ROI MEASUREMENT TECHNIQUES FOR SOCIAL MEDIA

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CHAPTER 1

Statement of Problem

With the integration of social media into today’s culture, public relations investments are vital to the success of leading companies. However, demonstrating public relations’ and social media’s impact on the bottom line has proven daunting. The challenge is to measure the effectiveness of a communications tool as expansive as social media. The public relations industry has struggled with that question since society first started using Facebook and Twitter. “One factor that could alter social media’s growth trajectory is return on investment (ROI). Most marketers haven’t figured out how to measure it yet. Until they do, companies may be reluctant to continue their social media investments.” (Bratt, 2009)

A 2009 survey\(^1\) of public relations practitioners, regarding the greatest challenges to the industry over the next five years, resulted in 58 percent listing ‘demonstrating return on investment’ as one of the three biggest challenges. The other two being ‘limited resources’ and ‘measurement and evaluation.’ While so much of public relations work centers around media monitoring, earned coverage, effective public involvement, and placement, how does a practitioner determine if a social media initiative has been successful?

\(^1\) Booz, Allen, Hamilton - *What is the Future of Public Relations?*
“I believe that ROI, while mentioned, is an extremely dangerous issue for our industry. We recently pitched a story that was picked up by 20+ blogs and retweeted numerous times. The client, who is over sixty years old, saw no value whatsoever in this and was very disappointed. We need to find out how to show a value for these kinds of hits, which are becoming more and more important as people begin to pay more attention to online articles/blogs than those that run in print or broadcast media outlets.” (Booze, 2009)

In the past, the common way to evaluate a public relations campaign was with metrics known as advertising value equivalencies (AVEs). “Many people are attracted to it because it appears able to put a dollar value on media coverage and, by extension, allows media relations people to compare their results with advertising.” (Jefferies-Fox, 2003) The issues with AVEs stem from concerns over the actual impact of an equally sized advertisement, the difference between national and local coverage, as well as concerns involving circulation for print and audience share for broadcast. There is also an issue with determining an advertising value where no advertising rate even exists.

“Many print publications do not accept advertisements on their front pages or at the front of major sections. Some broadcast news shows accept no advertising. And yet, very often these media and these locations within the media are exactly the ones that are most coveted.” (Jefferies-Fox, 2003)

This was shown to affect the evaluation of the Doritos’ ‘Crash the Super Bowl’ campaign where the number of media impressions received was given an advertising equivalency value of $30 million. The social media success of the campaign was valued at $150 million but “standard multipliers showing that earned media is more valuable than paid media don’t exist.” (Rockland, 2012)

Another issue with using AVEs is that advertising is, by nature, designed to create positive messages about a product or service.
“There is no advertising equivalent to a ‘bad’ or ‘unfavorable’ story. How are such news stories to be handled? Does one ignore unfavorable stories and calculate AVEs just on the favorable ones? Do we subtract the unfavorable stories from the favorable ones and calculate an AVE on the net?” (Jefferies-Fox, 2003)

This was evident in the 2009 case of Domino’s Pizza when the company was forced to launch a public relations campaign, primarily through social media, to counter act a viral video of employees engaging in vulgar behavior with Dominos’ products, before they were served to customers.
CHAPTER 2

Literature Review

A quick Google search of the phrase ‘social media ROI’ produced over 30.5 million hits\(^2\) indicating that the issue is one that scholars, practitioners, and everyday bloggers have extensive opinions on. A 2009 survey conducted by MarketingProfs LLC, found that 70 percent of respondents don’t believe they’re properly measuring social media “in terms of tangible results” with another 20 percent saying social media “isn’t primarily about ROI.” (Bratt, 2009)

In 2009 the Public Relations Society of America (PRSA) concluded that two-thirds of public relations practitioners believe the industry was enhanced by social media, 61 percent cited social media as changing the way organizations communicate, 84 percent believe it has changed criticism response, and 81 percent believe social media influences news coverage. (Wright & Hinson, 2008) However, problems exist when it comes to measuring the value of social media. When determining if a social media campaign is effective, public relations practitioners are urged to:

“Forget traditional ROI. Instead of calculating the return on the company’s investment, managers should assess consumer motivations to use social media and measure the social media investments customers make as they engage with the marketers’ brands. Measuring customer investments in a social media relationship reveals the likelihood of a long-term payoff, not just short-term results.” (Hoffman & Fodor, 2010)

\(^2\) Results as of September 1, 2012
For example, instead of comparing the cost to start a blog against the return on sales from that blog, take into account what objectives the blog could satisfy, why people would visit, and how they might behave once at the blog by leaving comments. These behaviors are consumer investments that can be measured to determine outcomes such as changes in awareness.

A previous measurement of public relations returns required, quite literally, a ruler and a stopwatch. The resulting metric is known as the advertising value equivalency.

“AVEs are calculated by measuring the column inches (in the case of print), or seconds (in the case of broadcast media) and multiplying these figures by the respective medium’s advertising rates (per inch or per second). The resulting number is what it would have cost to place an advertisement of that size in that medium.” (Jefferies-Fox, 2003)

Other multipliers that have been used by practitioners, when determining advertising equivalencies are the ‘PR Factor’ and ‘Credibility Crisis.’ Jefferies-Fox defined the ‘PR Factor’ as the assumption that news stories offered more credibility than advertising, thus making them more effective. This led to the ‘Credibility Crisis’ due to the introduction of entertainment elements into stories and newscasts as well as the popularity of the broadcaster delivering the story.

“Another conceptual limitation of AVEs is that they only value what actually appear in the media. Yet it is often the case that public relations professionals counsel clients to behave in a way that purposefully results in an absence of publicity.”

(Jefferies-Fox 2003) It is believed that there is some value in advertising equivalencies because they are a good measure for the prominence of news coverage and over time the increase or decrease of coverage prominence can be measured.
In June of 2010, at the 2nd European Summit on Measurement held in Barcelona, Spain, a set of guidelines for public relations measurement was adopted. These guidelines are known as the Barcelona Principles (IPR, 2010):

1. Importance of goal setting and measurement.
2. Measuring the effect on outcomes is preferred to outputs.
3. The effect on business results can and should be measured where possible.
4. Media measurement requires quantity and quality.
5. Advertising value equivalents (AVEs) are not the value of public relations.
6. Social media can and should be measured.
7. Transparency and ability to be replicated are paramount to sound measurement.

Following the adoption of the Barcelona Principles, the U.S. agency of the International Association for the Measurement and Evaluation of Communication (AMEC) used them to establish a valid metric framework template for public relations measurement. The purpose was to detail how communications are absorbed in a context that marketers can understand. What was created was a matrix (Appendix 1) that simplifies public relations into three phases: (AMEC, 2011)

1. Public relations activity: metrics reflecting the process of disseminating the desired messages.
2. Intermediary effect: metrics reflecting third party dissemination to the target audience, including social and traditional media.
3. Target audience effect: metrics showing that the target audience has received the message and any outcomes that might result.
The Barcelona Principles have laid the foundation for the philosophy in public relations measurement that, “it’s not how much you measure, but what you measure” and a series of factors that need to be put into proper context: (Vocus)

1. What’s important: every organization is different.
2. Getting the right results: make sure they benefit the organization.
3. Learn from success: find out what has already worked and track against those results.
4. Quality over quantity: not all coverage is equal.
5. Apples to apples comparisons: if the organization is small, it shouldn’t compare results against those of a large organization.

These factors can also be incorporated when determining how to measure social media since, “the first question is whether you need to measure your own content, or are you trying to assess what others are saying about you?” (Paine, 2007) When measuring social media, there are three, basic things that can be measured:

1. Outcomes – quantifiable changes in awareness, knowledge, attitude, opinion and behavior.
2. Outtakes – measurement of what’s been understood and reacted to by an audience.
3. Outputs – what’s been generated as a result of the campaign.

According to Duncan (2010), thanks to social media, the public relations industry is able to place greater importance on monitoring and measurement and away from broadcasting. When determining the amount of time needed to plan and execute a
successful social media campaign, there are a series of factors to be evaluated when determining the requirements (Paine, 2007):

1. Assess the marketplace
2. Clarify the objectives
3. Find the middle ground
4. Channel assessment
5. Strategy vs. budget
6. Spread your time
7. Reality

Paine also details that for social media measurement, a completely new mindset needs to be adopted. This mindset is determined with three necessities (Paine):

1. Timeliness has been redefined: in the social media environment, brand monitoring must be done daily, if not more frequently. Issues can’t be left over the weekend and crisis responses must be very rapid.

2. The role of public relations and communications has been redefined: if a brand is being talked about on social media, the chances are good that potential customers are reading it. Communicating to the right people is more valuable than reaching faceless millions through advertising. Advertising value is declining and engagement value is increasing. Social media makes public relations more important than ever to cultivate relationships.

3. Changing how success is determined: the volume of impressions doesn’t count anymore. Assessing engagement is important to quantifying success.
In Paine’s ‘Social Media Measurement Manifesto’, six steps for establishing a social media measurement system are given:

1. Define the goal.
   - Sales or Marketing gains: measurement tools will emphasize Web analytics.
   - Increase engagement: could be click-throughs, downloads, comments, retweets, e-mails, or registration sign-ups.
   - Reputation management: surveys, content analysis and relationship metrics.

2. Identify publics and determine how social media affects them.

3. Determine the specific key performance indicators (KPIs) to define success. Creating dashboards, of specific metrics, to monitor success on a weekly, quarterly and monthly basis, does this. The metrics are determined by the goals that have been established. If the goal is sales, then the metrics will include conversions, conversion rates, and click-throughs to a specific URL. If it’s engagement, then unique visitors, returning visitors, requests and downloads, length of visit, and where the visitor is arriving from will be among the measured metrics. If the goal is reputation management, the key metrics will include satisfaction expressions, recommendations, and renewal rates.

4. Define benchmarks, what are the results being compared against?

5. Select a tool. Web analytics measure financial outcomes. Surveys can measure relationships. Content analysis is for perception and reputation.

6. Analyze the results, make recommendations, and do it again. When looking at the data, look at weaknesses and what didn’t work, then look at successes. Always look at completion too, and make sure to draw actionable conclusions. Examine trends.
over time to see if relationships are improving or declining. Do not over react to the first negative comment. Watch the numbers overtime to see if the volume of negative comments increases.

“The ultimate question for social media mavens is of course, what’s the ROI. In some respects, ROI is deceptively simple. ‘R’ means the return you expect, ‘I’ is the investment you have made, i.e. staff time + agency time + executive time + hard costs. Subtract the ‘I’ from the ‘R’ and you have ROI.” Determining the costs of a campaign is easy, but calculating the return of a social media campaign can be much more difficult. Determining the return is done through analyzing the different things social media can provide an organization (Paine):

1. Sales – especially helpful if online sales or donations are being tracked.
2. Cost savings – more and more organizations are using social media for recruitment and customer service.
3. Paid vs. earned search rankings – Organizations can spend money to receive higher search result placement. Social media campaigns can make an organization or brand more current and relevant. This can increase search result placement and reduce the need for paid search ads.
4. Cost avoidance – good relationships can limit the extent and duration of a crisis.
5. Social capital – good social capital means that information will flow easier and increase efficiency. This can lead to a decrease in costs in a variety of areas.

“Like its blog and social networking predecessors, the micro-blog has found its way into the mainstream. Today, more than 2 million people routinely use the most popular micro-blog, Twitter.” (Evans, 2011) In February 2012, Twitter surpassed the 500
million registered user mark and the company estimates 100 million active monthly users. (Dugan, 2012) “Micro-blogging is a new form of communication in which users describe their current status in short posts distributed by instant messages, mobile phones, email or the web. Not only do social networks help organizations focus only on their target audience, but they also provide a powerful tool, word of mouth.” (Evans, 2011)

One of the advantages to using a micro-blog, such as Twitter, is the ability to participate in rapid communication with a very little time commitment. Twitter users tend to be members of several social networking sites and use synching tools to optimize connectivity. This offers the user firsthand accounts of breaking news, reviews and opinions. Evans (2011) states that Twitter’s minimal overhead and ability for frequent updating, provides a location for businesses to offer consumers information regarding discounts and promotions.

While there are many advantages to Twitter and micro-blogging, Evans (2011) also points out the time drain of sifting through conversations for relevant content and potential reputation damage from third parties as a potential negative to the platform. Time needs to be spent before implementing a Twitter campaign to determine the goals of using the platform and the messages that will be sent out.

“Twitter should be integrated in any communications initiative that wishes to connect with audiences in a highly targeted, authentic and personal way. Public relations professionals should view Twitter not as a component of a campaign, but as a powerful, new way to build relationships that extends beyond defined time periods or promotion.” (Evans, 2011)

“The video sharing site YouTube incorporates many social features. Users who set up accounts can upload video content, rate and comment on videos, add users as
‘friends’ or subscribe to the videos produced by users or channels.” (Cormode, 2010)

Based on statistics listed at its site youtube.com³, over 800 million unique users visit YouTube each month, over 4 billion hours of video are watched each month, seventy-two hours of video are uploaded every minute, and the site has effected news coverage and crisis communications.

“One thing crisis managers must contend with is information flow. Controlling the flow of information in the event of a crisis is paramount to successfully managing a crisis. But because of the current media landscape in which anyone can instantly have a megaphone and access to millions of people, the goal of controlling information has become more challenging than ever. Because of social media outlets such as Facebook, YouTube, and Twitter, citizens have become more important players in the coverage of crises. Additionally, many mainstream news outlets also have embraced social media.” (Wigley, 2011)

This creates an environment where bystanders are able to provide the initial information and context to a story and leave organizations and public relations practitioners in a reactionary position. Wigley notes that social media, and YouTube especially, can aid in a crisis and also cause one. This is because, as stated by Cormode (2010), a posted video can be deleted by the uploader or the site; otherwise it will stay forever.

In recent years, there has been a switch from evaluating public relations by measuring ‘communication outputs’ to measuring ‘business outcomes’ by using Web analytics. (Duncan 2010) Web analytics track visitor patterns such as where they’re coming from, what browser they’re using and how they’re interacting with the website. Using Web analytics, practitioners can evaluate public relations measurements side-by-side with other types of marketing to see how the various outputs affect business

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³ Data as of October 20, 2012
outcomes using the same metrics. Web analytics also offer concrete data on a public relations strategy or tool as opposed to intuition and guess work to evaluate a strategy’s success, and can evaluate customer behavior after being exposed to a wide range of both traditional and social media and how it affects business outcomes. Web analytic systems have become an industry of their own as many different tools and services have appeared as both free applications and enterprise-class solutions. A few examples are:

- Google Analytics (Appendix 2) – a free service that offers real-time reporting, customizable reports and variables, segmentation analysis and customizable dashboards.

- Zoomerang (Appendix 3) – a free service to track survey results.

- Google Alerts (Appendix 4) – free service for content analysis.

The 2008 Bronze Effie and PRSA Silver Anvil award winning campaign from OMD, Doritos: ‘Crash the Super Bowl’ took on the challenge to “increase consumer engagement and active participation with the brand through an integrated marketing program that capitalized on emerging trends and reflected the target’s values.” (OMD, 2008) The campaign asked consumers to create their own thirty-second Doritos commercials that would be aired, unedited, during the Super Bowl. Consumer voting, through social media channels, selected the finalists. The winning commercial was aired during the Super Bowl broadcast. The plan incorporated a 360-degree strategy that included online, in store, public relations, and television to accomplish the goals of (OMD, 2009):

1. Increase Doritos sales during the program.
2. Receive 200 commercial submissions for the contest.
3. Show $5 million in public relations value.
4. 500,000 unique visitors to program website, crashthesuperbowl.com.

The computer manufacturer Dell “is widely recognized for being one of the first companies to monetize Twitter.” (Bratt, 2009) In its campaign, started in 2007, Dell found a solution to sell outlet inventory in a cost effective manner. Sherchan (2010) also states the company was facing an issue with past failovers. Online customers had expressed a high level of dissatisfaction and feelings of being ignored. The company used Twitter to disseminate information regarding discounts, special offers, and coupons to users who could then benefit from the offer or share it with members of their own social networks. The company was also able to successfully build a public relationship and provide a higher level of customer satisfaction with the account. Dell’s marketers used Web analytics to determine strategies based on evaluating factors such as revenue margins, types of discounts, and time-of-day strategies.

On Easter Sunday of 2009, two employees of the Domino’s Pizza in Conover, NC created and posted a video to YouTube showing themselves engaging in unsanitary acts with food they claimed to be for store customers. The video was seen and reposted by the consumer affairs blog, The Consumerist. The blog also alerted Domino’s to the video’s existence within forty-five minutes of the initial posting. Within three days of its first appearance on YouTube, the video was viewed more than 3 million times (Jacques, 2009), became one of the leading Google searches, and according to the Wall Street Journal (Flandez, 2009), 65 percent of customers indicated they would never visit a Domino’s Pizza again.
In Jacques’ 2009 interview with Tim McIntyre, Dominos’ vice president of communications, he detailed the steps the company took to identify which store the activities took place, who the employees were, and how Domino’s used social media, specifically YouTube, to address the crisis and monitor the results of their actions. McIntyre stated that, when choosing how to respond to the crisis, the decision was to “focus on talking to the audience that’s talking to us.” (Jacques, 2009) That audience was The Consumerist and YouTube, where the video was initially posted and found. McIntyre does admit that both he, and the company were caught off guard by how rapidly the video spread throughout social media.

“Two things we didn’t anticipate. The first thing we didn’t anticipate was the pass-along value, or the pass-along nature of this particular video, because there was a lot of ‘Man, you ought to see this going on.’ In fact, the writer for USA Today, who contacted me first, sent me an e-mail. The body of the e-mail said, ‘this is the e-mail you did not want. Please call me.’ And that’s when I knew that we were going to be accelerated and we needed to take a more aggressive stance about reinforcing the message that we didn’t do this; this was done to us.” (Jacques, 2009)
CHAPTER 3

Methodology

Using case study analysis, the researcher was able to examine defined issues, goals, and techniques along with measured results. The case studies also provided information involving Web analytics and the different measurement platforms. The data was applied to AMEC’s measurement template, taking into account Paine’s social media steps, to show its validity as a return on investment technique.

Three case studies were chosen for examination because each one represented one of Paine’s three different goals to be determined when establishing an online measurement system. The first case study selected was the Doritos: ‘Crash the Super Bowl’ campaign. This particular case was chosen because it incorporates both traditional and social media and its goal was to increase brand engagement. It was also used because Doritos incorporated advertising equivalencies when reporting their returns. The campaign is still ongoing in preparation for the upcoming 2013 Super Bowl. A company announcement was made in the early part of September and it was possible to monitor public relations activity to determine updated returns from the campaign as it develops in its early stages for this season. This data was collected from press releases and social media monitoring, and applied to an updated AMEC matrix after determining the public relations activities, intermediary, and target audience effects.
The second case study selected was Dell’s twitter campaign for its Dell Outlet stores due to its exclusive use of social media and its goal of increasing sales and revenue as well as customer engagement. The campaign was interesting because one of the specific goals was just to see if twitter could produce any return at all. The Dell Outlet campaign is also ongoing in that the twitter account is still active. The researcher was able to use current data, made publicly available by Dell, to monitor the return over an extended period, dating back to the campaign’s beginning.

The third case selected for analysis was the 2009 Domino’s Pizza YouTube crisis because the goal was reputation management. In this case, the researcher was able to apply metrics into AMEC’s matrix that had no advertising equivalencies. Consequently, there weren’t any sales figures or brand engagement metrics to evaluate. This campaign was very short-lived but important because it focused on an aspect of public relations that is very difficult to measure quantitatively, the value of crisis communications.
Research Questions

1. Can social media ROI be measured using the same Barcelona Principles for public relations measurement and AMEC’s metric matrix?

2. Can social media ROI be measured and analyzed based on advertising equivalencies?

3. Can the Barcelona Principles and AMEC’s metrics matrix be used to measure long-term social media ROI?
CHAPTER 4

Findings

Doritos ‘Crash the Super Bowl’

In its 2008 case study, OMD stated that Doritos was seeking a new way to connect with consumers in a unique and authentic fashion. Its target demographic is 16-24 year olds. This demographic is characterized as inclusive, connected, and informed. They ‘create’ culture as opposed to just consuming it. The demographic is also very connected by digital mediums and online communities. Doritos wanted to increase active participation with its brand by capitalizing on the values of their target demographic.

OMD detailed the solution was to challenge its consumers to create the Doritos commercial to be used during the 2007 Super Bowl broadcast. The Super Bowl is generally considered to be the largest single audience in America where even the commercials are ‘appointment television.’ Commercial makers were given five weeks to create and digitally submit a thirty(second)-second television spot that featured the Doritos product. A panel of judges narrowed the submissions down to five finalists for public voting with the winning commercial being aired during the Super Bowl. Due to a limited budget, there was a large emphasis put on public relations and its ability to harness the strength of the Internet and social media to spread the word about the contest. (OMD, 2008)
The campaign, named ‘Crash the Super Bowl,’ was broken down into two phases. Phase One focused on reaching the people who would actually be creating the submissions. This included placing information in stores and on packaging, but also incorporated an aggressive digital campaign. The website, crashthesuperbowl.com was created as the ‘home base’ to hold the submissions and provide the voting environment for phase two. On the social networking site Myspace.com, roadblock ads were purchased on the site’s video and music homepages to ensure the contest would be seen by people who actively engaged those areas (OMD, 2008).

Roadblock ads occur when an organization purchases 100 percent of the web page ad space, or ‘share of voice’ for a certain period of time. They will often include a graphic or animation popping onto the screen for a number of seconds before giving the visitor access to the web page. The animation will result in the placement of a banner ad which provides a link to the advertisers website. A ‘click-through’ results when the user clicks the banner ad and visits the advertised site.

Doritos also purchased banner ads targeted to user profiles of the 16-24 year old demographic. A similar strategy was used on YouTube with banners placed on search pages as well as roadblocks placed on the site’s video upload homepage. Banners were also placed within Yahoo (OMD, 2008).

After the submission period ended and the five finalists were selected, Phase Two was started. This phase focused on getting the public to vote for the winning commercial. According to the OMD case study (2008), the challenge facing Doritos during this phase was to create an environment where consumers could view, share and vote on the top five videos. This was done by creating a MySpace custom community,
interwoven with the ‘Crash the Super Bowl’ website, and allowed the company to establish ‘friends’ and forums to engage the community. Doritos also purchased banners within Yahoo’s Instant Message, music and gaming environments to drive consumers to crashthesuperbowl.com to vote. Finally, Doritos purchased a roadblock-based ‘Snack Time’ sponsorship on YouTube. This sponsorship enabled a 100 percent ‘share of voice’ with the site for any search conducted between one and six p.m. during the promotion.

While both of these phases were being conducted public relations tactics were used, complimenting each phase’s needs, to earn traditional media coverage for the campaign. The OMD case study stated that the 2007 ‘Crash the Super Bowl’ campaign cost Doritos between $5 and 10 million.

Doritos established four primary goals at the beginning of the campaign (OMD, 2008):

- Increase sales volume growth four percent during the promotion
- Receive 200 submissions
- Show a public relations ROI of $5 million
- Have 500,000 unique visitors to crashthesuperbowl.com

By applying OMD’s strategy to AMEC’s metric framework (Appendix 5), the public relations plan for the Doritos ‘Crash the Super Bowl’ campaign, is condensed to three phases:

- Public relations activity: Challenge people to make the spots and then vote for the winner.
• Intermediary effect: MySpace, YouTube, and Yahoo roadblock and banner ads, plus the use of traditional media. The YouTube ‘Snack Time’ sponsorship was also created.

• Target audience effect: People making submissions and then people actually casting votes.

The following are the actual results of the 2007 Doritos ‘Crash the Super Bowl’ campaign (OMD, 2008):

Goal 1: 4 percent sales increase

Actual: 12 percent sales increase from the same period the previous year.

Goal 2: 200 submissions

Actual: 1,071 submissions.

Goal 3: $5 million public relations ROI

Actual: 1 billion media impressions valued at $30 million in advertising equivalencies.

• Twenty national print stories (USA Today, NY Times, Wall Street Journal, Time)

• Eighty-eight national broadcast mentions (‘Today’, Good Morning America, Fox & Friends, ABC World News Tonight, CNBC, CNN)

• ‘Good Morning America’ segment received 107,000 online views.

• 316 local print stories

• More than 1400 local broadcast mentions

• Forty-two trade stories
• USA Today’s ‘Super Bowl Ad Meter’ – ‘Live the Flavor’ (promotion winner) ranked number four.

• YouTube ‘Super Vote’ – ‘Live the Flavor’ ranked number one.

• ‘Live the Flavor’ was viewed more than 1 million times on YouTube and received complimentary placement on the site’s homepage - $150 million value.

Goal 4: 500,000 unique visitors to crashthesuperbowl.com

   Actual: The goal was surpassed by more than fifty percent with more than 1 million unique visitors. The videos were views more than 3 million times and the site received 2.6 million visitors during the four-month promotion.

When applying the Barcelona Principles to OMD’s campaign results (2008), the research produced the following data:

Principle 1: Importance of goal setting

   Doritos had four clearly establish goals at the beginning of the campaign (OMD, 2008).

Principal 2: Measuring outcomes is preferred to outputs

   Doritos evaluated the final numbers of the campaign, which were outputs, but also wanted to see its target demographic actively engaging with the brand, outcomes (Paine, 2007). To measure outcomes, Doritos measured the total number of submissions (OMD, 2008).

Principle 3: Effect on business results can and should be measured

   Doritos saw a 12 percent sales increase from the previous year (OMD, 2008).
Principle 4: Media measurement requires quantity and quality

Not only did Doritos count the mentions but placed higher value on national exposure (OMD, 2008).

Principle 5: Advertising equivalencies are not a value of pubic relations

Doritos reported a $30 million pubic relation ROI, based on advertising equivalencies for the price of equal time (OMD, 2008).

Principle 6: Social media can, and should, be measured

Doritos valued the complimentary YouTube homepage placement at $150 million (OMD, 2008). This figure equaled a value five times greater than the pubic relations return.

Principle 7: Transparency is paramount to sound measurement

Doritos made their sales increases, submission numbers, media impressions, advertising equivalencies, social media figures and website information publicly available. It also repeated the campaign for several years (OMD, 2008).

On September 19\textsuperscript{th} 2012, Doritos announced that it would be conducting the ‘Crash the Super Bowl’ campaign for the sixth year, and held a promotional video event at crashthesuperbowl.com. As in previous years, the videos will be narrowed down to a series of finalists to be publicly voted on, and the winning video will be featured during the Super Bowl broadcast. This year, the winner will also receive $1 million and a job working on the upcoming film ‘Transformers 4’ with director Michael Bay.

The website crashthesuperbowl.com has been incorporated again, but this time the URL takes the visitor directly to the ‘Crash the Super Bowl’ Facebook page. On the page, visitors are able to submit, view, and vote on videos. They can also read the
official rules, receive ‘help’ from Michael Bay in the form of a telephone call, and download a toolkit. The toolkit contains music files, logos, product shots, sound effects, and animations that can be used in submissions.

The campaign is also incorporating a ‘Pitch In’ feature where people can request and offer to help others create their submissions. To date\textsuperscript{4}, twenty-nine videos have been submitted and viewed more than 15,000 times. The site has also received over 3.7 million Facebook ‘Likes’. The page offers visitors the option to share selected videos on their own Facebook pages and Twitter feeds.

When applying the current information of this year’s version of the ‘Crash the Super Bowl’ campaign\textsuperscript{5} to the AMEC Matrix (Appendix 6), the campaign is condensed into three phases:

- Public relations activity: challenge people to produce submissions and participate in the submissions of others. Encourage consumers to vote for the winner.
- Intermediary effect: Facebook is being used exclusively. Doritos has incorporated a ‘help line’ that participants can call for advice.
- Target audience effect: online submissions, the use of the assistance phone number, and votes.

\textsuperscript{4} October 13, 2012
\textsuperscript{5} Information found at crashthesuperbowl.com
The Dell Outlet sells refurbished Dell computers and related hardware. In June of 2007, employees started experimenting with Twitter as a cost effective way to sell inventory (Bratt, 2009). The Twitter feed (@DellOutlet) featured discount offers as well as coupons that followers could use or pass along to members of their own, personal social networks. The organization was also able to interact with consumers on shipping information, customer assistance, and upcoming offers (Bratt, 2009).

To monitor the results of the campaign, URL trackers were used to gauge clicks and revenue in addition to unit and margin metrics. The metrics were then used to help Dell determine which products and offers would elicit the best response as well as to track information that could help them determine the best time of day to make their postings (Bratt, 2009).

In December of 2008, Dell began releasing the results of its Twitter experiment. It reported earning $1 million exclusively from the social network. In 2010, Dell Outlet’s account had just under a million followers and had generated $3 million, with $2 million coming from referrals (shares among users) and $1 million from a customer deciding to purchase a new system from dell.com as opposed to the refurbished outlet system (Bratt, 2009).

Dell Outlet didn’t have many clearly defined goals when starting the campaign. (Bratt, 2009) “The organization, essentially, just wanted to see if the idea would work, but didn’t have a specific number or goal it wanted to reach.” (Serchan, 2010) Using data from both Bratt’s (2009) and Serchan’s (2010) case studies, and applying AMEC’s Metric Matrix (Appendix 7), the campaign is broken down into three phases:
• Public relations activity: increase awareness of offers available through the Dell Outlet in a cost effective manner.

• Intermediary effect: Twitter was used exclusively.

• Target audience effect: the expected result is that consumers will take advantage of the offer and purchase or pass the offer along to others, who will then purchase or pass along.

When applying Bratt and Serchan’s data from the Dell Outlet campaign to the Barcelona Principles, the research produced the following data:

Principle 1: Importance of goal setting

Dell’s goal, while not definitively defined, was to see if the medium could be an effective and cost effective revenue generator (Bratt, 2009).

Principal 2: Measuring outcomes is preferred to outputs

The Twitter campaign generated $3 million (Bratt, 2009), which is an output, as defined by Paine (2007). The outcomes were consumers sharing the information with others. (Paine 2007) Dell reported outcomes generating $2 million of the total revenue from the campaign. (Bratt, 2009)

Principle 3: Effect on business results can and should be measured

The campaign generated $3 million in revenue. (Bratt, 2009)

Principle 4: Media measurement requires quantity and quality

According to Bratt (2009) and Serchan (2010), there was no media measurement other than metrics directly relating to twitter activity.

Principle 5: Advertising equivalencies are not a value of public relations
Stated in the case studies from both Bratt (2009) and Serchan (2010), there were no advertising equivalencies measured.

Principle 6: Social media can and should be measured

Since the campaign was conducted exclusively on Twitter, the only measurements available are connected to social media (Bratt, 2009).

Principle 7: Transparency is paramount to sound measurement

Dell used URL trackers to monitor clicks, which are a user following the link to the selected offer. It also monitored revenue margins (Bratt, 2009).

To date⁶ the Twitter account has 1.5 million followers and features an average of two offers per week. The account is also used to interact with consumers to provide more personal information and assistance. (Serchan, 2010) Dell has also expanded its social media platforms. The company has Facebook pages for sixteen different countries, Twitter accounts for those countries, and accounts for different business aspects such as support, sales, and corporate, plus LinkedIn and Google+ accounts. (Serchan, 2010)

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⁶ October 14, 2012
**Domino’s Pizza YouTube Crisis**

Domino’s Pizza needed to address a social media crisis caused on Easter Sunday of 2009 (Clifford, 2009). Two employees had posted a video on YouTube engaging in vulgar acts with food they claimed was about to be served to customers. The video had already been viewed 1 million times and would be seen more than 3 million times before it was over (Clifford, 2009). Included in the views was the metric stating that 65 percent of customers, who viewed the video, commented that they would never eat Dominos’ food ever again. The organization had become one of the most popular Google searches and the story appeared in five of the first twelve results for the search of ‘Domino’s Pizza’ (Clifford, 2009).

In an interview given to the Public Relations Society of America for its ‘The Strategist’ magazine, Dominos’ vice president of communications, Tim McIntyre detailed the organization’s two-phased response to the crisis (Jacques, 2009). The first phase was a ‘boots on the ground’ response where Domino’s identified the store and the two employees involved. It also determined that the food had not actually been served to any customers. The store was temporarily closed while a sanitation crew cleaned it and then the health department inspected the facility before it re-opened. The two employees were fired and criminal charges were pressed (Jacques, 2009).

The second phase was the response phase. Domino’s decided to direct its response to the audiences who had identified the crisis in the first place, The Consumerist blog and YouTube viewers (Jacques, 2009).
When applying the information from Jacques’ interview with McIntyre to AMEC’s Metric Matrix (Appendix 8), the crisis solution is broken down into three public relations phases:

- **Public relations activity**: address the vulgar videos posted to YouTube by two employees and change consumer understanding and conversation about the event.

- **Intermediary effect**: a video response (Appendix 9) from the CEO was posted on YouTube and the company’s website giving a full explanation of the problem and the steps being taken to address it. The Twitter account @dpzinfo was created address individual concerns directly.

- **Target audience effect**: customers will understand that Domino’s was not directly responsible for the behavior or the vulgar video and will continue to purchase its food.

The posted response video appeared next to the violating video in every related search and was viewed more than 300,000 times in the first twenty-four hours (Jacques, 2009). This enabled any viewer to be able to immediately see the response after viewing the offensive content. Domino’s used content analysis to monitor the online chatter concerning the issue (Jacques, 2009). Tim McIntyre, vice president of communications for Domino’s, gave a 2009 interview to the Public Relations Society of America’s magazine ‘The Strategist’. He noted that,

“During this first week when this happened, awareness and chatter about Domino’s just spiked. It was unprecedented. But then twenty-four hours later, bang! It fell right back down to normal levels. There was an incredible spike. People looked at it, heard about the story, made their
comments and went on.” (Jacques, 2009)

The company did receive some criticism for its response. A belief that Domino’s waited too long before issuing their response was expressed (Flandez 2009), but McIntyre countered by citing the Easter holiday weekend and the company’s immediate behind the scenes legal response and criminal investigation, leading up to the video response, as it actually taking immediate action. He also suggested the unprecedented nature of the situation as having no established basis for determining that the company acted lethargically (Jacques, 2009). The fiscal figures also show that Domino’s continues to be a powerful brand despite the 2009 public relations crisis. Domino’s reported a net income of $87.9 million in 2010 and $105.4 million in 2011.

When taking data from McIntyre’s 2009 interview (Jacques, 2009) and applying the Barcelona measurement principles, the Domino’s crisis response produces the following results:

Principle 1: Importance of goal setting

According to McIntyre, it was important “not to try to do too much” and determine what the organization could actually accomplish. The goal was to get people to realize the organization had been attacked and it was an isolated incident. This would hope to maintain consumer confidence that food from Domino’s was safe to eat (Jacques, 2009).

Principal 2: Measuring outcomes is preferred to outputs

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7 Dominos 2011 Q4 Financial Results found at http://phx.corporate-ir.net/phoenix.zhtml?c=135383&p=quarterlyearnings
Domino’s used content analysis to monitor online chatter and the rate it was occurring. It realized that the only way to protect the bottom line was to change the public perception of the situation (Jacques, 2009).

Principle 3: Effect on business results can and should be measured

McIntyre cited the continued profitability of the Domino’s brand as the effect the crisis response had on business results (Jacques, 2009). His statements are substantiated by Dominos’ financial results detailed on the previous page.

Principle 4: Media measurement requires quantity and quality

According to McIntyre, Domino’s used “pinpoint precision” to target the online locations where the coverage originated to achieve the highest quality response. He stated that a nationwide response on television would have attracted even more negative attention to the situation, whereas by responding through ‘The Consumerist’ blog and YouTube, the measured response would come from the mediums where the crisis originated. Then, using content analysis, rather than counting the number of comments, it measured the content of the comments to determine the effectiveness of the response (Jacques, 2009).

Principle 5: Advertising equivalencies are not a value of public relations

There is no value for negative press and advertising equivalencies can only be based on content that appears in the media (Jefferies-Fox, 2003), and McIntyre stated that one of the objectives was to get the story to disappear (Jacques, 2009).

Principle 6: Social media can and should be measured
The entire crisis, from the offending cause to the viral response, was conducted via social media. Content analysis was then used to monitor the online conversations regarding the crisis (Jacques, 2009).

Principle 7: Transparency is paramount to sound measurement

In the YouTube response from the company’s CEO, each step of the process was detailed from legal action to the activities to restore consumer trust. By giving such a detailed response, the organization was able to measure the response to each step (Jacques, 2009).
Conclusions

Research question one was concerned with social media ROI being measured using the same principles for public relations measurement and AMEC’s metric matrix. Based on Paine’s ‘Social Media Manifesto’, where steps for establishing a measurement system are detailed, the principles and matrix template are more effective in organizing a campaign and determining what to measure and how to measure it, as opposed to actually determining ROI.

In the Doritos case study, the objective was to increase brand engagement (OMD, 2008). The AMEC matrix (Appendix 5) organized the different aspects of the campaign. Based on this data, Paine’s factors require the monitoring of click-throughs, downloads, time spent interacting with a website, unique visitors, and return visitors to provide the actual data to be used to determine ROI (Paine).

In the Dell Outlet Twitter case, the objective was revenue driven and the intermediary metric was based on twitter use (Bratt, 2009). Paine states that Web analytics are to be used to measure click-throughs to a specific URL and conversion rates to actual sales (Paine). Bratt’s case study provides return metrics, but doesn’t show how AMEC’s matrix can specifically measure the returns.

The Domino’s case was centered on reputation management and the intermediary metric was based on a YouTube response (Jacques, 2009). Paine’s ‘Manifesto’ measures reputation management through content analysis that includes satisfaction metrics. The AMEC matrix (Appendix 8) doesn’t provide any specific ROI data. It only gives an organizational template detailing how to get the necessary data to measure a return.
Research question two was concerned with translating and measuring social media ROI based on advertising equivalencies. Paine stated that, when dealing with social media measurement, “advertising value is decreasing and engagement value is increasing.” (Paine) This is supported by Doritos’ figures from its ‘Crash the Super Bowl’ campaign. The organization valued its 1 billion media impressions at $30 million in advertising equivalencies (OMD, 2008). The company then valued its more than 1 million YouTube views and homepage placement at $150 million (OMD, 2008). Based on these returns, the social media engagement value was worth five times the advertising value.

The Domino’s case supports Paine’s ‘Manifesto’ statement that, “volume of impressions doesn’t count because assessing engagement is what’s important for quantifying success.” (Paine) In his PRSA interview, Tim McIntyre, Domino’s vice president of communications, detailed how the organization chose a specific audience to maximize the effect of its response. It then monitored that audience’s reaction through content analysis (Jacques, 2009). He also stated that choosing the high volume technique would have resulted in exposing a new audience to the same content Domino’s was trying to minimize (Jacques, 2009).

The third research question concerned social media’s long-term ROI. In Paine’s ‘Manifesto’, the sixth step for establishing a social media measurement system involves analyzing results and doing it again. Doritos is currently conducting the ‘Crash the Super Bowl’ campaign for the sixth year. Based on information available at crashthesuperbowl.com, a measurement matrix can be created to determine how to monitor the campaign data (Appendix 6), but does not provide any data on actual ROI.
Tim McIntyre’s statement that, after its YouTube crisis, Domino’s remains a profitable brand is the only available data regarding long-term ROI (Jacques, 2009). His statement is substantiated only by the financial reports made available on Domino’s corporate website. The AMEC matrix (Appendix 8) doesn’t provide any empirical data on what the ROI is, only how to organize the components of the campaign.

8 Dominos 2011 Q4 Financial Results found at http://phx.corporate-ir.net/phoenix.zhtml?c=135383&p=quarterlyearnings
Limitations

The research did face limitations in the available data for analysis. Each case study presented its own issues, but one that was prevalent throughout was how ROI figures were determined. Doritos valued the public relations return from its ‘Crash the Super Bowl’ campaign at $30 million, based on 1 billion media impressions (OMD, 2008). The organization did detail where the impressions occurred, but provided no data on how each one was valued, other than saying “national coverage was worth more than local.” (OMD, 2008) Consequently, there was no way to conduct a thorough audit of the returns.

There was also a limitation involving Doritos’ value of social media. It valued its return from YouTube at $150 million (OMD, 2008), but gave no explanation or basis for how that figure was determined. Without a noted basis for the social media value, the return appears to be arbitrary, especially since it’s so much greater than the media impression-based public relations return. However, it is possible to substantiate the impression-based return with an audit.

The final limitation from the Doritos campaign deals with measuring long-term ROI. OMD’s case study did not address specific details of follow-up executions of the ‘Crash the Super Bowl’ campaign, and Doritos has not made any results available concerning the total return of a campaign that has been running for six consecutive years. That data could have been evaluated to see what long-term goals and objectives might exist, and how those goals compare to short-term ones. It would have been beneficial to see if metrics such as how the value of a media impression has changed over the years, or if similar YouTube activity is still worth $150 million.
The limitations from the Dell Outlet case are due to the lack of data on how the organization determined a ‘Twitter deal.’ The company reported the campaign generating $3 million in revenue (Bratt, 2009), but gave no information concerning profit margins. While the company used URL trackers to help determine which products and offers generated the best response, Bratt’s case study offered no corporate economic data used to create an offer. It’s a question of, ‘how much money did the company expect to make on a particular product, and how did that figure into determining the percentage it could be discounted?’ Also, since the Dell Outlet campaign was initially conducted as “an experiment” (Bratt, 2009), the research is limited by not having any measurable data to evaluate how Dell may have adjusted its goals once the campaign proved successful.

The Domino’s Pizza case showed limitations due to its lack of reported revenue metrics during and immediately following the crisis. According to McIntyre (Jacques, 2009), Domino’s based the results of the campaign on view counts and content analysis of consumer opinions. The organization gave no data on sales during the crisis or in the days and weeks following, on either a national or local level. The only way to evaluate any effect on revenue is to examine the corporate quarterly reports. Unfortunately, those reports don’t provide specific data from a one-week period around Easter of 2009. While it is possible that the swift nature of the crisis and solution resulted in a minimal economic effect, not having any data limited the researcher’s ability to evaluate a return from the social media activity and the campaign as a whole.
Suggestions for Future Research

Even though the Barcelona Principles state that advertising equivalencies are not a value of public relations (IPR, 2010), the research demonstrated an opportunity to continue their examination as a measurable metric. Because earned coverage and purchased advertising exist so closely to one another, determining an equivalent value scale would be very useful as the lines between the two continue to blur. Since national broadcast coverage carries a different effect from local, and similarly with print coverage, is it possible to determine a widely accepted, broad scale for valuing earned coverage? Even if it doesn’t have a dollar value, having some type of measured value system would prove beneficial when demonstrating a successful return on a public relations campaign.

The data provided from the case studies demonstrates the potential for continued examination into the value of social media activity. The Doritos campaign showed a social media value of $150 million (OMD, 2009), but offered no explanation for how it was determined. What is the value of a ‘share’ or ‘view’, and how might that value change over time?

The Domino’s Pizza case presents research opportunities in the areas of crisis communications and social media. While there is no advertising equivalency for negative coverage (Jefferies-Fox, 2003), negative opinions and a loss of customer confidence can have a financial effect. This concept was addressed in Paine’s ‘Social Media Manifesto.’ One of the things social media can provide is cost avoidance. Paine explained, “Good relationships can limit the extent and duration of a crisis.” Research to determine a public relations value, based on crisis management efficiency, could help to
establish a system of ROI measurement to further separate the practice of public relations from advertising and marketing.
Works Cited

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AMEC. (2011). Valid metrics for PR measurement: Putting the principles into action - based on the Barcelona declaration of measurement principles. Association for the Measurement and Evaluation of Communication


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Appendix 1

AMEC Valid Metrics Framework Template (AMEC, 2011)

Valid Metrics Framework Template:
*(to see details on “How to Use the Matrix” go to slide 13)*

<table>
<thead>
<tr>
<th>Key Area of Communication</th>
<th>Awareness</th>
<th>Knowledge/Understanding</th>
<th>Interest/Consideration</th>
<th>Support/Preference</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Brand/Product Marketing, Reputation Building, Issues Advocacy/Support, Employee Engagement, Investor Relations, Crisis/Issues Management, Not-for-Profit, Social/Community Engagement)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Relations Activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intermediary Effect</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target Audience Effect</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

COMMUNICATIONS/MARKETING STAGES: ORGANIZATION/BUSINESS RESULTS
Appendix 2

Google Analytics Dashboard screenshot

9 internet-business-revolution.com
Appendix 3

Zoomerang Dashboard Screenshot

Appendix 4

Google Alerts Dashboard Screenshot\(^{11}\)

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\(^{11}\) http://www.leftbraindga.com/blog/2012/05/02/5-steps-for-staying-afloat-in-a-digital-deluge/
### Appendix 5

Doritos ‘Crash the Super Bowl’ 2007 AMEC Matrix (OMD, 2008)

<table>
<thead>
<tr>
<th>Brand/Product Marketing – Doritos ‘Crash the Super Bowl’ 2007</th>
<th>Awareness</th>
<th>Knowledge</th>
<th>Consideration</th>
<th>Preference</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>PR Activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Challenged consumers to make :30 spots</td>
<td></td>
<td>• Establish crashthesuperbowl.com</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Encourage consumer voting for the winning video</td>
<td></td>
<td>• Set up MySpace.com video page, YouTube channel, and Yahoo! site</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• $5-10 million investment</td>
<td></td>
<td>• YouTube ‘Snack Time’ banner sponsorship between 1-6p</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intermediary Effect</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• MySpace, Yahoo, YouTube, and crashthesuperbowl.com</td>
<td></td>
<td>• 1 billion media impressions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In-store and product packaging</td>
<td></td>
<td>• 20 National Print (USA Today, NY Times, WSJ, Time)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Media releases</td>
<td></td>
<td>• 88 National Broadcast (‘Today’, GMA, Fox &amp; Friends, ABC World News, CNBC, CNN)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 316 Local Print</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Over 1400 local broadcast</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 42 Trade stories</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Positive coverage as national forums enjoyed the concept and locals ‘rallied’ behind their hometown favorites</td>
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<td></td>
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</tr>
</tbody>
</table>
| Target Audience Effect | • 1,071 submissions  
  • Crashthesuperbowl.com received 2.6 million page views | • Crashthesuperbowl.com received almost 1 million unique visitors  
  • ‘Good Morning America’ segment received over 107,000 views | • Videos were viewed and voted on over 3 million times | • ‘Live the Flavor’ named winner with over 1 million views  
  • Winning ad ranked at #4 on USA Today’s ‘Super Bowl Ad Meter’  
  • Doritos sales increased 12% from same period of previous year  
  • Earned media impressions generated a PR value of $30 million in ad equiv.  
  • Winning ad received complimentary placement on YouTube’s homepage ($150 mil. value) |
## Appendix 6

Doritos ‘Crash the Super Bowl’ 2012 AMEC Matrix based on information at crashthesuperbowl.com

<table>
<thead>
<tr>
<th></th>
<th>Awareness</th>
<th>Knowledge</th>
<th>Consideration</th>
<th>Preference</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PR Activity</strong></td>
<td>• Challenge consumers to produce videos</td>
<td>• Connect crashthesuperbowl.com to Facebook</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Encourage consumer voting</td>
<td>• Offer downloadable toolkit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Encourage calls to Michael Bay</td>
<td>• Link with Michael Bay and Transformers 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Encourage people helping other submitters</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Connect crashthesuperbowl.com to Facebook</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Offer downloadable toolkit</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• Link with Michael Bay and Transformers 4</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Connect crashthesuperbowl.com to Facebook</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Offer downloadable toolkit</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• Link with Michael Bay and Transformers 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intermediary Effect</strong></td>
<td>• Facebook</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Twitter sharing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Press Releases</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Target Audience Effect</strong></td>
<td>• 29 submissions in first month</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Over 15,000 views</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• Over 3.5 million Facebook ‘Likes’</td>
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</tr>
</tbody>
</table>
## Appendix 7

Dell Outlet Twitter Campaign AMEC Matrix (Bratt, 2009)

<table>
<thead>
<tr>
<th>Dell Outlet Twitter</th>
<th>Awareness</th>
<th>Knowledge</th>
<th>Consideration</th>
<th>Preference</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PR Activity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase awareness of Outlet inventory in a cost effective manner</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Establish twitter account @DellOutlet</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intermediary Effect</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Twitter</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• URL trackers</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Target Audience Effect</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consumers will take advantage of offers and coupons available exclusively through Twitter</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
<td>&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;&gt;</td>
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<td>• Consumers will pass the offer onto members of their personal social networks</td>
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<td><strong>Action</strong></td>
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<td>• $1 million generated, exclusively from Twitter, between 6/2007 and 12/2008</td>
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## Appendix 8

**Dominos Pizza YouTube Crisis Response AMEC Matrix (Jacques, 2009)**

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<th>Awareness</th>
<th>Knowledge</th>
<th>Consideration</th>
<th>Preference</th>
<th>Action</th>
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</thead>
</table>
| **PR Activity**     | • Address vulgar videos  
                        • Change consumer understanding and conversation | >>>>>>>>>>>>>> | >>>>>>>>>>>>>> | >>>>>>>>>>>>>> |        |
| **Intermediary Effect** | • YouTube video from CEO  
                             • Establish @dpzinfo Twitter account | >>>>>>>>>>>>>> | >>>>>>>>>>>>>> | >>>>>>>>>>>>>> |        |
| **Target Audience Effect** | • View the video and understand the full nature of the situation  
                                 • Feel safe to continue consuming Dominos’ Pizza | >>>>>>>>>>>>>> | >>>>>>>>>>>>>> | >>>>>>>>>>>>>> |        |

- Within 24 hours of the response being posted, online chatter and related content had subsided back to normal levels
- Dominos remains a very profitable American pizza company
Appendix 9

Transcript of Dominos’ YouTube response

Hello, I’m Patrick Doyle, President of Dominos USA. Recently we discovered a video of two Dominos team members who thought that their acts would be a funny YouTube hoax. We sincerely apologize for this incident. We thank members of the online community who quickly alerted us and allowed us to take immediate action. Although the individuals in question claim it’s a hoax, we are taking this incredibly seriously. This was an isolated incident in Conover, N.C. The two team members have been dismissed and there are felony warrants out for their arrest. The store has been shut down and sanitized from top to bottom. There is nothing more important or sacred to us than our customers’ trust. We’re re-examining all of our hiring practices to make sure that people like this don’t make it into our stores. We have auditors across the country, in our stores, every day of the week, making sure our stores are as clean as they can possibly be, and that we’re delivering high quality food to our customers day in and day out. The independent owner of that store is reeling from the damage that this has caused, and it’s not a surprise that this has caused a lot of damage to our brand. It sickens me that the actions of two individuals could impact our great system, where 125,000 men and women work for local business owners around the U.S., and more than 60 countries around the world. We take tremendous pride in crafting delicious food that they deliver to you everyday. There are so many people who have come forward with messages of support for us, and we want to thank you for hanging in there with us as we work to regain your trust. Thank you.

http://www.youtube.com/watch?v=dem6eA7-A2I