Tracking the Influence of Conversations:

A Roundtable Discussion on Social Media Metrics and Measurement

A Dow Jones White Paper

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Social media, referring to easy-to-access tools that allow digital communication and collaboration, are increasingly making a significant impact in the corporate world. Social media can take myriad forms — blogs, message boards, video, and more — but what distinguishes social media is its "epidemic" nature. Author Malcolm Gladwell describes it this way in his best-selling book, *The Tipping Point*: "Ideas and behavior and messages and products sometimes behave just like outbreaks of infectious disease. They are social epidemics." Social media facilitates this social epidemic, and it has expanded from its genesis in the consumer space to the point at which its effect on brand and corporate reputation can be instantaneous and far-reaching. Thus, companies are discovering the need to monitor and measure this growing space.

Marketers are at the forefront of this effort, and this paper will attempt to put some context around both the larger concept of social media as well as some key attributes that marketers should consider monitoring and measuring. First, we will discuss the nature of social media and how it affects brand, reputation and other indicators of corporate health (or "illness," for that matter). Second, we will look back at a "focus group" of sorts, in which Dow Jones brought together several social media thought leaders to discuss metrics and measurement in this burgeoning space. And finally, we will look at some conclusions and recommendations on how companies can best leverage social media to draw measurable, meaningful conclusions on the state of their businesses.

The intent of this paper is, to a large extent, the same as the intent of social media — to start a conversation. The attributes that your company will wish to measure will vary as widely as the definitions of social media itself. What is inescapable, however, is that social media is happening around you now, and you ignore it at your organization's peril.

What is this Social Media I keep hearing about?

You may not know much about social media. But any teenagers in your life are probably using social media tools on a daily basis. And sometime soon, your boss probably will be as well.

As adoption of Web 2.0 technologies — with their emphasis on collaboration and sharing — continues to accelerate in both consumer and corporate environments, tools like blogs, podcasts, videoblogs and social networking sites have begun to surface as topics of mainstream news coverage. We're reading just about every day how your customers and prospects — many of whom have never known an exclusively offline business world — are communicating online using some of these tools, and making business decisions more quickly and collaboratively as a result. Simultaneously, nearly every company that provides products and services to these buyers has, in recent years, been impacted to some degree both positively and negatively by social media and the technologies that facilitate it.

But how important is this phenomenon, really, to buying and purchasing cycles? If social media is important, what is the best way to tune in and listen to these conversations? If your organization participates, how do you measure your participation?

In the world of traditional mainstream media, the answer is fairly clear: Whether in the corporate or consumer space, you don't participate at all, at least not in any truly interactive sense. We're all familiar with mainstream media (also known as "mass media"), whose platforms like radio, television and newspapers are often one-way in communication travel. These static messages do not foster immediate feedback from the audience — the

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1

few emerging exceptions being so-called "talk radio"– or delayed feedback responses like sending a letter or e-mail to the editorial page of a print newspaper. (But filters exist in each of these cases, meaning that an individual's feedback is subject to interpretation, to say nothing of outright omission.)

"If you take something like the New York Times, the audience has a very trivial relationship with it – I mean, nobody feels like they're connected to the Times," said Greg Narain, a blogger and respected social media consultant. "But as that moves further down to smaller, niche audiences, there's a bi-directional relationship. As an author, I have the ability to actually motivate and activate people who read my publication, and vice-versa."

Conversations from the crowd

Understanding the power of blogs like Narain's is important, as social media refers to a form of communication where two or more individuals can participate in a discussion, virtually in real time, with special emphasis on more people – "engaging in conversations" in a very literal sense. Social media is two or more directions in communication, using simple tools that are as easy as e-mail.

From the 10,000-foot view, social media enables individuals to connect to each other and then share using easy-to-publish tools. (Creating a blog from scratch can take less time than creating a cappuccino.) The visible discussions that result can include customer experiences, both negative and positive, about any particular brand.

The advent of social media – blogs in particular – thus brings with it at least the potential for removing the barrier between a seller and buyers who are likely remote – geographically, economically, culturally or otherwise. The social media platform truly leverages the Web's massive scale to carry information – fact or opinion – globally and instantly. Those questioning social media's impact on corporate marketing strategy today may well work for the same corporations that questioned whether creating a corporate Web site in the mid- and late-1990s, or allowing employees (gasp!) to access the Internet at work, was a wise move.

Why corporations should care

The Edelman Trust Barometer, commissioned by the global public relations firm of the same name, indicated in its 2007 study that only 22 percent of survey respondents in the U.S. trust CEOs, and that percentage is even lower in a combined audience of U.K., French and German respondents (18%). In both the U.S and Europe, "rank-and-file" employees are more trusted than CEOs. With the advent and adoption of social media tools, individuals can easily and quickly find these trusted peers, share opinions and learn about their experiences with products and services purchased from previously detached corporations. This is a disruption to traditional corporate communication practices, to say the least.

So, the corporate world knows social media is having an effect on business (a dramatic and costly effect in a few celebrated cases – just ask Sony BMG) but in many instances has not grasped the implications, as either errors of omission (staying out of the fray entirely) or commission (saying something stupid), depending on the circumstance. For those companies that are attempting to understand social media, the next logical step is to figure out how to measure those implications. There are many reasons to do so: creating and adjusting strategy, justifying marketing spend, managing (and preventing) crises, monitoring the "reach" of campaigns, and myriad others. What should be measured? How? And what's the end result?

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– Greg Narain

Listening before entering the conversation

For many organizations wanting to join the conversation, social media tools such as corporate blogs are the chosen path, but strategists recommend that these corporations first gauge the climate of conversations before actually engaging. While there are dozens of free tools that can help measure the conversation, many of these tools are not designed for in-depth analysis, benchmarking, or to show the impact of traditional (much less "new") media on businesses and their markets.

So even "listening" to the conversation is not as simple as it might seem, whether that listening is part of a preliminary process to understand the environment or an active monitoring program to measure the impact of some event on a corporation's reputation or strategy. And to back up even further, merely making the decision to engage in, and measure, consumer-generated media is just the first step, given that the influence of social media itself is often difficult to pin down. This strikes some experts as surprising.

"It's kind of ironic, because it was exactly the promise of all the measurability and metrics that originally got a lot of companies to initially start going out onto the Web, because the whole idea was, 'Well, you can measure everything,'" said Chris Kenton, a marketing strategist, blogger and president of consultancy MotiveLab. "That expectation has been set, and it has to be rationalized."

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To some extent, the Web does live up to its promise of providing metrics. Advertisers know exactly how many people open pages with their ads and how many people clicked on them. They still know virtually nothing (nothing specific, anyway) about how many people saw their billboards or newspaper ads – and even less about whether anyone *cared* – but now that the Web provides the promise of metrics, the reality of just what and how to measure social media still seems a few steps away.

For corporations serious about tracking their "return on influence" – that is, not just standard "ROI," but a broader, more long-term, long-lasting return – in social media and the blogosphere, being able to measure, track and compare the results is a requirement for determining next steps and strategy. And for organizations that want to join the conversation using social media tools but that now realize that traditional Web analytics alone are not sufficient, the next question is crucial: Which attributes should be measured?

Some definitions

Measurement is necessary. However, before going further it would be helpful to define two key terms in this discussion, metrics and measurement. While they often seem interchangeable and are often misused, they are certainly linked.

Metrics, as it does in other areas of business, simply refers to the terms or parameters themselves that an organization wishes to understand. In social media circles, the word "attributes" is used as well, but the key concept is the determination that any organization needs to make about which factors are important to understand.

Measurement, on the other hand, is the next step – the process of taking these metrics or attributes and determining how they are impacting (or are being impacted by) the actions of an organization, such as a marketing campaign (internal) or a crisis (external).

The crux of the issue in the social media arena, however, is in the fact that social media measurement, unlike those in other disciplines, thus far seems highly subjective and completely unique to the interpretation of the entity doing the measuring. It is one thing to measure with a great deal of confidence a market leader's changing market share from year to year, but quite another to determine the extent of damage to a company's reputation after its CEO uses company funds to, say, purchase solid gold shower curtain rings for his home. What are the parameters, and what are the units of measure?

Small niche conversations can create long-lasting impact. Chris Anderson's "Long Tail" theory suggests that content and communication are becoming tightly focused among small groups rather than large mass-media buys. One example is the way in which individuals with similar interests are connecting with each other using social media tools, forming small communities with very specific needs. These groups of small influencers have intimate conversations in sharing information about a specific market or corporation.

The small and concentrated conversations within these passionate groups may be more influential to prospects in a marketplace than a mass media review. However, the ability to track the tone, perception and nuances within this conversation cannot be achieved through Web metrics or traditional measuring alone.

The desire to dig deeper into these issues was the impetus for a meeting of the minds held in Silicon Valley in late 2006, organized by business news and information provider Dow Jones.

In a roundtable setting that resembled a collaborative focus group, the company assembled a group of social media thought leaders and several corporate practice leaders to help define requirements. The goal of the event was to try to define some key attributes of social media, and then have an interactive discussion around which were most important to measure.

What follows is a recounting of some of that discussion, which resulted in the identification – and "ranking" – by the group of several key attributes that should be considered by any organization with an existing social media strategy or one in the works.

A meeting of the minds

The format of the event was simple, and stated by Dow Jones's Daniela Barbosa at the outset: "Be positive. Be negative. Be open. Be honest. That's all we ask."

Barbosa, along with white paper co-author Jeremiah Owyang, had assembled nearly 30 bloggers, marketing strategists, public relations specialists and corporate marketers to answer the measurement and attribute challenge by means of group discussion and a few small-group breakout sessions.

The first exercise requested that all the attendees submit attributes – as referred to above, concepts like influence, demographics, relevance – that are important in measurement, whether in traditional media or social media. The group quickly agreed that old measurement norms don't apply to new media, in the same way that traditional Web metrics and PR measurement did not fully apply to the real-time and conversational nature of social media. Although he was not present at the event, PR strategist Steve Rubel's ideas regarding "the imminent demise of the page view" were the lead-in

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– Chris Kenton

topic, which set the stage for a discussion on how future marketers must find other methods to measure impacts. Rubel's key premise is that the advent of Web 2.0 technologies is making it easier for users to surf a given Web site, and gain value from it, without generating the "clicks" that have traditionally spelled success or failure of that site, helping explain the irony of Web metrics pointed out earlier by MotiveLab's Kenton.

At the same time, no universally agreed upon measurement metric (or metrics) seems to be emerging, leading to the need for identifying and defining multiple social media attributes that an organization can examine and consider as part of its strategy. And while most agree that measurement tools and processes of the future will need to be flexible, having some kind of benchmark across the industry could yield benefits.

"There are so many companies out there doing measurement right now," said Jeremy Pepper, a PR specialist and currently Vice President of PR at Weber Shandwick Worldwide, "that there needs to be some standard so that we can go back to our companies, to our clients, and say, 'This is the standard, this is what this means.'"

Owyang led a session to determine which attributes are the most important. To do this, he asked the attendees to suggest attributes, which were then grouped into logical categories. Everyone was then given stickers to use in voting for which attribute was most important to him or her. Attendees were given colors depending on their job role – social media consulting and practice leaders; corporate stakeholders; and media measurement vendors (the last category being the representatives from Dow Jones).

The Attributes

Analytics and Activity

By this, the group was referring to "traditional" ways to monitor activity around a company's Web site or other externally facing image. The most common measurements in this area have focused on attributes like page views, unique site visitors, etc., but some, like Ed Terpening, Blogging Projects Manager at Wells Fargo, question their validity: "They're just not adequate to judge what's important."

Community Activation/Call To Action

For many marketers, specific actions are a method to measure success of any social media outreach. In some cases, blog posts, podcasts and video are designed to entice a given individual to learn more, tell others, or perhaps embed a video player on his or her own blog posts. The ability to measure such an activity is necessary to know the answers to some key questions: Is there a response to the outreach campaign? Are recipients reacting to the message, or does it appear to be falling on deaf (or at least unengaged) ears?

"Conversation Index"

The so-called "Conversation Index" (a term coined by blogger Stowe Boyd, one of those in attendance at the roundtable) is simply a ratio between blog posts and comments-plus-trackbacks. What this helps to measure is whether a blogger is doing a lot of writing with very little uptake or response on the part of the readers, or the opposite – where the audience seems to be hanging on every word and eager to contribute to the conversation. This attribute is one subset of measuring participation and engagement.

If Web analytics alone are not sufficient, the next question is crucial: Which attributes should be measured?

Demographic/Who

This attribute is fairly self-evident – understanding who is responding to the message, across multiple demographics: regional, professional, vertical, economic, and more. "At [Cisco Systems], all of our executives are out there doing podcasts. Now the company's saying, 'Who's watching? How long are they watching?' How do we measure buzz?" asked Jeanette Gibson, who leads Cisco's New Media and Operations group. "When I talk to Marketing, they know the traditional ways – familiarity and favorability. Well, how does that translate in the social media world? So, how do we track those conversations among the influencers? How do you measure buzz?"

Influential Ideas (Memes)

The group took this concept to mean the "intensity" or "velocity" of the spread of an idea or message over time. (A "meme" refers to an idea or discussion that grows and spreads from individual to individual into a lengthy chain of commentary.) That is, how long does a message (or marketing campaign, or issue, etc.) remain in the arena of public opinion and interaction? Whether in a corporate or consumer environment, the goal of a blogger (or PR/marketing campaign) "should be looking for what we call 'igniters' – that is, people who can, by virtue of a single post, ignite a long chain of dialogue and conversation across multiple blogs," said blogger and marketing strategist Andy Lark. However, "there are a lot of 'A-list' bloggers who have a very low ignition attribute – they cover a lot of ground, but it doesn't stimulate a lot of dialogue."

Participation and Engagement

Robert Scoble, the well-known former Microsoft blogger now with Owyang at Podtech.net, has emphasized the importance of engagement as a tangible, measurable metric, as have others throughout the blogosphere (some with quite interesting – and very measurable – ideas). This concept is certainly linked to Boyd's Conversation Index as it relates to stimulation of discussion, but suggests something deeper, in which the recipient not only responds to a message but acts on it as well. Lark characterizes this distinction as depth: "The bloggers that are generating the most original content, the audience is deeper, it's more loyal, it's more interested, it's more engaged," he said. "Those are the bloggers that can have real deep impact."

Reach

The notion of "reach" is a difficult one to specify, because as Steve Wilhelm, Director of Applications of Podtech.net, pointed out, "If you write a memo that gets to [George] Bush, Bill Gates and … just pick one other person – it has very little reach, right? But that memo is probably thoroughly influential." So the "reach" attribute has less to do with sheer numbers than it does with influence – making it a difficult, but potentially crucially important, metric and a crucial component of Anderson's "long tail."

Relationships and Connections

The concept of influence within a specific community becomes increasingly important as small communities form and niche conversations start in every industry. While an "A-list" blogger may have a large, diverse audience, he or she may not have an intimate relationship with specific influential individuals within any given community.

Relevance

With barriers dropping for the masses to make their voices heard using social media tools, the need to isolate specific key ideas is increasingly important. Whether referring to your company or your competitors, the question is simply: How relevant to my company is a particular blog post among hundreds of a given meme? This is a highly subjective but immensely important attribute that can vary from situation to situation.

Sentiment/Tone/Favorability

This attribute is also fairly self-evident – not merely noting that an audience or demographic is responding to an issue or a message, but what is the tone or sentiment associated with that response? Generally, the range in this category is simply "positive," "negative" or "neutral," but even this apparently simple scale can be complex, as content that is ironic or sarcastic (to choose two examples) can be misconstrued by analysis that evaluates language too literally, or by an audience or reader whose interpretation can be subject to regional or cultural biases.

Content

In this context, content refers simply to the focus of coverage of social media. In most cases, this means a narrow, but extremely detailed, focus on one subject or issue, and it explains the importance of certain blogs within their respective niches. Content was generally seen by roundtable attendees as so intrinsically linked to the focus of a given social media platform as to be unremarkable; *of course* content is important, they said.

Key Findings

One revealing finding was the recognition that the attributes that matter most from the list above are those that can't be identified by simply viewing headlines returned in a search (via a free Web search engine or a subscription service), or articles "clipped" as part of an ongoing alerting mechanism. Instead, the ones with the greatest impact are those that result in specific niche conversations, interaction and participation in any given community. Performing a Google search, for instance, provides a surface-level "snapshot" of relatively current search tendencies (i.e., the Google Zeitgeist) in a specific vein but very little in terms of deep analysis or customized trend data.

Under this assumption, with which everyone in attendance agreed, the attributes were analyzed. Based on this small (but well-informed) sampling, the group examined the findings across each of the three categories of attendees present. First, corporate marketers placed the most value in the Participation and Engagement metric, with 14 people voting it as the most important. Not surprisingly, however, the importance of the attribute was somewhat dependent on the situation.

"We care a lot about participation and engagement. That's our No. 1 metric," said Wells Fargo's Terpening. "But when we're using social media as a research vehicle, then it's sentiment and opinion – the quality of what people are saying about the brand, what words they're associating with the brand. It depends on where you're coming from."

The concept of "engagement" continues to be debated throughout the blogosphere as marketers attempt to learn more about how users actually interact with content – not just a question of whether they visited a given Web site or read a blog, but how long did they linger there? What else did they read? What does the "clickstream" (i.e., the "path" a user takes through a Web site) look like? Is clickstream even important anymore? Users may be engaged or participating without clicking – they may be reading or thinking, or for that matter, daydreaming.

"The people who are in this, really care about the subject matter. The people that don't, just don't show up at all. … That drop-off is very sharp, compared to other media."
– Stowe Boyd

For the bloggers and marketing consultants in the room, the metric that mattered was that of influential ideas or memes, with 11 votes. This is probably not surprising, given that bloggers are concerned with propagating new ideas and opinions and engaging in discussions of ever-widening breadth. "An influencer can be someone who ignites an idea, or actually influence by spreading to other people who then talk about it," said Linda Kozlowski of PR agency Fleishman Hillard. "It's just another type of call to action where you're calling other people to participate in the discussion."

There was a recognition in the room, however, that the very "intensity" of a meme or concept could in itself be misleading for marketers looking to draw conclusions (or produce return on investment/influence) from messages or campaigns. "A blog like mine … is read by a lot of people in the community about the stuff I'm writing about. So in a sense, it's kind of an insular thing," said Boyd. "People who don't care about that, they don't read it. The people who are in this, really care about the subject matter. The people that don't, just don't show up at all. … That drop-off is very sharp, compared to other media."

Still, Doug Costle, Senior Director at research firm Context Analytics, might have summed up the corporate marketer's interest in this metric best: "Regardless of what we're looking for in terms of developing attributes – relevance, frequency of posts, depth of content, all that stuff – it's still going to come back to influence."

Subjectivity and Flexibility in Measurement

With the rankings of attributes established, the discussion predictably veered into issues of subjectivity and perspective. "I'm interested in the metrics that are interesting to me," said Boyd flatly. "Not what's interesting to anybody else." This is likely true of every corporate marketer as well.

Thus, with each conversation and community having different preferences for measurement, a flexible measuring system is likely needed. Wells Fargo's Terpening made this point when he noted that other groups within the bank would probably have differing opinions from his on which metric was most important.

From a brand standpoint, he said, "one of the most important [attributes] is sentiment. How do they feel when they're writing about the brand – is it positive, negative, in the most basic way."

There were a few surprises in the results as well. Owyang, for one, found it curious that traditional Web analytics placed very low as an important metric, suggesting on his blog shortly after the event that this finding provided evidence that "old measurements are not relevant to social media."

Somewhat surprising as well was that the "reach" metric scored so few votes – only two – harkening back to Lark's and Boyd's thoughts that while many so-called "A-list" bloggers have intense relationships with their readers, these relationships may be extremely narrow in focus and not representative of broader trends.

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– Andy Lark

Roundtable Conclusions

Looking over the list following the voting and discussion, Lark drew chuckles from the group when he opined that "the thing that has set the PR industry as a whole back decades … is [creating] a list just like that," while pointing at the white board covered with scribbling and multi-colored stickers. The challenge, he added, is to "bridge this list … to a list of business-related metrics that demonstrate tangible business value."

The drive for tangible return on influence from marketing activities is a challenge already being undertaken by marketers outside the scope of the Web and blogosphere. Assuming that vital link is found – and this is no easy assumption – the next step is to come up with the terms and concepts to track, so that they can be tied and calculated to these same results.

The $64,000 question came from Dow Jones's Glenn Fannick, who revisited Pepper's earlier quandary. "Is there some metric in all of this," he asked, "that anyone, at any point, is going to agree upon as a standardized metric?" The notion of a standardized index has been debated for some time now within the industry, and to some degree, some simple ones already exist in Web marketing, such as page rank and Technorati rankings, and one research firm has built a "Reputation Index" that attempts to assign a score based on positive and negative references in major traditional media.

But the assembled group agreed that none of these methods is comprehensively effective yet. The goal of this roundtable (like this white paper) was simply to help further the conversation about what attributes are crucial to measure – not to mention the additional challenges of measuring them at all.

Clearly, the journey is just beginning. "I'm not confident that some of these metrics would be as important internally at companies, at this point," said Andreas Schwarz of Sun Microsystems. "There's a disconnect between what everyone understands is important and the sort of metrics that we have to get there."

Not only that, but cost is an issue as well, as Lark mentioned. "We would all love standardized metrics. Paying for measurement, unfortunately, when it comes to matters in communication … is the purview of the rich and famous," he said. "So you work for IBM or Sun, with world-leading expertise in measurement, they can afford it. But start-ups, they can't afford it."

Still, the discussions are happening, and corporate marketers are beginning to take note and starting to look into which metrics are important to them and understanding how to get both qualitative and quantitative measures of those attributes as they relate to company news, press releases, marketing campaigns, social media, and more. Owyang summed things up, pointing out, "Metrics and reports tell a story of what happened, and this will help tell that story."

"There's [still] a disconnect between what everyone understands is important and the sort of metrics that we have to get there."
– Andreas Schwarz

Forward-Looking Thoughts

So Dow Jones held a roundtable. What does it really mean, and what does the near-term future hold for social media as a practical, measurable tool?

Companies that are waking up to the power of using social media to extend their reach have already realized that measuring and understanding the impact is a daunting task. As we have seen, flying blindly into a social media strategy will have the doubly negative effect of achieving nothing measurable in the short term, as well as falsely eroding confidence in the social media platform for future initiatives.

The stakes are only increasing. For today's corporate brand, real-time events can quickly cascade and spread across the Web, and then into niche communities. In some cases, companies have learned about their products failing in the hands of customers from sites like YouTube or Google Video.

Marketers at corporations that monitor brand need to have access to the marketplace's pulse in near-real-time fashion in order to respond quickly and effectively to short-term issues and events as well as factor that pulse into a long-term strategy. Tomorrow's social media measurement tools will need to alert stakeholders in this kind of time frame, in addition to tracking, measuring and benchmarking changes over time.

To be successful, companies will need a combination of several key capabilities to understand and drive social media success for their internal and external customers:

- **Access to a broad and diverse content set to capture "long tails"** – meaning a combination of traditional and consumer-generated media, and a structured method of capturing, hosting and analyzing that content.

- **Technological resources** – the right tools – to perform that complex analysis, based on the metrics or attributes that are most important to the company's objectives.

- **Services, to develop reporting and context for the data** often used to track key performance indicators and distributed through the organization to develop strategy and tactics.

- **Expertise, either in-house or outsourced**, with working knowledge of social media trends, technologies and characteristics, to interpret the analysis and guide future strategic decisions.

At the heart of any strategy built around these types of capabilities will be a company's ability to identify the key attributes that are important to that organization, and develop and execute a plan to monitor and measure those attributes in the specific context of the company's sphere of operation. Our hope is that this paper provides a starting point for that effort.

This kind of resource commitment will help smart companies avoid some of the costly and high-profile missteps that have befallen others, while simultaneously providing a platform to exploit new business opportunities, communicate with customers and provide tangible business value by harnessing these conversations. If social media is indeed an epidemic, your organization can't be afraid of exposure - and sooner rather than later. 10

"[The challenge] is to bridge this list to a list of business-related metrics that demonstrate tangible business value."
– Andy Lark

Additional Resources

Several attendees blogged about the roundtable event, and some of those conversations can be found at the links below:

• Social Media Round Table Wiki
http://factivaroundtable.pbwiki.com/

• Chris Kenton: Social Media Metrics
http://scribb.typepad.com/marketonomy/2006/12/social_media_me.html

• Jeremy Pepper: Factiva Roundtable and Social Media
http://pop-pr.blogspot.com/2006/12/factiva-roundtable-and-social-media.html

• Jeremiah Owyang: Factiva Social Media Roundtable helps to answer "What should we measure"
http://www.web-strategist.com/blog/2006/12/06/factiva-social-media-round-table-helps-to-answer-what-should-we-measure/

• Daniela Barbosa (Dow Jones):
http://danielabarbosa.blogspot.com/2006/12/social-media-roundtable-round-up.html

• Glenn Fannick (Dow Jones): The Day After – My Head's Still Spinning
http://fannick.blogspot.com/2006/12/day-after-my-heads-still-spinning.html

• Images on Flickr of event (over 100)
http://www.flickr.com/photos/tags/factivaroundtable/

• Technorati links to the event
http://www.technorati.com/search/www.web-strategist.com%2Fblog%2F2006%2F12%2F06%2Ffactiva-social-media-round-table-helps-to-answer-what-should-we-measure%2F?language=en&start=10

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Gladwell, Malcolm. The Tipping Point. Boston, MA: Little, Brown, 2000.

Event Attendees

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http://newsroom.cisco.com/, http://blogs.cisco.com

• Ian Kennedy, Product Manager, Yahoo!
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• Christopher Kenton, MotiveLab,
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• Tony Obregon, Director of Social Media, Cohn & Wolfe

• Jeremiah Owyang, PodTech
http://www.web-strategist.com/blog

• Jeremy Pepper, Social Media, Weber Shandwick / POP! PR Jots
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• Brian Solis, FutureWorks PR, http://www.future-works.com/ / PR2.0,
http://www.briansolis.com

• Ed Terpening, VP Social Media, Wells Fargo, Guided By History
http://blog.wellsfargo.com/GuidedByHistory

11

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- Sally Hammond, Insight Specialist, Dow Jones

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Jeremiah led the Social Media program at Hitachi Data Systems to connect with customers using Blogs, Forums, Wikis, RSS, and Podcasts. Currently, as Director of Corporate Media Strategy at PodTech.net, a Media Network, Jeremiah is a Consultant to many of PodTech's Fortune 1000 clients.

Jeremiah writes a daily blog, Web Strategy by Jeremiah (http://web-strategist.com/blog), where he provides simple and explanatory methods on how corporations use web tools to connect with customers.

Matt Toll

Matt has been with Dow Jones and Factiva for 12 years, serving in multiple sales, product management, editorial and marketing roles. In his current position, Matt leads a team responsible for driving awareness of Factiva and Dow Jones services into new markets and job functions, including those utilizing social media tools to communicate and collaborate. His (purely avocational and occasionally even updated) blog, Lurching Thunder, can be found at http://clayridgefarmers.blogspot.com.

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