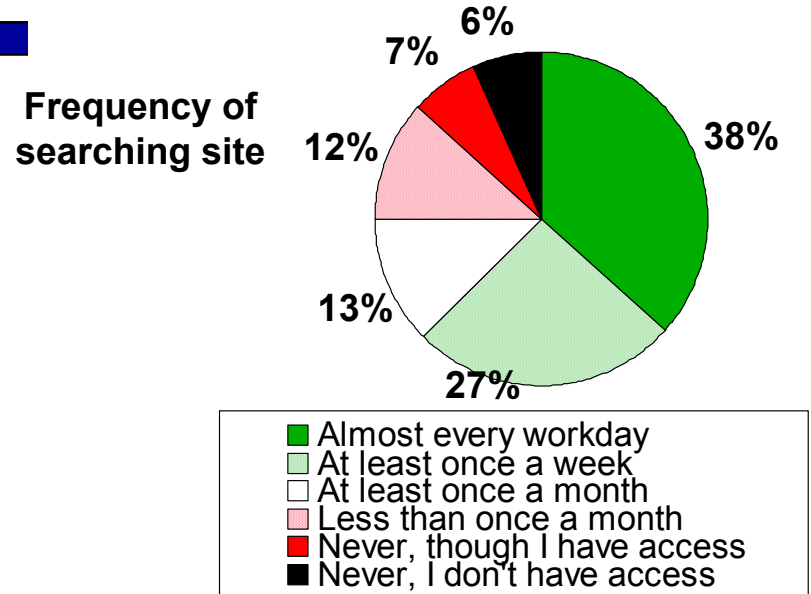
Techniques:	XYZ						
Track clicks or call-ins	✓	✓	✓	✓	✓	✓	✓
Usability testing			✓	✓			✓
Pulse questions after stories	✓			✓		✓	
Questions on broader surveys	✓	✓	✓	✓	✓	✓	✓
Focus groups	✓	✓	✓				
Content analysis							✓
Informal feedback							
Knowledge quiz after campaign							

How intranets/portals are measured in other companies

Techniques:	XYZ					
Track clicks	✓	✓	✓	✓	✓	
Usability testing		✓	✓	✓		
Pulse questions after stories	✓	✓			✓	
Questions on broader surveys	✓		✓	✓	✓	✓
Focus groups	✓		✓	✓		
Content analysis						
Informal feedback						
Knowledge quiz after campaign					✓	

Employee usage of intranets

- About 38% visit the site at least daily, but one-fourth of those who have access go there less often than once a month.
- 43% search the site as part of their regular work routine. However, 35% visit it only to search for specific information.



Ultimate questions to ask:

- 1.** What business impact could this Web site have?
- 2.** What would be the business impact if we didn't post this information on the Web site?
- 3.** How can we quantify the return on investment financially?

About Sinickas Communications, Inc.

- Sinickas Communications, Inc., is an international communication consultancy specializing in helping corporations achieve business results through focused diagnostics and practical solutions (www.sinicom.com)
- Self-administered planning, measurement and benchmarking tools based on Angela Sinickas' manual, *How to Measure Your Communication Programs*, are available by subscription either online through www.CommToolbox.com SM or as CD-ROMs

