

# Goals and Objectives Drive the Creation of Actionable KPIs

Prepared By:



---

Title:	Goals and Objectives Drive the Creation of Actionable KPIs
Prepared By:	Peder Enhorning, Unilytics Corporation
Version:	1.0
Date Created:	Friday, 23-Nov-12
Last Updated:	Friday, 23-Nov-12

---

## Table of Contents

KPI Karta® .....	3
Introduction to Key Performance Indicators .....	3
Measures.....	4
Content Interaction.....	4
Content Governance .....	5
Content Utilization.....	6
Content Organization.....	7
Search.....	7
Campaigns / Behavioural Influencing .....	9
SharePoint Subscriptions .....	9
Communication Preferences.....	10
Online Chat.....	11
Rich Media .....	11
Key Performance Indicators.....	13
KPI Organization.....	13
Class .....	13
Success Measure.....	13
Key Performance Indicators.....	14
Usability .....	14
Adoption .....	16
Performance .....	19
Strategy and Governance.....	22
Segments.....	25
Content .....	25
Content Engagement .....	26
Content Utilization.....	26
Visitor Demographics.....	27
Visitor Engagement.....	27
Appendix B – KPI Matrix.....	29

## KPI Karta®

The KPI Karta® offers a methodology to identify persons, departments and information sources for creating and supporting key performance indicators (KPI). KPI creation has always been a difficult task for many organizations and the KPI Karta has been developed as a best practice to ease the chore of KPI derivation. KPIs drawn from the KPI Karta quickly convey how a business activity is performing and how successful an overall website strategy is.

Specifically, the KPI Karta is a logical process designed to facilitate understanding between business and technology teams. The KPI Karta takes as inputs business goals and objectives from the business side and measures from the web analytics platform. From the business side it breaks down business goals and objectives into critical success factors and from the technology side it constructs metrics from the available measures. The intersection of the critical success factors and metrics are known as key performance indicators.



## Introduction to Key Performance Indicators

Web analytics delivers an overwhelming amount of information by way of reports. Much of it is fascinating but the excitement of those reports wanes over time because the information is not used to affect daily business functions. And why should it?! It's usually not relevant to the business.

Identifying what values to look for and which reports to evaluate represents the biggest single issue for organizations in obtaining real value from web analytics and the daunting array of reports. The creation of reports is often not the problem; the challenge lies in interpreting those reports and extracting the minutiae that has true meaning.

But part of the problem is that web traffic reports don't deliver much meaning as to how your site or business is doing. Much of the information can be used but it needs to be put in context and related to other data sets or over time.

Is having more visitors to your site a sign that the web site is performing well? It may or may not be. If your business goal is the increase web site traffic, then it is. But that would not typically be a goal for a site. Instead, goals should be part of your business objectives such as generating more product interest, sales or delivering better customer service. Yes, more visitors and pages viewed may be indicators that product interest is up, but perhaps your marketing campaigns are driving unqualified people to your site instead. How they convert and better still compared to last month is a much better indicator. Now include the cost of the campaigns and we get a sense of which one is best to the bottom line.

So, measuring key events over time may be more representative of site performance as it relates to your web site business goals and objectives. Since no web analytics reports directly inform if you are meeting

your goals and objectives, you need to build on the values that are given to determine if you are succeeding or not.

Key Performance Indicators (KPIs) can help us do that. Let's examine how they assist us but first we have to understand how they are arrived at and how they relate to business goals and objectives. There are five components to measuring goals and objectives, each building on the next. They are Measures, Critical Success Factors, KPIs, Metrics and Measures.

## Measures

Measures are raw numbers that in and of themselves have limited usefulness, but ultimately need to be related to each other to extract the most meaningful information possible. Measures are the lowest level of detail in the methodology and generally are not used or distributed throughout the organization.

Various measures can be identified and are organized into groups that serve a specific purpose. Each measure is listed along with a description of what the value it represents.

## Content Interaction

These measures are directly related to the viewing, usage of, or interaction with content. Some of these are somewhat complex to capture and use; however, some of the more complex measures will provide the most useful information in the long-term. In each section the measures are listed alphabetically.

- **Errors** – This measure tracks the number of errors being generated either by the web server or from browsers. The higher the error rate, the poorer the user experience. Errors reduce user experience and can be an indication of performance or capacity issues.
- **Meta Tag Values** – Standards should be implemented for meta tags on content. These meta tags will include things like “author”, “keywords”, “subject”, etc. Eventually, there should be additional meta tags like “taxonomy code” and “ontological references”. Recording the values of these meta tags as people post, view, or delete content will allow reporting on what types of content are the most active, frequent keywords, hierarchy of useful content, etc.
- **Page Render Time** – This is a measure of the time it takes for the web server to generate the user interface. The longer this measure, the longer it took to generate the content. Low values are best and high values are likely to impact staff satisfaction and productivity.
- **Personalization Actions** – Internal staff or external web visitors have some ability to customize their interface to their personal needs (i.e., personalize) within the web site. This is a measure that tracks the types of personalization visitors are using. Personalization actions might include things like “move content from this position to that position”, “insert this content on my home page”, or “remove this content.” Increased levels of personalization are a good indicator that staff are adopting the intranet and suiting it to their specific purposes.

- **Position** – All content exists in a location within the SharePoint interface. The position may be “top left”, or “center”, or “left, quick launch bar” or something similar. This measure is used in conjunction with personalization to track the location people are moving content to and/or from. When combined with Personalization Actions we can track things like “content moved from bottom right to top left” and provides insight into content staff find most useful.
- **Utilization (Add, View, Edit, Delete)** – This measure is similar to document interaction measures, but is specifically related to non-document content, such as lists, announcements, discussions, etc. The utilization will track some action taken; such as “add”, “view”, “edit”, and “delete”; and what content was interacted with. Accumulating this measure will provide insights like “most active discussion topic” or “list item with the most edits.”
- **Web Parts (Add, View, Edit, Delete)** – SharePoint created the term “web part” to refer to small sections of content within the user interface. Other technologies use the term “portlets” to refer to the same thing. This measure is similar to “Utilization”, which was just described, but refers to whole sections of content. This measure will provide information like “most edited announcements” or “most viewed calendar”.

## Content Governance

Governance is the standardization of process among people with a common goal. In this case, the common goal is highly useful, quickly adopted, easy to find intranet content. The following list contains key content governance activities, but is not comprehensive. SharePoint offers an extensive list of actions that can be tracked, but only common, important actions are described below. Note, it is important to remember that the following list is listed alphabetically and not in order of the actual process.

- **Approvals** – When content has gone through the review and revision process and is deemed ready for public consumption it is approved. Tracking this number will provide information on who is approving content and what content is being approved.
- **Check-Ins** – When staff finish making changes to content they submit it back to SharePoint for long-term storage. This measure tracks who is checking in content and what content they have been modifying.
- **Check-Outs** – When a user is ready to make changes to content they lock it so nobody else can modify it. This measure tracks who is locking content for modification and what content they are preparing to modify.
- **Deletes** – As content stops being useful it is completely removed from SharePoint altogether. Tracking this measure will record what content was removed and who removed it.
- **Publishes** – Once content has been approved and is being made available to staff it is published. Tracking this measure provides information on what content has been released to staff and who released it.
- **Submissions** – After a user modifies content and believes it is ready for publishing they forward it to an editor for review. This measure provides information on which content was sent for review and who sent it.

- **Undo Check-Outs** – If a user determines their changes should not be submitted for review and wants to revert back to the current approved version they can release their lock on the document. This measure tracks what content is being reverted and who is releasing it.
- **Unpublishes** – If a document has already been released to staff, but is subsequently found to need revision, it can be taken down from public view. Tracking this measure will provide information on how many times content had to be taken down and who took it down.

## Content Utilization

Measures in this group are all related to what people do *about* content. It is different than the actual content interaction listed previously in this section. Another way to understand the difference between the two: content interaction would be publishing new content and content use would be commenting about the newly published content.

- **Alert Subscriptions** – SharePoint provides the ability for staff to subscribe to content, such as lists, document libraries, etc. This measure records the action when staff clicks “Alert Me” as well as recording which SharePoint content is being subscribed to. The accumulation of this measure will indicate which SharePoint content is deemed most useful or important by intranet staff.
- **Comments** – When staff members choose to discuss content, whether to agree, disagree, promote, or reference content they can submit their comments. This measure, when aggregated, will highlight content that results in the most dialogue among staff, but can also be used to detail which staff are making comments. Staff members making the most comments are sometimes candidates for content champions, or those who care the most about intranet content.
- **Downloads** – This action is specific to documents and consists of staff downloading a copy to their computer. This measure records who downloaded the document and which document it was. In aggregate this information will indicate the most useful documents or forms throughout the intranet.
- **Favourites** – Some SharePoint websites enable a feature to allow staff to mark content as their favourite. Once content is marked as a favourite it automatically shows up in easily accessible “favourites” lists. Tracking this measure will show which content staff view as their favourite and which staff are using the “favourites” feature.
- **Forwards** – Some staff will recognize the usefulness of content to other staff and send notice to them. The process of sending content references to other staff provides insight into which staff members are forwarding to other staff and which content they believe useful to the other party. In aggregate this information is sometimes used to create cross-references for content that is forwarded between teams.
- **Likes** – A new feature in SharePoint is the ability to “like” content. When staff mark content with a “like” indicator they are showing approval of the content. Content with a high like rating indicates it is useful to larger groups of staff.

- **Prints** – This measure tracks which content staff are printing to hard copy for reference or further use. Often times this will be forms that must be filled out or signed. High volumes of printing may indicate forms that might be better served as an online form.
- **Ratings** – SharePoint provides a feature where staff can rate content. Often this is a scale of one to five, where five is “excellent content” and one is “poor content.” Rating serves a few different purposes, including the most and least useful content and those staff that spend the most time reviewing content for usefulness. Ratings then help other staff focus on the highest rated content first. This measure tracks the content that was rated, what rating they assigned, and who rated it.
- **Send To Mails** – Some staff may choose to send content to internal or external staff, via e-mail, as an attachment. Tracking this activity will allow reporting on what content is being sent out, by whom, and to whom.

## Content Organization

Measures in this section are specific to the organization of content throughout the intranet. Specifically, measures in this section are related to the taxonomy, or system of classification of ideas and content, in this case. If there is no formal taxonomy in place it is highly recommended that work begin in defining a formal taxonomy.

- **Breadcrumbs** – SharePoint displays the current location within the site as a hierarchy of content, called a breadcrumb. Breadcrumbs do not indicate the “path” taken to get there, but the location of the content in the overall site hierarchy. Analysis of breadcrumbs in aggregate provides information on content that is most used and in which location in the site hierarchy. This can provide insight into the same content located in multiple spots in the intranet.
- **Cross-References Requests** – An action along these lines indicates staff members believe content should be listed in an additional location. For example, a document might be listed in the “Forms” document library in the Human Resources sub-site, but should also be listed in the “Documents for New Employees” document library in the Information Services sub-site. Tracking this measure will provide an indication of content that is related to each other. A high number of cross-references might also indicate that content is not in the best location for staff to find it. Tracking cross-references would provide information on which content is in question, where it is currently located and where staff believes it should be located.
- **Reclassifications Requests** – A reclassification request is similar to a cross-reference, except that in this case staff believes the content is in the wrong location altogether. A high number of reclassification requests would indicate that content is located incorrectly and should be moved.

## Search

Measures in this section are related to searching and search results. In an ideal world all content would be easily found using logical organization of information and not require searching for it. However this is almost never the case. The following measures provide data on how search is being used and if results are being used.

- **Result Pages Viewed** – This is a measure of how many search result pages were viewed by staff. In most situations staff will rarely go beyond the first page or two of search results. Indeed, most search results are used in the top few positions of the first page. Capturing this measure will allow reporting on which search terms result in the most pages being searched. This can be used to identify search terms where useful results aren't being found.
- **Results Unused** – This is a useful, but somewhat complex number to capture. This measure reports any search results that aren't used. For example, if a search term results in five links to documents, but staff only clicks the second link, then the first, third, fourth, and fifth links were unused results. This number is not very useful at a detailed level, but very useful with high utilization and aggregation. When summarized this will allow for reporting on search results, by search term that are rarely found useful. This may be an indicator of stale or outdated content.
- **Results Used** – As would be expected, this measure is the opposite of "Results Unused" and identifies which search results are most often clicked. The higher the count of this measure the more the result is found useful. The highest search result counts are often candidates for "best bet" search results. Best bet search results are often highlighted in some way to indicate to staff the search result is highly used and should be focused on.
- **Search Refinements** – Search refinement is the act of searching within existing results or adding additional terms to a search term to produce more targeted results. An example of search refinement is a sequence of searches progressing as follows: "benefits", "benefits form", and finally "benefits form 2011" at which time staff clicked a result and left. In this case the sequence indicates that the original search was trying to find the current year's benefits form. This information makes it possible to add search cross-references or expanded searches. In which case the next staff member to search for "benefits" might see a "best bet" result with a link to the current year's benefits form. This saves the staff member time by getting them to the desired content much faster.
- **Search Result Count** – This measure is the number of results returned to staff. If there are too many search results it is unlikely staff will even see the results. Searches where the search result count is high and the results pages viewed are high indicate poor performing search results. This is also a high indication of lost productivity for staff. As a result, this information can be used to focus attention on to greatly increase productivity for particular search terms.
- **Search Result Type** – In more advanced search features organizations provide multiple types of search results. Examples of search result types include: "organic", which are natural results based only on the search terms themselves; "best bets", which are often based on the type of search being executed; "thesaurus searches", which are frequently synonyms of search terms, such as adding "contract" to the list of search results when "legal document" was entered; "team results" and "role searches", which are results specific to the teams that a person is on or the role(s) that they have within the organization.
- **Search Scope** – SharePoint allows administrators to define search scopes, which help staff focus on smaller result sets. For example, a search scope could be "forms", and if staff searched for "direct deposit" within this scope they would see only relevant forms, not documents about the

process itself. Search scope is frequently combined with other search measures to provide an indication of the most and least used search scopes.

- **Search Term** – The actual words entered when the staff member performed the search. This allows for reporting on the search terms most frequently appearing, which is often an indicator of content that isn't easily found through existing information organization.
- **Searches** – The most basic measure of findability is searches, which is the execution of a search based on the entered search terms. The higher the number of searches being executed the less findable content is.

## Campaigns / Behavioural Influencing

“Campaigns” is a general term used in web analytics that refers to the effort to alter visitor behaviour. This can include traditional campaign activities, such as banner ads, or e-mail marketing, but can also encompass any action taken to get staff to do, or not do something. In an intranet setting this is still relevant. Companies often want staff to utilize new features, download forms, participate in team sites, or be aware of upcoming events, for example. Any efforts undertaken along these lines are still tracked as “campaigns” in web analytics software.

- **Conversions** – Some campaigns have a specific activity or action they want staff to execute. When staff members complete the desired action this is called a conversion. A conversion can be anything from downloading a form, to creating a profile page, to participating in a discussion. If the user completes the action a conversion is recorded. The most successful campaigns will have the highest conversion count compared to the number of people in the target audience.
- **Visitors** – This measure is the same used throughout web analytics. In the context of a campaign this measure is the number of people the campaign reached and brought to the site.
- **Visits** – This is also a basic measure in web analytics. In the context of a campaign this measure is the number of times that a campaign brings staff to the intranet. Some campaigns have a goal of a single visit with a single conversion, while others are intended to bring staff back many times. In the latter case, this measure becomes an indicator of how successful the campaign was.

## SharePoint Subscriptions

SharePoint offers a number of ways for receiving site content via subscription. One of those subscription mechanisms is RSS, or “really simple syndication”. Staff can review content and decide to subscribe to the information source and receive regular updates as new content is released. Another subscription mechanism SharePoint offers is document library linking, which allows document libraries to be added as folders inside Microsoft Outlook. Measures in this section indicate when and how this content is subscribed to.

- **Document Library Links** – SharePoint provides the ability to link document libraries into Microsoft Outlook. When this is set up, any documents in the library are available from inside Outlook. While the activity from inside Outlook cannot be tracked, the connection of Outlook to

the intranet can be tracked. This KPI shows the number of times staff has set this up and provides an indicator of the popularity of this feature and the content.

- **RSS Article Requests** – An article request is the act of staff clicking on an article summary to receive the full text. This is a measure of interest. Articles with the highest counts indicate the highest interest. This measure is taken along with the article title to facilitate reporting of which articles have the highest interest.
- **RSS Feed Reads** – A feed read is a request for an update on the current contents of a subscription. Feed reads can sometimes be automatically updated, so this measure isn't always the best indicator of interest, but when combined with article reads this measure provides an indication of the relative volume of "interesting content" in the feed.
- **RSS Subscriptions** – When staff review a feed's content and determine that it is of sufficient interest they can subscribe to it, which allows them to get automated updates when content changes. Subscriptions are a measure of interest in a given feed. They are also a measure of how involved staff is in overall site content accessible from RSS feeds.

## Communication Preferences

The measures in this group are all related to the various methods staff utilize when communicating with each other. The following list is not comprehensive, but based on frequently used types of communications. Another note on communication preferences... comparing these measures to each other will facilitate an understanding of the preferred methods of communicating with each other via the intranet.

- **Blog Reads** – If staff is allowed to write internal blogs in their profile page recording blog reads should be implemented. This allows for the tracking of which staff members produce the most read blogs, and which staff members are reading them.
- **Blog Writes** – This measure records the number of blogs being written. This measure can be configured to record the title of the blog and the author.
- **Chats** – During conversations with several team members it is possible that a live chat feature will be made available to intranet staff. If the live chat feature is enabled, then this measure records the number of chat sessions that were initiated. This measure would provide an indicator of the adoption rate of the chat feature.
- **Comment** – SharePoint allows staff to comment on content. This measure records the number of comments posted on content. Accumulations of this measure would indicate content generating the most conversation, or "buzz", as well as those staff posting the most comments.
- **E-Mail** – As noted previously, SharePoint allows staff to e-mail content. This measure records the number of times staff utilize this feature.
- **Forum Post** – Many intranets end up implementing some form of forum functionality. Forums allow staff to have interactive conversations with each other. Later in this document there are recommendations for intranet sites and one of those is to set up forum functionality. If forum capabilities are included on the intranet this measure will record the volume of activity in adding to the various forum conversations.

- **Rich Media** – This measure includes a variety of media types, including audio, video, Flash, Silverlight, etc. Some organizations choose to combine all rich media types into a single measure, while others divide the down into the individual media types. More detailed information on types of rich media content used and details of that media are discussed in an upcoming section entitled “Rich Media.”
- **RSS** – A previous section gave detailed usage of RSS activity. This measure records the overall activity of staff making use of RSS feed content, regardless whether it is a feed read, activity read, subscribe, etc.

## Online Chat

As noted previously, there was discussion of a live chat feature on the intranet. Measures in this section are designed to drill down into much more detail on who is using chat, for what purpose, for how long, etc. These measures are a small set of the possible measures, but provide a good start.

- **Incident Code** – This is the same measure described in the “Error! Reference source not found.” section listed previously. In this case the incident code is determined by the chat responder and indicates the purpose of the chat session. This measure provides the same information noted previously.
- **Requestor** – This is the person initiating the chat session. This measure in aggregate will indicate staff adoption of the chat feature and any individuals utilizing chat the most.
- **Responder** – The person that responds to the chat request. This measure will indicate staff members responding to chat requests most frequently.
- **Session** – This measures the number of time chats are initiated. This number will provide an indication of the level of adoption of the feature.
- **Session Length** – The total time the chat took from beginning to end is recorded as session length. Reviewing session length over time will provide insight into whether issues are being responded to more quickly or more slowly.

## Rich Media

There are a wide variety of media types that are used by organizations with intranets. Each media type has its own set of measures, but the following list presents some basic measures that are a good start in measuring rich media consumption. In intranet settings audio and video media are frequently used for executive addresses, annual corporate reviews, etc.

- **Bit Rate** – This is a measure for audio files and the relative quality of the audio file. This can be used to determine the sound quality staff prefer, assuming multiple sound qualities are provided.
- **Completes** – This measure applies to video and indicates the number of times a video was completed. Videos with the highest number of completes are an indication of videos with the highest interest. Video completion is not always the best measure of interest, but in an intranet setting it is a good measure to use.

- **Length** – This measure applies to both video and audio and indicates total length of the work. Taking total length and progress provides a measure of total viewing/listening time.
- **Progress** – This measure generally applies to video, although it can apply to audio as well. As staff progress through video a “tick” is recorded at intervals. These intervals can be as granular as every 10% (or even lower), or as coarse as every 25% (or higher). The exact percentage needs to be a balance between too much data and too little.
- **Rating** – Many rich media interfaces allow staff to rate the media content. This is a similar rating system discussed earlier in this section and would report the quality of the media from the staff perspective.
- **Starts** – This measure is most often applied to video, although it is relevant to audio as well. This measure records that the video was started. A high number of starts without matching completes indicates staff are not making it all the way through the video. Further analysis of low completion videos often provides a focus for improving future video production.

## Key Performance Indicators

The measures listed in the previous section are the basic building blocks of all the numbers presented in this section. The measures themselves are rarely reported as they don't provide the necessary context to objectively interpret the numbers. Combining the measures together into metrics provides the appropriate context for distribution throughout the organization. Those metrics that measure against specific intranet project goals are the KPIs described in this section.

## KPI Organization

There are a large number of KPIs that relate to a variety of goals. The KPIs are presented in this section and organized based on a KPI class and then the success measure. The term "KPI class" is an arbitrary term that aligns with the general classifications listed in section 1.3 of the strategic alignment document. The success measure aligns with those success measures listed in section 1.2 of the same strategic alignment document.

### Class

The four entries in the strategic alignment document, section 1.3, figure 2, are large, over-arching, groups of KPIs and not KPIs in and of themselves. They are useful in structuring the true KPIs that have been identified. The meaning of each KPI class is described in this section.

- **Usability** – This class of KPIs revolves around how well designed and usable the Intranet is from the standpoint of design, content, navigation, and tools. It asks the basic question "how satisfied are the intranet users?"
- **Adoption** – KPIs in this class are related to the effectiveness of the Intranet as a communication channel and as a corporate culture builder.
- **Performance** – This class consists of KPIs to determine the general level of use, performance of the site, IS resource maintenance and value.
- **Strategy and Governance** – This class deals with questions on how well the organization leads and manages the Intranet site.

### Success Measure

The success measures were pre-defined in regard to this engagement and are the culmination of substantial planning and strategy by various teams.

- **Increased Engagement** – This success measure is based on the goal of supporting corporate culture and communities. KPIs in this group are all related to measuring adoption of the intranet and cultural influence and the facilitation of culture the intranet provides.
- **Increased Productivity** – This success measure is based on the goal of promoting innovation in process. KPIs in this group evaluate the impact the intranet has on improving staff member's productivity.

- **Communication Optimization** – This success measure is based on the goal of enhancing staff collaboration and facilitating the communications between staff members. KPIs in this group all revolve around measuring how well the intranet increases collaboration between staff and teams as well its ability to ease various channels of communication.
- **Process Optimization** – This success measure is based on the goal of becoming a business enabler and fostering greater knowledge sharing between teams. All KPIs in this group deal with evaluating how well the intranet improves internal processes.

## Key Performance Indicators

Now that the organization of the KPIs has been presented we move on to the KPIs themselves. These KPIs were the result of all the input received from various teams, project documents, etc. Each section repeats the description from the “KPI Organization” section for quicker reference and understanding.

### Usability

This class of KPIs revolves around how well designed and usable the Intranet is from the standpoint of design, content, navigation, and tools. It asks the basic question “how satisfied are the intranet users?”

### Increased Engagement

This success measure is based on the goal of supporting corporate culture and communities. KPIs in this group are all related to measuring adoption of the intranet and cultural influence and the facilitation of culture the intranet provides.

- **Average "Likes" per Item** – This KPI is calculated on all content where the “like” feature is enabled. This metric indicates the relative volume of overall staff that likes the content. The higher the rating, the more useful the content. This KPI is calculated by dividing the total “likes” content has by the total number of staff the content is available to.
- **Highest Rated Content by Team** – For intranet where content rating is enabled, this KPI breaks down most useful or most relevant content by team. When reviewing this metric, organizations will sometimes find content that is relevant to teams outside of where the content was posted. For example, if a particular list is located in the Marketing team’s sub-site, but is highly rated by Public Relations (PR), it is possible the content might be better suited to the PR team’s sub-site. This metric is calculated by grouping ratings by the team that the rater was part of and then ordering them by highest overall score within the team.
- **Rate of Personalization** – This KPI answers the question, “How many staff members are personalizing their intranet experience?” The higher this rate the more engaged staff members are in the intranet experience. Viewed over time this KPI will show whether staff members are becoming more engaged in their intranet experience. This metric is calculated by dividing the number of staff members that have personalized their intranet interface by the total staff.

### Increased Productivity

This success measure is based on the goal of promoting innovation in process. KPIs in this group evaluate the impact the intranet has on improving staff member’s productivity.

- **Average Searches Executed per Visit** – This KPI provides an indication of how often staff has to use the search feature. As noted previously, the preference is for everyone to find their content using the basic intranet hierarchy. If this becomes difficult then search tends to get used. This metric captures information on how often staff use the search feature during each visit to the intranet. Multiple searches in a single visit are each counted. The metric is calculated by dividing the total number of searches by the total number of visits.
- **Average Refinements per Search** – The concept of refinement was described in a prior section. This KPI relates search refinements to searches. A high number of refinements per search indicate staff is having difficulty selecting the correct search terms to locate what they need. This metric is calculated by dividing the number of search refinements by the number of searches.
- **Percentage of Searches with Unused Results** – A search where no results were clicked is an indicator of lost productivity. The higher the ratio of unused search results to searches the higher the indication of poor results and lost productivity. This metric is calculated by dividing the number of searches where no results were used by the total number of searches.
- **Ratio of Home Page Personalization Activities to Visits** – Once personalization capabilities are added to the intranet this KPI will provide an indication of how often the feature is used in relation to the number of time staff use the intranet. If this number increases then it indicates staff members are finding more reasons to customize their intranet experience to their needs. Instead of a “one time” measure like “Ratio of Personalization”, this KPI continues to measure ongoing personalization actions.
- **Top Exit Pages** – This is a standard web analytics metric that captures the pages where people most frequently leave the intranet. Pages that rank high in this list are frequently causing people to leave. This may not be an indication of a problem, but it frequently bears closer inspection.
- **Top Paths from Visit Entry** – This is also a standard web analytics metric. Top paths are considered behavioural reporting as it identifies which specific sequence of pages (i.e., paths) was followed by staff most frequently. Reviewing this information provides insight into optimal, or sub-optimal, steps taken to get to key content.

### *Communication Optimization*

This success measure is based on the goal of enhancing staff collaboration and facilitating the communications between staff members. KPIs in this group all revolve around measuring how well the intranet increases collaboration between staff and teams as well its ability to ease various channels of communication.

- **Average Comments per Item** – As noted previously, SharePoint can be configured to allow comments on content. This KPI tracks the relative number of times that comments were posted on any given item. A high number indicates content that is generating a lot of conversation about it. The number is calculated by dividing the total comments submitted by the content items where comments are allowed. Comparing the comments on any single content item against the average comments per item will highlight the content with the most “buzz”.

- **Campaign Performance by Campaign Hierarchy** – Campaigns were described earlier in this document as behavioural targeting. Campaigns can be organized into a hierarchy of communication methods, media types, channels, etc. Analyzing campaigns based on how well they cause staff to behave as desired directs future efforts to the most productive methods. For example, if e-mail works well at getting people to view the CEO’s quarterly review video, then it should continue to be used going forward.
- **Top Campaigns Driving New Visitors** – This metric determines which campaigns did the best at bringing in new visitors. In intranets this metric is only useful if the adoption rate is not high. For organizations that have high adoption rates this metric tends to be very low and has a small number of data points. As a result it is statistically insignificant in high adoption environments.

### Process Optimization

This success measure is based on the goal of becoming a business enabler and fostering greater knowledge sharing between teams. All KPIs in this group deal with evaluating how well the intranet improves internal processes.

- **Average Cross-Reference Requests per Visit** – Cross-references were described in the prior section on measures. This KPI describes the volume of taxonomy changes compared to the number of visits by staff. The higher this number the more time staff spends linking content to other areas of the site. A high average would be expected for a new intranet, but in a more mature intranet this is a sign of issues happening in content organization. This metric is calculated by dividing the total number of cross-reference requests by the number of visits.
- **Change Requests Submitted by Site** – A good governance model for intranets generally includes some mechanism for submitting requests for changes to structure or content. These change requests are received, reviewed, and either implemented or denied. This KPI tracks which sites are generating the most change requests. Sites with high change requests may either indicate poor content structure or features in the site, or heavily used sites. Reviewing this KPI along with other findability metrics should determine which case is more accurate.
- **Content with Most Cross-Reference Requests by Team** – This metric is an extension of the “Average Cross-Reference Requests per Visit” KPI. The difference is that this KPI identifies the content that most frequently causes cross-references for various teams. This can provide clues to better organization of content.
- **Most Searches Used by Search Result Type** – The concept of “search result types” was described earlier in the measures section of this document. This breaks down which search results were used by the various types of results. This provides information such as, “Which results work best in thesaurus searches?” or “Which results work best in role-based search results?”

### Adoption

KPIs in this class are related to the effectiveness of the Intranet as a communication channel and as a corporate culture builder.

## Increased Engagement

This success measure is based on the goal of supporting corporate culture and communities. KPIs in this group are all related to measuring adoption of the intranet and cultural influence and the facilitation of culture the intranet provides.

- **Average List Subscriptions per User** – This KPI helps highlight staff that have subscribed to the most intranet content. As described earlier in the measures section of this document, a subscription indicates high interest in the content. Comparing individual staff member subscription counts to the average subscription count will identify those most engaged with the content. This metric is calculated by dividing the total list subscriptions by the number of staff members.
- **Average Visit Duration by Team** – The average length of time spent by teams when accessing the intranet is the purpose of this KPI. The higher the KPI is the longer teams are taking on the intranet. In some cases this can be a sign of good adoption, while in other cases this can indicate poor productivity. Comparing this KPI with search-related KPIs can assist in understanding which case is more accurate.
- **Distribution of Forum Responder Expertise** – More mature forums often classify contributors into levels of contribution and expertise, ranging from “new” to “power contributor” to “heavy contributor.” The exact classifications vary from forum to forum, but the concept remains the same. This KPI describes the relative numbers of contributors based on the classification. As a forum matures more and more forum members will move up through the classification levels.
- **Most Active Documents by Team** – Intranets tend to make heavy use of document libraries in SharePoint. This KPI identifies the documents most used by the various teams. This can provide insight into what documents are, or are not, most heavily used.
- **Percent of Communications Via Intranet** – For most organizations with intranets it is more productive and less costly to communicate with staff via the intranet. For example, setting up a special link to new Human Resource policies instead of e-mailing them out. This KPI tracks the relative volume of these intranet-based staff communications to the total number sent through all methods. A high percentage in this KPI indicates the majority of communications are being issued through the intranet. This metric is calculated by dividing the number of communications distributed through the intranet by the total communications sent via all methods.
- **Ratio of Content Rejections to Approvals** – This KPI helps determine the relative quality of first-pass content being generated. If a high amount of content is rejected then editors are spending more time reviewing and rejecting content, and submitters are doing a lot more rewriting. This KPI helps identify productivity. The metric is calculated by dividing the total number of content rejections by the total number of content approvals. The closer this ratio is to one, or greater than one, the worse the content being processed. The closer the ratio is to zero the better the content.
- **Visitors by Number of Visits** – This is a basic web analytics KPI that describes the number of times staff has accessed the intranet over a given period. The higher this number the more frequently the intranet is being used. This information can even be broken down to show which staff use the intranet the most, or the least.

### *Increased Productivity*

This success measure is based on the goal of promoting innovation in process. KPIs in this group evaluate the impact the intranet has on improving staff member's productivity.

- **Most Active Sites/Sub-Sites** – This KPI breaks total activity down by sites and sub-sites. This is another metric to help determine which content on the intranet is most, or least useful. This metric, unlike other rolls the activity up to higher levels of SharePoint content and gives more of a global view of overall intranet activity.
- **Most Frequent Searches by Search Scope** – Breaking search terms down by the scope they were searched for is the purpose of this KPI. This KPI can be used to determine if staff are correctly using, or optimally using, the search feature. For example, if they are searching for “benefits form”, but not using the “Company Forms” scope, there may be opportunities for staff training.

### *Communication Optimization*

This success measure is based on the goal of enhancing staff collaboration and facilitating the communications between staff members. KPIs in this group all revolve around measuring how well the intranet increases collaboration between staff and teams as well its ability to ease various channels of communication.

- **Average Blog Subscriptions per User** – If the organization plans to allow staff to produce blogs then additional metrics related to blogging are required. This metric provides the relative number of blogs that staff members have subscribed to. The higher this value the more interest there is in staff blogs. This metric is calculated by dividing the total number of blog subscriptions by the number of staff.
- **Distribution of Rich Media Utilization by Media Type** – This KPI assembles the various rich media types together for comparison. The higher the utilization the more preference staff has for that particular media type. This metric is calculated by dividing each media type's utilization by total utilization. The term “utilization” differs by media type and should be based on a measure of use relevant to the media. For example, for video this could be “plays” or “starts”, for Flash, this could be “clicks”.
- **Ratio of Video Starts to Video Completes** – This ratio highlights how often staff complete videos posted on the intranet. If all videos were 100% useful and applicable then video completions would be equal to video starts, meaning everyone that started watching a video completed it. The higher this ratio the more frequently viewers complete the video. The metric is calculated by dividing the video completions to video starts. It can be expressed as a percentage or a ratio.

### *Process Optimization*

This success measure is based on the goal of becoming a business enabler and fostering greater knowledge sharing between teams. All KPIs in this group deal with evaluating how well the intranet improves internal processes.

- **Average RSS Feed Article Reads** – This KPI shows the average amount of RSS articles being requested. As described earlier in the measures section of this document, RSS article reads are

an expression of interest in intranet content. This KPI is generally used to compare time periods to each other to determine if RSS activity is increasing or not. If the average is increasing then interest in the feature is also increasing.

- **Conversion Rate by Transaction/Process** – Conversions were described earlier in “) Page | 29
- “. This KPI summarizes the overall completion rates by their related transaction. The most successful transactions can be highlighted, while under-performing transactions can be focused on for improvement. This KPI is calculated by dividing the total transactions that were completed by the total number that were started.
- **Searches Resulting in Highest Result Count** – This KPI facilitates focus on least productive search results, which are generally those with excessive search results. This information is even more useful when comparing this information with searches resulting in unused search results.

### Performance

This class consists of KPIs to determine the general level of use, performance of the site, IS resource maintenance and value.

### Increased Engagement

This success measure is based on the goal of supporting corporate culture and communities. KPIs in this group are all related to measuring adoption of the intranet and cultural influence and the facilitation of culture the intranet provides.

- **Average Page Views per Visit** – This is a basic web analytics KPI that describes the number of pages that were looked at, on average, across all visits to the site. The higher this KPI is the more content is being consumed when staff visits the intranet. This metric is calculated by dividing the number of pages views by the number of visits.
- **Average Time Spent by Site/Sub-Site** – This KPI provides information on how long staff spends on the various sites and sub-sites within the intranet. The higher this number the more time being spent. Comparing the average time spent across sites and sub-sites will detail most and least used sites, based on total content viewing time. This will help highlight sites that may not have high numbers of page views, but do have high viewing times. This would indicate content that requires a lot more reading or interaction time.
- **Distribution of Live Chat Incident Codes** – Incident codes were discussed previously in “)P a g e | 29
- “. This KPI tracks the relative volume of chat sessions based on the reason for the chat, or incident code. The higher incident codes may be good candidates for procedure documentation, training, or some other form of organizational knowledge transfer.
- **Most Active Breadcrumbs by Role** – Breadcrumbs were described in the measures section. This KPI rolls up data by the role of the staff member. This provides answers to questions like, “What content do managers use most frequently?” or “Which of two form library locations are most often used by office managers?”

- **Most Viewed Web Parts** – Web parts were described earlier in the measures. This KPI accumulates the total number of times these web parts were displayed to staff. This provides detail on web parts that are, or are not, being displayed. Web parts low on this list may be candidates for removal or for enhancement to make them more accessible.
- **Top Visitors by Team** – This KPI will list the individual staff members that access the intranet the most based on the team they are on. This provides insight into staff members that are most involved in the intranet. Some organizations then assign these most active team members as “champions” of the intranet that promote increasing usage throughout their team.

### *Increased Productivity*

This success measure is based on the goal of promoting innovation in process. KPIs in this group evaluate the impact the intranet has on improving staff member’s productivity.

- **Average Length of Live Chat Session by Responder** – This KPI is designed to capture any large variances in chat response times for specific responders. Responders that have excessively long chat sessions, on average, may benefit from additional training.
- **Average Page Render Time** – This KPI provides information on the user experience when using the intranet. The total time taken to generate all instances of a page are added up and divided by the number of times the page was rendered. This provides a view into the average experience of users when viewing the page. When pages are compared against each other the longest average render times are pages those that might require some tuning to get them to run faster, thus improving staff productivity and their user experience.
- **Client Error Rate** – Client errors (or HTTP 400 series errors) are not necessarily as problematic from a user-experience perspective, but can still cause some usability issues. Observing this KPI can identify pages that have invalid references to images, style sheets, JavaScript, etc. This metric is calculated by dividing the total number of hits by the number of hits that resulted in an error. This number should be as close to zero as possible.
- **Most Productive Marketing Program Campaigns** – Campaigns were described earlier in the “Measures” section. This KPI is specific to the hierarchical version of campaign tracking in Webtrends. This KPI summarizes intranet activity that results from campaign efforts and aggregates it up to the level of the “Marketing Program”. This allows comparison of general marketing efforts to determine which are most effective.
- **Most Used Web Parts** – This KPI is similar to “Most Viewed Web Parts”, but is different in that it takes into account which web parts actually get used, or clicked on. Comparing web parts viewed and web parts used will provide an indication of how useful content is to staff.
- **Server Error Rate** – Errors of any type are a problem for staff productivity, especially server errors. These are errors that generally interrupt the entire user-interface and make staff productivity suffer. This metric is calculated by dividing the total number of server errors (or HTTP 500 series errors) by the total number of pages served by SharePoint. In a perfectly running site this KPI should remain at zero.

### *Communication Optimization*

This success measure is based on the goal of enhancing staff collaboration and facilitating the communications between staff members. KPIs in this group all revolve around measuring how well the intranet increases collaboration between staff and teams as well its ability to ease various channels of communication.

- **% of New vs. Returning Visitors** – This is a basic web analytics metric that indicates the ratio of staff that have never visited the intranet versus those that have used it before. In high-adoption situations the percentage of new visitors will be low, but can still be used to see how many new staff members are using the intranet. In low-adoption situations this number will show how well efforts are working to bring staff onto the intranet. This metric consists of two calculations. The first is calculated by dividing the number of visitors that have never been seen before by the total number of visitors. The second metric is calculated by dividing the number of visitors that have been seen before by the total number of visitors.
- **Most Frequently Viewed Documents by Document Format** – There are a variety of document formats in most intranets. This KPI groups document activity by the document format (e.g., PDF, DOC, XLS, etc.). This will help identify most and least used types of documents.
- **Pages with Highest Bounce Rates** – Bounce rate is determined by the number of times a page was the only page viewed during a visit divided by the total times it was visited. Bounce rate is generally considered a sign of less useful content. Pages with the highest bounce rate should be reviewed for content improvement. There may be some pages that would expect to see “bounce rate” behaviour, such as company directories or cafeteria lunch menus.
- **Ratio of Support Calls to Support Chats** – If support is offered through both phone and live chat channels this KPI will help determine the relative usage of each. Many organizations try to steer staff toward chat. If the organization follows this trend this metric will be particularly useful in determining the adoption rate of live chat.
- **Ratio of Videos Achieving (25%, 50%, 75%, 100%)** – Videos are frequently tracked by how far through they were played. Generally the tracking is set up to record progress through at specific intervals, such as 25%, 50%, 75%, or all the way to 100% complete. This KPI will help identify which videos contain the most useful information and are being watched through to conclusion. This metric is calculated by dividing the number of videos that achieved each progress milestone by the total number of videos that were started.

### *Process Optimization*

This success measure is based on the goal of becoming a business enabler and fostering greater knowledge sharing between teams. All KPIs in this group deal with evaluating how well the intranet improves internal processes.

- **External Destination Links by Site/Sub-Site** – This KPI tracks any links that staff use that go to external websites. This is then subdivided into the site/sub-site where the link exists. This will provide information on how active links are to external vendor sites, even to the organization’s own public website.

- **Pages Generating Most "Contact Us" Views** – Pages that lead to the “contact us” page are often an indicator that the content is confusing, hard to find, or has errors in it. This KPI is mainly related to the external website, although it might be relevant to the intranet as well.
- **Top External Destination Links** – This KPI is the inverse of the previous KPI, however it applies to both the website and the intranet. In this case the activity being tracked is that from the site to an external site. For example, on the intranet, links to supplemental health insurance providers or industry information sources. This metric ranks the relative volume of traffic that left the organization’s web property and went to the external site.
- **Top Referring Affiliates** – This is another KPI that is mainly intended for the external website. Affiliates are organizations with some formal relationship with the organization. This metric tracks the highest levels of activity generated by affiliates.

### Strategy and Governance

This class deals with questions on how well the organization leads and manages the Intranet site.

### Increased Engagement

This success measure is based on the goal of supporting corporate culture and communities. KPIs in this group are all related to measuring adoption of the intranet and cultural influence and the facilitation of culture the intranet provides.

- **Highest Volume Content Publishers** – This KPI is designed to highlight those staff members that produce the most content for the intranet. If the organization is preparing a distributed content management structure then recording staff members that produce content is generally necessary. This metric allows for comparison of content managers and content producers relative activity levels.

### Increased Productivity

This success measure is based on the goal of promoting innovation in process. KPIs in this group evaluate the impact the intranet has on improving staff member’s productivity.

- **Access Requests by Team** – SharePoint provides the ability for staff to request access to sites they do not have permission to see. This KPI tracks the number of access requests based on the team they are part of. If specific teams have a high rate of access requests to a site it may indicate the site should be a default site assignment for that team.
- **Average Length of Document Synopsis** – One meta tag that gets set up in most intranets is the document synopsis. This is a summary of the contents of the document. If a synopsis is too short it is less useful to searchers. This KPI is designed to track the average length of synopsis meta tags. If this metric is increasing then contributors are spending more time writing up their document synopses.
- **Average Meta Tags Submitted Per Document Published** – One major key to successful document repositories and their related search efficiency is the meta tags that are submitted with document postings. The more meta tags that are submitted the easier it will be for staff to find the documents they need. This KPI tracks the average number of meta tags that are

submitted with documents. A low value in this KPI indicates documents are being submitted without many meta tags. A low value will likely result in a poor search experience.

### *Communication Optimization*

This success measure is based on the goal of enhancing staff collaboration and facilitating the communications between staff members. KPIs in this group all revolve around measuring how well the intranet increases collaboration between staff and teams as well its ability to ease various channels of communication.

- **Total Communications Sent by Authoring Team** – For many organizations communications are often sent via e-mail. This KPI is designed to track which teams are sending out the most communications, regardless of whether they are e-mail, intranet-based, etc.

### *Process Optimization*

This success measure is based on the goal of becoming a business enabler and fostering greater knowledge sharing between teams. All KPIs in this group deal with evaluating how well the intranet improves internal processes.

- **Average Taxonomy Change Requests per User** – This KPI is designed to highlight staff members that are taking the most time to ensure intranet taxonomy. Staff members spending the most time addressing taxonomy are frequently quite invested in the success of the intranet. It is also common when intranets are first maturing for taxonomy changes to be somewhat extensive. As maturity increases the taxonomy changes should decrease.
- **Content with Most Taxonomy Changes by Team** – Highlighting content that has high numbers of taxonomy changes can lead to better site organization. In this case the KPI further divides the taxonomy changes up by the team submitting the taxonomy change request. This allows for identification of content that might be more relevant in another team site.
- **Most Cross-Referenced Content** – The more cross-references content has the more potential that it is not optimally located. This is not universally true, but can be an indicator worth looking into.
- **Ratio of Content Approvals to Submissions** – This KPI tracks the rate at which content is approved for release. Ideally this number should be close to 1:1, meaning all content that is submitted is approved. This metric is calculated by dividing the number of approved documents by the number submitted.
- **Ratio of Content Rejections to Approvals** – While other KPIs track content promotion status against submissions this KPI relates two key states to each other. Content rejections should ideally be significantly smaller than approvals, but observing this KPI will provide an objective view of the levels of acceptance and rejection.
- **Ratio of Content Rejections to Submissions** – This KPI is the inverse of the “Ratio of Content Approvals to Submissions” KPI. This metric is calculated by dividing the number of rejected documents by the number submitted.
- **Top Content Contributors by Role** – This KPI is similar in nature to “Highest Volume Content Publishers” listed previously; however this KPI subdivides the content contributors by their role.

This will facilitate an understanding of whether there is a relationship between organizational role and content contribution rates.

## Segments

Once metrics are captured and KPIs calculated, one of the most productive things to do is to subdivide the resulting numbers into groups of similar characteristics. The process of breaking KPIs down into groups is called segmentation. There are a huge variety of segments that can be used to extract further meaning from KPIs. In this section we will review several key segments and describe how they are used with KPIs.

The recommended segments are broken into five categories based on how the segments are used. Three of the segments are content-related and two segments are visitor-related. Content-related segments break down content-centric KPIs based on the content being viewed and/or used. Visitor-related segments are broken down by characteristics of staff members using the intranet.

## Content

Content segments break numbers down based on the content itself, as opposed to how it is used or how engaging the content is, or is not.

- **Author** – Segmenting based on the author is useful in determining which authors produce the highest quality content. Joining author segments with content engagement metrics will allow for reporting on which authors are producing the most engaging content. This segment leads to information like “highest rated blogs by author.”
- **Document Format** – Many intranets find that some types of content are more useful than other types. Breaking down content metrics based on document format helps highlight patterns that occur based on the document format. For example, if authors are producing a lot of PowerPoint documents, but staff rarely uses PowerPoint documents, then this is a poor use of scarce resources. This leads to information like “least used content by document format.”
- **Freshness** – Subdividing content up by how old it is tends to help “age out” content that is beyond its useful life cycle. Many organizations find that maintenance of old, rarely-used content becomes prohibitively expensive. Breaking down content metrics by freshness is very useful for most organizations as it highlights non-obvious patterns that emerge as content ages. This provides information such as “average weekly document downloads for old content.”
- **Media Type** – As described earlier in this document, media type deals with the various types of media that can exist on some intranets, such as video, audio, Flash, Silverlight, etc. Many content metrics require breaking down by media type. This is due to the wide variety of interactions staff members have with this content. Combining some content metrics can yield inaccurate patterns, so this is an important segment to pay attention to. The result of this segment is information such as “Average weekly starts for video versus audio media.”
- **Content Type** – Some content has further categorization of content type. For example, “forms content” relates to any forms, across numerous sub-sites. Segmenting metrics based on content type is another useful exercise as it highlights engagement patterns for content that shares a common purpose.

## Content Engagement

Content engagement segmentation has to do with patterns in the use of intranet content. Individually these segments are useful, but when combined they provide a view into how “engaging” content is.

- **Frequency** – This segment is all about breaking content down into how often it is used. This is generally broken down into groups like “frequently used”, “infrequently used”, etc. This segment leads to information like “forms downloaded by frequency of use.”
- **Latency** – This segment deals with the time between content uses. It is generally classified in groups like “weeks between use”, “months between use”, and “daily use.” This segment results in information such as “content used monthly or less.”
- **Recency** – This segment deals with how recently content was used. It is generally broken down into groups like “within the last week”, “within the last month”, “within the last quarter”, etc. It provides information like “Average weekly taxonomy change requests within the last three months.”
- **Velocity** – This segment is related to the rate of change in content usage. It is similar to a combination of frequency, latency, and recency. In most cases “change” is measured in terms of “now”, for example, velocity of content use leading up to today. In essence, this segment places higher value on “more recent” utilization than “ancient history”. Another way to look at this, higher value is placed on “moderate usage” in the last week than “heavy usage” several years ago. This segment leads to information like “pages with the highest trending utilization.”

## Content Utilization

Content segments in this group break content down based on how it ended up being used by staff.

- **Add To Favorites** – This segment helps break down metrics by how many staff members have rated it as “favorite” content. This results in metric segments “highest viewed blogs with the most favorite ratings.”
- **Forwards** – This segment groups content into how often it is forwarded to other staff and provides insights like “most forwarded forms.”
- **Prints** – This segment is similar to the previous one except it is based on the number of times content was printed. This segment is often used inversely, as in “most printed forms”, which are candidates for conversion to an online form.
- **Ratings** – Breaking down content based on how it was rated allows for inclusion of staff feedback in metrics. The segment is generally based on the same scale permitted by the ratings feature (e.g., 1 star, 2 stars, 3 stars, etc.). This allows for information like, “most commented articles with five star ratings.”
- **Taxonomy Changes** – Correlating content based on taxonomy changes identifies content that may need to be relocated. Information obtained from this segment includes things like, “forums with the most taxonomy change requests.”
- **Total Views** – This is a very common segment in web analytics and results in information such as “most viewed forum postings.”

## Visitor Demographics

Segments in this section, and the following section, deal with the staff members that are using the intranet. The segments listed in this section are a small list of possible segments and provided as a representative of the types of visitor demographics that can be used.

- **Age** – A self-explanatory segment often used by many organizations for a variety of types of sites. Some information provided by this segment is fairly “obvious”, such as “most used content for employees between 55 and 60 is retirement content.” Other segmentation done based on age can provide surprising patterns and is frequently one of the first segments implemented by most organizations.
- **Employment Status** – This segment breaks down based on the staff member’s status with the company and consists of segments like “contract”, “intern”, “exempt”, and “hourly.” This leads to information like “average searches per visit by contract workers.”
- **Organizational Structure** – Another key segment employed on intranets. This breaks down content based on various levels within the organization, such as “Executive Team”, “Human Resources”, and “QA Team”. This facilitates information such as “top blogs viewed by the Executive Team.”
- **Persona** – This segment will align with these pre-defined personas and result in information such as “most used search result types by visitors in the *{fill in the blank}* persona.”
- **Role** – A segment that is similar to the organizational structure segment except that it is specific to the staff member’s role within the organization. This segment provides details such as “personalization rate by office managers.”

## Visitor Engagement

These segments are similar to content engagement, except that they relate to visitors instead of content.

- **Frequency** – A segment that breaks visitors down into how often they use the intranet. Often this is used to identify staff not using the intranet and trying to determine why their adoption is lower. This provides information such as “least frequent visitors in the last month.”
- **Latency** – The definition for this segment is the same as the content latency segment. This measures the time between visits by staff members. For example, “visits daily”, “visits weekly”, “visits monthly”. This highlights staff with high, or low, visit rates such as “staff not using the intranet at least weekly.”
- **Lifetime Visits** – For authenticated websites, like intranets, this segment can provide an indication of site maturity. Mature intranets will have a “bulge” in the “staff with high lifetime visit counts.” Obviously this segment pattern will be affected by staff turnover rate, but in general, well-engaged, well-adopted intranets tend to have high counts of staff with high lifetime visits.
- **Recency** – A similar segment as was listed in content engagement segments. In this case the segment refers to how recently staff members have used the intranet. This segment is often used to identify staff that haven’t visited the intranet lately and attempt to identify the cause.

- **Status** – This segment only applies to the external website. The exact definition of status has not been identified yet, but would consist of such segments as “prospective member”, “member”, “affiliate”, and “general public.” Until the segments are identified the method for identifying visitor segments cannot be determined. Further work will have to be done on this segment.
- **Velocity** – Another segment with a match in the content engagement segments. In this case velocity identifies rapidly changing usage rates in relation to “now”. This would highlight information like “staff rapidly adopting new development forum.”

## Appendix B – KPI Matrix

The following matrix shows all of the KPIs that were defined in the “Key Performance Indicators” section of this document.

		Success Measures			
		Increased Engagement	Increased Productivity	Communication Optimization	Process Optimization
Key Performance Indicator Class	Usability	<ul style="list-style-type: none"> <li>Avg. "Likes" per Item</li> <li>Highest Rated Content by Team</li> <li>Rate of Personalization</li> </ul>	<ul style="list-style-type: none"> <li>Avg. Refinements per Search</li> <li>Avg. Searches Executed per Visit</li> <li>Percentage of Searches with Unused Results</li> <li>Ratio of Home Page Personalization Activities to Visits</li> <li>Top Paths from Visit Entry</li> <li>Top Exit Pages</li> </ul>	<ul style="list-style-type: none"> <li>Avg. Comments per Item</li> <li>Campaign Performance by Campaign Hierarchy</li> <li>Top Campaigns Driving New Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Avg. Cross-Reference Requests per Visit</li> <li>Change Requests Submitted by Site</li> <li>Content with Most Cross-Reference Requests by Team</li> <li>Most Searches Used by Search Result Type</li> </ul>
	Adoption	<ul style="list-style-type: none"> <li>Avg. List Subscriptions per User</li> <li>Avg. Visit Duration by Team</li> <li>Distribution of Forum Responder Expertise</li> <li>Most Active Documents by Team</li> <li>Percent of Communications Via Intranet</li> <li>Visitors by Number of Visits</li> </ul>	<ul style="list-style-type: none"> <li>Most Active Sites/Sub-Sites</li> <li>Most Frequent Searches by Search Scope</li> </ul>	<ul style="list-style-type: none"> <li>Avg. Blog Subscriptions per User</li> <li>Distribution of Rich Media Utilization by Media Type</li> <li>Document Library Links to Microsoft Outlook</li> <li>Ratio of Video Starts to Video Completes</li> </ul>	<ul style="list-style-type: none"> <li>Avg. RSS Feed Article Reads</li> <li>Conversion Rate by Transaction/Process</li> <li>Searches Resulting in Highest Result Count</li> </ul>
	Performance	<ul style="list-style-type: none"> <li>Avg. Page Views per Visit</li> <li>Avg. Time Spent by Site/Sub-Site</li> <li>Distribution of Live Chat Incident Codes</li> <li>Most Active Breadcrumbs by Role</li> <li>Most Viewed Web Parts</li> <li>Top Visitors by Team</li> </ul>	<ul style="list-style-type: none"> <li>Avg. Length of Live Chat Session by Responder</li> <li>Avg. Page Render Time</li> <li>Client Error Rate</li> <li>Most Productive Marketing Program Campaigns</li> <li>Most Used Web Parts</li> <li>Server Error Rate</li> </ul>	<ul style="list-style-type: none"> <li>% of New vs. Returning Visitors</li> <li>External Search Engine Performance</li> <li>Most Frequently Viewed Documents by Document Format</li> <li>Pages with Highest Bounce Rates</li> <li>Ratio of Support Calls to Support Chats</li> <li>Videos Achieving (25%, 50%, 75%, 100%) Completions</li> </ul>	<ul style="list-style-type: none"> <li>External Destination Links by Site/Sub-Site</li> <li>Pages Generating Most "Contact Us" Views</li> <li>Top External Destination Links</li> <li>Top Referring Affiliates</li> </ul>
	Strategy and Governance	<ul style="list-style-type: none"> <li>Highest Volume Content Publishers</li> </ul>	<ul style="list-style-type: none"> <li>Access Requests by Team</li> <li>Avg. Length of Document Synopsis</li> <li>Avg. Meta Tags Submitted Per Document Published</li> </ul>	<ul style="list-style-type: none"> <li>Total Communications Sent by Authoring Team</li> </ul>	<ul style="list-style-type: none"> <li>Avg. Taxonomy Change Requests per User</li> <li>Content with Most Taxonomy Changes by Team</li> <li>Most Cross-Referenced Content</li> <li>Ratio of Content Approvals to Submissions</li> <li>Ratio of Content Rejections to Submissions</li> <li>Ratio of Content Rejections to Approvals</li> <li>Top Content Contributors by Role</li> </ul>