THECR NETWORK

Deciding, Defining & Measuring What Matters in Social Support

SNAPSHOT

SPEAKERS
Hillary Boucher (TheCR)

COMPETENCIES
Metrics and Measurement

MATURITY PHASES
CMM1, CMM2 CMM3, CMM4

TOP THREE TAKEAWAYS

Members discussed how to decide upon and define social support metrics in order to measure what truly matters. The highlights are noted below:

1. Members felt that reach and engagement were very important metrics of focus.
2. Throughout the discussion, members mentioned the importance of using a listening tool to help vet the vast amount of information on the various social media channels.
3. Another important best practice is the use of a “social presence map” or “playbook” to provide a visual for the strategic interactions of a support and service strategy. It is also used to report on performance, as well as to help an organization know where to prioritize their investment of time and money for increased engagement.

OVERVIEW

This member-requested call was convened to discuss metrics in the social support area.

As many in this field are aware, the problem is certainly not a lack of available data, but rather the opposite. With so much available data it can be difficult to filter through it all, particularly when it comes to deciding what data is worth presenting to executives.

As such, this call focused on the following:

1. How participants choose their goals or strategic goal framework.
2. How they tactically engage and support these goals.
3. The leading indicators to which participants pay attention.
4. The items that are actually reported out through a participant's organization.

BEST PRACTICES

1. **Decide on a Strategic Goal Framework:** Participants shared their strategic frameworks:
    a. One participant explained that as his organization evolves its traditional boxed software practice into cloud computing, they have established four very audacious goals for service and support. Arguably, these goals are unattainable but nonetheless guide their efforts in the right direction in order to foster change:

        i. ***Reduce the Number of One-to-One Customer Contacts to Zero:*** The idea of behind this goal is to essentially push the need for a customer to call the contact center to zero.

        ii. ***Reduce the Total-Time-to-Answer to Zero Seconds:*** When an issue arises for the customer, the goal is to get him/her the information that he/she needs to solve the problem as quickly as possible (a goal of zero seconds) in order to help the customer get on with his/her day

        iii. ***Increase the NPS Score to 100:*** From a satisfaction perspective and an advocacy perspective, this participant explained that they want to increase their NPS (Net Promoter Score) to 100. On a scale of zero to 100, they want to bury the needle at 100.

        iv. This participant's view is that he wants to see all of their internal partners and associates fully engaged. He also wants a completely engaged social community and ecosystem, creating one big, thriving network.

    b. Another participant shared his goal framework, which includes two large buckets of support:

        i. ***Member Services:*** This bucket represents the traditional customer service support. The traditional customer service metrics are used, such as average handle time, first call resolution, etc. However, that is beginning to change as they move to a more multi-channel approach that includes self-service.

THECR NETWORK

BEST PRACTICES, CONT.

ii. ***Care Management:*** This bucket represents a much more intensive type of support and is manned by thousands of clinicians. This type of support is not bound by the traditional customer service metrics since the goal of the service is to be outcome-based vs. quick resolution

1. ***Community Health Index:*** This same participant explained that social is still very new for his company. Therefore, they are looking to frame social within an index that takes into consideration multiple dimensions so that when they talk about social or community they can begin to think through which tactical metrics and measures to use within each of those dimensions. As an example, with participation on Twitter and other social channels their community health index takes into consideration brand engagement, industry engagement, content curation or creation and then internal engagement.

c. A third member shared her goal framework:

i. This participant explained that her organization's communities have been focused on customer engagement vs. support. Given the nature of their industry, the questions that they receive from customers are not easily answered. Therefore, their angle has to focus much more on customer engagement.

ii. ***Customer Collaboration:*** This participant also explained that customers work together on projects to help solve each other's issues. This really helps with customer engagement. From a metric standpoint, they look for individuals and organizations that are the power players in the communities. They help these power players to get in front of rest of the community, learn from them and help them show others how to increase their participation.

2. **<u>Define the Tactics Needed to Achieve the Goals:</u>** One participant shared the tactics he is using to achieve his goals :

a. ***Content Creation:*** This participant's team drives content creation. As support issues arise, content strategists create knowledge-based articles by partnering with knowledge experts in other divisions and teams. This ensures that there is always static support content available on their company website.

THECR NETWORK

BEST PRACTICES, CONT.

   b. ***Listening to the Social Media Ecosystem:*** A separate team works with the Radian6 tool to actively seek out individuals on Twitter and Facebook who need help. This team is also looking to integrate all their Facebook pages in order to promote content.

   c. ***Social Presence Map:*** This map essentially acts as a playbook to provide a visual on the strategic interactions of their support and service strategy. It is also used to report back on performance. All in all, it outlines the places that the organization is investing their time to help engage and nurture the online community.

3. <u>Define Key Performance Indicators:</u> With the abundance of available data, it becomes necessary to look at ways to help sift through it all in order to understand performance and convince the executives to continue to provide support and funding. One participant shared in detail the performance indicator metrics used by his organization:

   a. ***NPS (Net Promoter Score):*** This participant explained that they are measuring NPS in a number of tactical ways. One is a survey-driven format. Admittedly there are data validity concerns, but overall this participant is happy with the data because the data is taken from a trench perspective and is fairly consistent with other indicators. They do not see huge spikes up or down, which indicates to this participant that they are at least measuring the pulse of customer advocacy fairly consistently (the point variation is no greater than five or six month-over-month). This then rolls up into an aggregate score for the whole company and a divisional score for their divisions overall.

   b. ***Ease of Resolution Score:*** Once someone raises an issue, the net score measures how easy it was for them to solve that issue. This metric still needs tweaking.

   c. ***Average Time to Answer:*** This metric represents the average time to reach an accepted solution in the forums.

   d. ***Percentage of Customer Contacts:*** This metric looks at the percentage of customer contacts in terms of any type of outreach across any social touchpoint (including community) that was responded to within an SLA (service level agreement). This participant explained that they are currently developing SLAs for all channels.

   e. ***Percentage of Threads:*** This metric represents the percentage of threads on the community with accepted answers provided within the community SLA.

BEST PRACTICES, CONT.

f. ***Social Presence Footprint:*** This participant explained that, frankly, they are *attempting* to measure their social presence footprint. It will look at total community size and some cut of active members of the community from the hosted community all the way to the partner community all the way to priority social touchpoints.

So, the community size and some implication of reach so that their influence or content amplification abilities can be felt outside of the community. It will also look at the engagement of that community, which is going to be a very complex index based upon what the opportunities for engagement are in that particular touchpoint (i.e. community vs. Twitter vs. Facebook).

4. **Consider an Advocacy Program to Help Improve Community Engagement:** One member is implementing an advocacy program, much like the Microsoft MVP Program. The metrics used for this program include a system of ranking members by performance initially. This will be used across as many communities as possible in order to obtain reasonable data. It will look at contributions made publically via social media and potentially with partner communities.

THECR NETWORK

LESSONS LEARNED

The following is a summary of lessons learned as shared by participants within the discussion:

1. One participant asked the member who is using the community health index whether he is also charged with fostering internal collaboration within his organization. This member replied that he is and is currently in the middle of a Jive platform rollout. He recently hired an enterprise community manager to work closely with his IT department, as well as privacy compliance, legal, HR, etc. This participant stated that technology is probably the easiest piece of this rollout.

2. Participants discussed how they are engaging online from a support and services perspective, specifically how they prioritize this engagement:

   a. One participant stated that his organization prioritizes their efforts based on where they are focusing from a support perspective (defined as their customer service arm of the company based upon a fair amount of listening). They use the Radian6 monitoring tool and a listening architecture to understand what is being said about the company and its related interests.

   b. Another participant shared that he has seen the future (having worked at a prominent technology company). In his new position he realizes that it is the calm before the storm in that he knows from experience that there will be a wave of people coming their way. In the meantime, he will need to set up the workflows, processes and policies in preparation for this coming onslaught.

3. The participant with the "four audacious goals" mentioned in the "Best Practices" section was asked if he currently has a structure in place or if he is starting from scratch. This participant replied that he feels as though he is starting from scratch in the sense that they are very touchpoint-centric. What he meant by that was that their direct team does a very good job of responding on the forums or nurturing responses.

   However, he feels that they need to do a better job of building partnerships internally to spread the workload. Unfortunately, the company is very siloed and they need to work on a more holistic approach. So, in many ways they are starting from scratch, but with some pieces on the table.

4. One participant came from a prominent technology company where the customers were very tech savvy to a company where the customers are not very online or social savvy. Jim asked if this participant believes that a correlation exists as a result of that, to which this participant replied that he absolutely believes there is a connection.

LESSONS LEARNED, CONT.

5. For the participant with the goals of reducing one-to-one contacts to zero and reducing total-time-to-answer to zero, Jim commented that it seems that one of this participant's greatest challenges is migrating staff to the new social approach.

   This participant agreed, adding that it is a big part of their strategy because the last thing they want to do is receive a call from a customer and then try to push him or her out into a social channel for resolution (it makes for a terrible customer experience). The trick is to figure out where to proactively place information so that it is at the point of need.

   There is a big cultural change that will need to take place and part of the tactical strategy will be to try and provide content into the social media ecosystem to experiment with things like virtual agents and more automated responses. The idea is to get into people's network streams to strike a balance between knowledge stocks and knowledge flows.

ADDITIONAL INSIGHTS

If participants could only share one performance metric, Hillary asked participants which metric they would share with their executives. Participants responded with the following:

1. One participant replied that she would share the level of engagement and the reach that was achieved with that level of engagement.

2. Another participant replied that reach would be her most important metric.

3. Yet another participant shared that he would share an index metric that would take into consideration multiple metrics. This is what he is attempting to create at his organization currently. He is creating an index that has four separate dimensions.

4. From a support perspective, another participant replied that she would like to report on the accuracy of their performance as a support team, i.e. being able to say with certainty that what they are doing is accurate, that the answers they provide to customers are accurate and that the community content is accurate.

THECR NETWORK

RESOURCES

- As mentioned in the discussion: http://www.bunchball.com/
- As mentioned in the discussion: http://www.giga.org/index.php?id=5
- As mentioned in the chat: http://sloanreview.mit.edu/feature/social-business-value/
- As mentioned in the chat: http://www.flickr.com/photos/redplastic/5415957119/in/set-72157626869724224/
- As mentioned in the chat: http://orbit.co/