

ENGAGEMENT:

Understanding It, Achieving It, Measuring It

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Junta42™

Outline:

Today, more and more marketers are seeking to 'engage' with prospects and customers. Given the dynamics of the social media environment and the power customers have come to wield in their relationships with brands, marketers are grasping the importance of breaking through the white noise, of connecting with audiences in a meaningful way. Increasingly, that 'meaningful way' is two-way, with customer and marketer each participating in the 'discussion.' And just like anyone vested in a budding relationship, marketers wish to engage their customers in this discussion. Ultimately, marketers are looking toward Engagement with the belief that it will lead to specific customer emotions and behaviors – measurable results like preference and sales -- resulting in the recent uptake in the quest to find an engagement metric.

But what is Engagement? What does it really mean in marketing? How should we measure it? What tactics can we employ to help enhance it?

This whitepaper will help you:

- **Define** Engagement and what it means for your customers and your efforts
- Recognize Engagement as a **strategy** that serves to achieve specific marketing objectives
- Understand the **dynamics** of measuring Engagement
- Discover a variety of **social media** and **content marketing** practices that maximize Engagement
- Put your own **Engagement plan** into motion and measure it, including a free and easy web-service to help you gauge your Engagement

Defining Engagement

Customer Engagement: Marketing-Speak?

There has been a great deal of buzz around this idea of marketing communication engaging people, of audience engagement, of customer engagement. The search engines bear this out. When looking for 'Customer Engagement':



18.7 million results



9.8 million results



20 pages of 15 mentions per page (cuts off after 10 days results)

No matter what the algorithm, Customer Engagement is a hot topic. Here's why:

After more than a century of one-way, marketer-driven messaging, the advent of Web 2.0 has empowered consumers, leading them to an expectation of a true dialogue between marketer and customer. The audience is no longer a passive consumer or 'target,' but an active participant in the marcomm discussion. And with infinite customer choice of media, marketers are competing to make those connections. This has increased the need for marketers to be more engaging in their communications efforts. No longer 'shouting at,' marketers seek a need to 'discuss with.'

Trae Clevenger, SVP Customer Engagement Innovation at [Targetbase](#), feels Engagement, when measured with respect to marketing objectives, can be thought of an "actionable proxy for relationship strength."

Put another way, just like a suitor vying with competitors for the affections of an intended, marketers too must now be engaging in their efforts for any chance to win over the hearts (or minds, or pocketbooks) of customers.

And that's where Engagement comes in.

What is Engagement?

Just what is Engagement like? What does it mean for a brand to engage with a customer?

Chad Maxwell, Research Director – Consumer Insights Group at leading digital agency [Razorfish](#), feels “there are just as many definitions of marketing engagement as there are marketers.”

Interestingly, it seems there is a greater consensus on what it means to be engaged as an audience member, likely with traditional media. Some examples could be:

Medium	Engaged Moment
 Books	Not being able to put down a page-turner until you realize it's past 4 AM and you've still not been to sleep
 Motion pictures	Losing yourself so deeply at a theater that it takes a loud cough to help you realize you're not in the movie, but watching it
 Radio	Driving on a road trip and the local radio station you've scanned plays three perfect songs in a row, seemingly just for you, and you forget where you are
 Magazines	Laughing out loud while reading a magazine article on a red-eye flight, waking the woman in 7B
 Broadcast TV	Alternatively cheering -- or screaming -- at a sporting match on the television
 Internet	Stumbling upon a blog post only to spend two hours reading the POV comments of two highly partisan groups
 Events	Discovering you're on the edge of your seat -- literally -- nodding in agreement with a professional speaker at a conference
 Cable TV	Finding it simply impossible to believe an entire hour has flown by and you are destined to wait another whole week, incredulously, to see the next installment of your favorite HBO drama series

As marketers, how do we capture **that?** How do we so engage our customers (and potential customers) that they actually have a positive brand experience worthy of changing their feelings, beliefs, actions or behaviors with our brand? What can this kind of Engagement really mean?

Defining Engagement is the first step.

Definitions

A quick poll of the experts:

Webster: Engagement: “emotional involvement or commitment”

Alterian: “Well-established behaviors that demonstrate interactive multi-channel behavioral attachment and that reinforce commitment to the brand.”

Advertising Research Foundation: In March 2006 the [ARF](#) defined Engagement as “turning on a prospect to a brand idea enhanced by the surrounding context”. [1]

Forrester: “The level of involvement, interaction, intimacy, and influence that an individual has with a brand over time.”

Bridge Worldwide: “When consumers pay attention to their interaction with a brand.”

Wikipedia: ‘[Engagement marketing](#)’: “Engagement measures the extent to which a consumer has a meaningful brand experience when exposed to commercial advertising, sponsorship, television contact, or other experience.”

Wikipedia also includes this (un-sourced) [definition](#): “Consumer Engagement is the ultimate point in which a brand and a consumer connect in order to offer a true experience related to the brand’s core values. It is a long term connection that must be enhanced over time.”

This seems closer to the mark, although it takes on a decidedly brand-centric view. As marketers looking to engage our customers on behalf of our brand, a shift toward a customer-centric stance is required. Hence:

Engagement Defined

“Engagement is creating the heightened state where a customer connects with a brand through a true experience related to shared core values. It is reciprocated by the customer and is a long term connection that must be nurtured over time.”

Yes, it's a mouthful.

Let's break the definition down to its core elements:

Heightened state – inarguable that the customer must be 'switched on' and not in passive mode for engagement to be occurring. This can refer to an emotional or rational experiential state...or both. It is above and beyond any baseline/'normal' reception and expression of processing communication. Example: consider the difference between hearing a speaker and truly listening – the former is passive while the latter is in an active, participating mode.

Where (and when) – any definition of being engaged must consider its context and timing. It's also important to note that Engagement can occur at various and multiple points throughout the customer-brand connection (i.e. the lifecycle or 'journey'). Example: consider the difference between hearing the exact same promotional message as a prospect vs. as a customer – the customer already maintains experience and relevance with the brand, whereas the prospect may lack these, changing the impact of the message.

Connects with a brand – this experience can imply several things based on the customer's goal and the brand's objective: it could mean becoming solidly/favorably aware of the brand, inclusion in a mental consideration set, positive interaction at retail, a general affinity toward the brand, trusting the brand as a solution provider, recommending the brand to others, and so on. Example: conducting a search on 'winterizing your home,' and clicking to the Lowe's website that provides do-it-yourself solutions (instead of 'selling' something) – your reaction is to favor Lowe's as expert and helpful, and feeling connected you then seek the their commercial solutions via their [Creative Ideas](#) platform.

True experience related to shared core values – for Engagement to occur, the brand must genuinely and relevantly represent and share in the same core values as the customer. Much like budding personal relationships are based on shared values, common interests, and mutual benefits, the engaged brand-to-customer relationship will revolve around positive experiences that enable these. Example: Acura automobiles are positioned as advanced thinking in a variety of ways – technology, [style](#), design, etc. – so the brand's delivery on those topics (above and beyond car information) links Acura with its target customers that also share in those values.

Reciprocated by the customer – an Engaged customer must think or do something that reinforces their shared role in the experience/relationship. This too will change based on the stage of the relationship/journey, but can include: attentive listening, feeling positive about the brand, trial, purchase, re-purchase/commitment, advocacy, etc. Example: not simply defined by the brand's actions to engage, Engagement is demonstrated by the customer – opting in for e-newsletters and continued opening/reading them indicates their valuing the brand's efforts.

Long-term connection – for maximum benefits in the customer-to-brand relationship, Engagement must be a long-term investment that has the opportunity to ramp up over time. Only by continuing to nurture this relationship through engaging activity will it be one of maximized lifetime value. Example: engaging efforts cannot simply cease at the point of transaction – Engagement must continuously occur in the form of [welcome kits](#), loyalty clubs, cross-selling/up-selling, members-only activities, affinity groups, etc. to ensure on-going strength of relationship.

Engagement As A Strategy

As a marketer, you are in the business of raising awareness, interacting with prospects, creating demand, maximizing customer lifetime value, and so forth. Selling your product or service. These are your goals, your objectives.

Engagement should not be included in this list of marketing objectives, but rather as a way to help you achieve each within the list. That is, don't think of Engagement as an end-goal, but rather as a strategy to help you get there. **Engagement is a strategy by which to achieve a marketing objective.**

Let's look at a straightforward scenario -- a traditional marketing objective to increase inclusion in the consideration set:

“Increase consideration of our brand by the customer target group +15% over 18 months for a total consideration level of 85%”

Can Engagement help with this? Can it help increase consideration? Absolutely! Engagement enhances recall and favorability, making messaging that is more highly considered, hence Engagement is a strategy to help achieve that objective.

Yet it is important to note that “awareness”-engagement (for example) isn't the same as “retention”-engagement. A marketer leverages different efforts (and hence, different 'engagements') to achieve different objectives.

Let's take a look at objectives and how they are served by Engagement.

Objectives Served by the Strategy of Engagement

C.A.R.E.™, Customer Acquisition and Retention through Engagement, is a strategic engagement process from Nutlug.

At its core, it aids in migrating a potential customer (prospect, suspect) through a growing relationship with a company/brand.

Its premise is to utilize Engagement to address objectives within the Customer Journey. Unlike the traditional sales funnel (which is manufacturer-based and looks only at achieving the sale) or the traditional loyalty pyramid (which doesn't begin until the purchase and ignores any step prior to it), C.A.R.E.™ combines the best of both and does so in a customer-centric manner, using high-level marketing objectives as the stages of the Customer Journey with a brand.

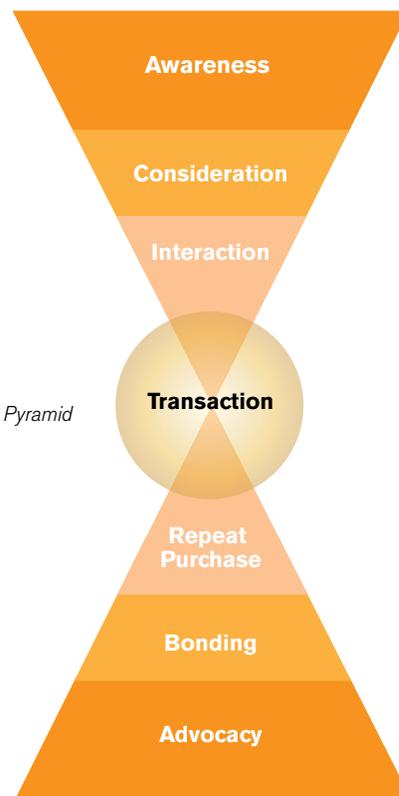


Figure 1.0 : Juxtaposition of Sales Funnel and Loyalty Pyramid

Engagement helps with each of these objectives, and also migrates a customer from one objective to the next, but in doing so, Engagement differs based on what objective is being affected.

That is to say,

Engagement plays a different strategic role in delivering on each different objective, and therefore requires different channels, tactics, and metrics based on the objective addressed.

What this boils down to is that no matter what your marketing objective, Engagement plays a strong strategic role in delivering it.

Measuring Engagement

Few could argue against Engagement's importance in delivering upon marketing objectives. Yet few seem to agree on just *how to measure* Engagement. As a case in point, we reviewed and compared two recent efforts from well-known companies:

Recent attempts at measuring Engagement

- **Engagement dB**, is a joint-effort between WetPaint and Altimeter Group (note: Altimeter is led by Charlene Li, formerly of Forrester Research and co-author of *Groundswell*). The effort undertook the ranking of the top 100 brands based on their involvement in 11 separate social media channels, and utilized the measurement of Engagement based on both the depth and breadth a brand had with the social media channels. A regression analysis was performed comparing 'engagement score' and brand financial performance; results indicate a correlation between brands that are highly 'engaged' in social media and top financial performance.
- **Nielsen IAG** measures television viewers' Engagement with various scheduled programs. The hypothesis is that "higher program engagement translates directly to greater ad effectiveness because when viewers are more engaged with a show they are less likely to change channels, multi-task, or leave the room. So, they are more likely to watch and remember the ads." More than 5,000 panelists daily are asked questions about the shows they watched the day prior. Depending on the number they answer correctly (of 8 questions), viewers help determine a score, where every episode is measured and rolled up to create Program Engagement Scores for every show, genre, and network.

Comparing the two, Engagement dB's company-centric method looks solely at breadth and depth of a brand's use of a variety of social media venues to define Engagement. Yet Engagement to Nielsen IAG's method is defined as audience recall of specifics.

Clearly, each has a differing take on Engagement, and in our evaluation, a somewhat incomplete one. Our analysis has helped lead us toward the development of tenets in support of our own position on measuring Engagement.

We believe that measuring Engagement and its corresponding metrics must include:

1. Adherence to overall **marketing objectives**. Engagement for engagement's sake provides no worth if customers aren't having their needs met, nor does it fulfill its strategic role unless it delivers on your objectives – and is measured as doing so.
2. A **customer-centric viewpoint** of Engagement. After all, it is the goal of the marketing efforts to engage the customer, and it is the customer who is 'engaged.' Companies/Brands are not 'engaged,' rather they attempt to leverage engaging strategies.
3. Consideration of **multiple marcomm methods** and corresponding channels to attempt engagement: social media, content marketing, advertising, customer service centers, etc.
4. Measurement of both **behaviors/actions** and **emotions/feelings** in terms of a customer's engagement.
5. Employment of **multiple metrics** to define Engagement, as Engagement's definition itself changes based on the different marketing objectives it is addressing.

Let's look at each of these dynamics.

1. Measuring Engagement: Based on Objectives

Understanding that it is indeed a strategy helps us see that Engagement attempts to deliver on marketing objectives.

A lifecycle-based framework, like that used in C.A.R.E.™, illustrates the Customer Journey and its stages.

Engagement aids in achieving each of the objectives in the journey, but also helps the customer migrate from one stage to the next. C.A.R.E.™ ensures all marcomm efforts serve to deliver maximum Engagement within each stage.



Measuring Engagement means measuring whether each objective has been achieved, and whether the customer has advanced to the next stage. This requires multiple metrics and a real dedication to utilizing engaging efforts to deliver on marketing objectives.

And, quite frankly, it's hard. Assembling and aggregating these metrics will require investment – both in dollars and brainpower – not to mention the analysis of the effects of engagement, and how to apply the learnings to enhance delivery on objectives.

So why do it? Doesn't everything lead to one key metric: sales? Can't we simply look at our engaging efforts and track sales to see if we're engaging our customers?

Not if we value more than one objective in our pursuit of sales – objectives like Awareness, or Advocacy. These of course feed to sales, but maximizing customer lifetime value requires further goals. Peter Daboll, CEO of Bunchball, states in [Forbes.com](https://www.forbes.com) that as Engagement is defined, it most importantly must be linked to customer value: "Customer value is a proxy for the health of a business tomorrow. It is an indicator of the future, and hopefully, how to influence it."

Additionally, there are of course a multitude of strategic and tactical efforts that affect sales in addition to Engagement. Assuming sales dynamics are the sole reflection of Engagement efforts is utopian but ultimately unrealistic.

2. Measuring Engagement: Customer Journey

As noted earlier, from a customer or prospect point of view, Engagement means connecting with a brand in an experiential way. But how does this work? What do the customers do? What do they think? How do they feel?

Leveraging Engagement as a customer-centric effort results in measurement efforts that track the behaviors and emotions of the customer – and not those of the marketer.

To wit, imagine a brand that fully utilizes all avenues of social media, updates a blog regularly, maintains their website, and so on, but does so without considering the wants, needs, desires of its customer base. Yes, the brand is active in multiple channels and is attempting to be engaging, but it is squarely up to its prospects and customers to determine whether they themselves are engaged, or put another way, if Engagement has occurred.

So are your customers engaged? What are they doing? How are they thinking? What are they feeling? The answers to any and all of these can change over time, and are influenced greatly depending on where the customers are at in terms of a relationship with your brand.

Engagement will have quite a different meaning/result if the prospect is initially hearing about a brand versus what Engagement might mean to a long-term, high-value customer who has been a demonstrative advocate for the brand. So Engagement does vary based on the stage the consumer is at in the Customer Journey.

The C.A.R.E.™ model assists in maintaining a customer-centric view of Engagement. In doing so, each stage is defined by a customer-centric goal and underscored by the brand's corresponding marketing objectives. Flowing from this are the marcomm strategies, channel optimization, and measurement metrics.

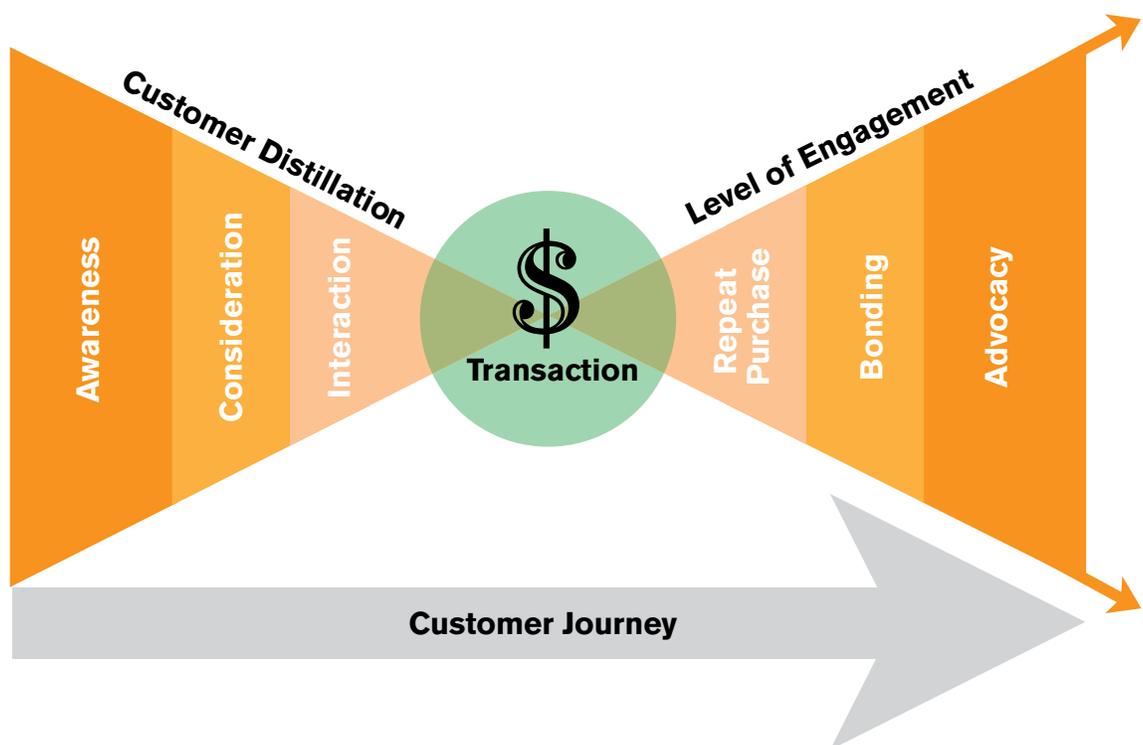


Figure 1.1: A customer-centric view of the sales and loyalty processes throughout the Customer Journey. C.A.R.E.™: Customer Acquisition and Retention through Engagement

Marketing Objective	Awareness	Consideration	Interaction	Transaction	Bonding	Advocacy
Customer Goal	Awareness	Information, Education	Investigate	Purchase	Reassure	Empower
Marcomm Strategies	Research	Inform	Contact, Connect Convince	Sales, Welcome	Experience, Loyalty, Growth	Enable Advocacy
Channels	Mass Media, Search	Direct Mail, e-Direct Mail e-Newsletters	In-store, Events	Brick & Mortar Store, Website	Website, Social Sites	Website, Social Sites
Metrics						
Website, Blog	Traffic, Uniques Time Spent, Page Views	Navigational Paths, Log-ins, Questions	Traffic, Log-ins Questions	Traffic, Log-ins	Traffic, Log-ins Answers	Traffic, Log-ins Answers
		e-Newsletters Opt-ins, reads	e-Newsletters Opt-ins, Reads Renewals, Forwards	Loyalty opt-in, Product Registration	Loyalty Actions, Referrals, Forwards	Loyalty Actions, Referrals, Forwards
Internet	Search	Search, Banner Ad Clicks, Questions	Search, Ad Clicks, Questions, Sentiment		Ratings, Reviews, Sentiments, Net Promoter, Answers	Ratings, Reviews, Net Promoter, Answers
Social	Search	Questions	Questions	Mentions	UGC, Comments	UGC, Answers
Market Research	Awareness Un/Aided	Evoked Options Un/Aided	Purchase Intent	Attitudinal	Satisfaction, Affinity	Satisfaction, Affinity
Off-line		DM Response	Trial, Sampling	Registration	Loyalty Actions	Loyalty Actions
Sales			Cost Per Lead Acquisition	Sales, Bookings	Avg. Repeat Spend	Share of Wallet

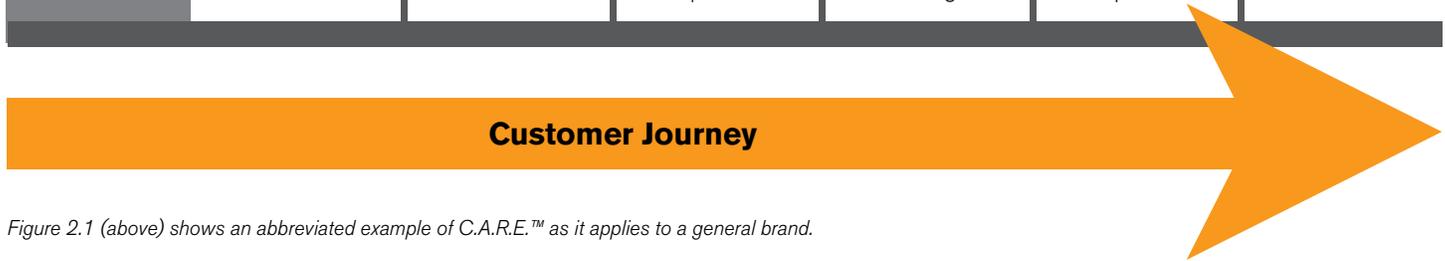


Figure 2.1 (above) shows an abbreviated example of C.A.R.E.™ as it applies to a general brand.

3. Measuring Engagement: Multiple Marcomm Methods and Channels

Best practices indicate that certain marcomm channels perform better in delivering on different marketing objectives than do other marcomm channels. Limiting your awareness objective through the use of in-store efforts for reach, for example, is as off-strategy as using mass media for your advocacy objective. This may seem intuitive, but it bears mention: Leveraging the correct channels to have Engagement help deliver upon your marketing objectives is a key strategy in migrating your customers throughout their Customer Journey with your brand.

Objective	Key Strategic Channel(s)
Reach	Mass Media
Consideration	Web, Website
Interaction	Website, In-Store (E-Commerce And/Or Bricks & Mortar)
Transaction	In-Store (E-Commerce And/Or Bricks & Mortar)
Bonding	Website, Social Media, Loyalty Programs
Advocacy	Website, Social Media, Loyalty Programs

Figure 3.1 (above)

It's important to keep an open mind when considering channels for Engagement; where and how your customers/prospects prefer to engage with your brand should be the key determiner of channel choice. Is there a vertical site where your customers use as the go-to place for all things in your industry? You should be there. Can't believe that they'd like to interact on Facebook? Believe it. Getting emails from your website with comments or questions about your offerings? Consider a forum right on your site.

Engagement is in the eye of the beholder, and your customers and prospects will indicate where they want their eyes to be.

4. Measuring Engagement: Inclusion of Emotional along with Behavioral

Generally, recent attempts at defining a metric for Engagement seem to have focused solely on measuring behaviors, ignoring the emotional/feelings side of being engaged.¹

When pursuing the emotional aspect of Engagement (recall that Webster defines it as “emotional involvement or commitment”), short of brain scanners or pupil dilation measures, reliance on self-reported consumer methods (surveys, focus groups, interviews, VOC options, etc.) are necessary to include with quantitative/behavioral metrics. As important as what they do is how they feel. This is the “switched on” aspect of Engagement.

Ultimately, we need to consider the emotional state behind being engaged. It's simply not enough to spend significant amounts of time with a marcomm channel, or even being able to recall specifics of the message postevent. There would seem to be infinite cases where one can spend hours with a channel and not be engaged (a majority of television viewing comes to mind). Additionally, there would seem to be just as many cases where postevent recall can be high and yet engagement is low (for example, a lecturer may hit hard on key points but fails to even remotely engage – leading to high recall but low sentiment).

Engagement's emotional aspect is significant, perhaps just as significant as the behavioral aspect. It's rare to encounter one without the other, and each significantly impacts the other. Each needs to be considered in Engagement, for either alone may not always represent Engagement.

For instance, stated emotions (beliefs, feelings, thoughts, etc.) toward a brand can be strong, yet sometimes fall short of anticipated behavior:

I prefer Brand A, I love Brand A, Brand A is superior, but today I purchased Brand B. They had a coupon.

(1) Note: Forrester and Gallup have penned some solid papers on engagement that support the idea, as we do, that Engagement impacts both the rational and emotional, and measuring for Engagement should include multiple measures across multiple channels to address this.

The same customer can, under different context, exhibit behaviors (digital activity, contact, consideration, etc.) consistent with Engagement, only to miss on the emotional aspect:

I've been to Brand Y's website multiple times. I've done my research; I've compared the two on independent grading sites. I know Brand X and Brand Y are made from the same stuff, the same place, maybe even by the same manufacturer. And I know Brand X is priced 30% higher than Brand Y, its identical equal. But today I purchased Brand X anyway. It's just somehow...cooler.

Behavioral-only measures omit the emotional portion of true Engagement. This so-called softer aspect of Engagement measurement – tracking emotions and feelings – rests in metrics that are traditionally self-reported: intention, attitude, preference, etc. And yet, using marketing research-reported tools (surveys, focus groups, interviews, et al) to track emotional findings is not necessarily a clear precursor to ultimate behavior.

“The essential difference between emotion and reason is that emotion leads to action while reason leads to conclusions.”

Donald Calne, Neurologist, University of British Columbia

So should we pursue actions or conclusions?

This either/or question requires answering: yes.

It's less than neat and tidy, but both rational and emotional metrics must be viewed to accurately measure Engagement.

5. Measuring Engagement: Using Multiple Metrics

Take a look again at Chart 2.1, C.A.R.E.™'s snapshot of activity mapped out by marketing objective (AKA stage in the Customer Journey). Note the wide array of metrics per objective that contribute to the measurement of Engagement's effect on migrating the customer throughout their journey with the brand – and this chart uses an extremely abbreviated subset of all metrics to be considered, by objective/stage, and by strategy/channel!

Just as measuring different objectives requires using different metrics, Engagement's effects on different objectives also require using different metrics. What Engagement means to the customer in the very introductory stages of the Customer Journey is different than what it means later on in the journey; this requires different metrics.

Chad Maxwell of [Razorfish](#), believes “Engagement requires dynamic measures and processes as it changes all of the time based on brand, customer, and channel.”

Likewise, channel dynamics impact the type of metric(s) used to measurement Engagement within each stage of the Customer journey. Based on where a customer is at in their relationship with your brand, certain Engagement channels require certain metric choice.

Adding onto the original chart 3.1, we now also consider metric choice and corresponding details indicating whether the metric is self-reported (by the customer) or captured (by the marketer) in figure 5.1:

Objective	Key Channel	Key Metrics	Details
Reach	Mass Media	Awareness	Self-reported, Marketing Research Measurement
Consideration	Web, Website	Evoked set	Self-reported, Marketing Research Measurement
Interaction	Website, In-store (e-commerce and/or bricks & mortar)	Trial, In-store visit, Purchase intent	Quantitative/captured, Self-reported, Marketing Research Measurement
Transaction	In-store (e-commerce and/or bricks & mortar)	Sales	Quantitative/captured
Bonding	Website, Social Media, Loyalty Programs	Sales, Sentiment	Quantitative/captured
Advocacy	Website, Social Media, Loyalty Programs	Referrals	Quantitative/captured

Figure 5.1 indicates an expanded look at channels and metrics for Engagement

Again, this provides a very elementary step in metrics development for Engagement. There are literally dozens of metrics to consider – but where to begin?

As in so many marketing communications questions, the first step may be to put yourself in your customer's shoes – that is, what are they doing or thinking when they are engaged in each of the stages in their Customer Journey with your brand? What metric best indicates that they've 'accomplished' a given objective, and what different metric suggests they're moving on to the next objective? There is no sole route that customers/prospects follow toward Engagement with your brand, but by building a probable Customer Journey, you ensure your key objectives are indicated, and that corresponding metrics measure Engagement's effect on that objective.

Achieving Engagement

Engagement – Best Practices

We've now discussed what Engagement is, how it's defined, why it's important, how it can be measured...but we'd also like to provide a few examples on how to best achieve it.

Here are a few best practices and examples that lead to “the experience of when a customer truly connects with a brand that shares in the customer’s core values” -- that is, Engagement.

We've organized these Engagement efforts based on migration stage – using Engagement to enhance the customer/prospect relationship with your brand:

1) Migration stage: Moving prospects from sole awareness to consideration of your brand.



2) Migration stage: Moving prospects from consideration to interaction with your brand.



3) Migration stage: Moving prospects from interaction to transaction with your brand.



4) Migration stage: Moving customers from transaction to bonding with your brand.



5) Migration stage: Moving customers from bonding to advocacy with your brand.



Engagement Action Steps: Creating Your Game-Plan

This whitepaper serves to help marketers get their heads around the idea of Engagement, but we also wish to arm you with some actionable steps for creating your own Engagement game-plan.

Please use these six points to build your outline by answering the questions contained within:

1. Define Engagement – first for your customers, then for your brand.

- What does it mean to your customers to be engaged?
- How are they 'switched on'?
- At what stage(s) with your brand are they typically engaged?
- What are their core values?
- What are your brand's core values?
- Which/when are core values shared?
- What does the customer need to think or do to reciprocate the Engagement?
- How might this change over the long haul?

2. List Objectives – first for your brand, then for your customers – that can be influenced by Engagement.

- What are you trying to accomplish in terms of measurable objectives?
- What do these mean from your customer's point of view?
- Which are most apt to be affected by Engagement?

3. Choose channels that are most likely to achieve your marcomm objectives via Engagement.

- Which channels do your customers prefer?
- Which are best bets to engage?
- Which make sense for the objective(s) you're pursuing?
- How does this all change as your customer grows in the relationship with your brand?

4. Experiment with different marcomm efforts to achieve Engagement.

- Based on answers to the first three questions above (Definition, Objectives, Channels), which marcomm tactics (from the list of 42 in the Content Marketing Playbook, for example) can form the basis of your Engagement plan?
- How can you integrate tactics for a collective effort?
- What changes can you make as customer groups migrate from stage to stage in their journeys?

5. Set metrics in place to measure your Engagement efforts.

- Are your marketing objectives being addressed and measured?
- Does your measurement plan look at what your customers are thinking and doing (instead of focusing on what your brand is doing)?
- Are you capitalizing on both emotional and behavioral responses to Engagement?
- What platforms and channels are being measured and what unique attributes do they bring to metrics development?
- Can you aggregate some of your metrics and view Engagement more holistically (using tools like [N-Gauge Level™](#))?

6. Learn, strategize, tweak, experiment, test, refine, repeat, etc.

- Engagement is nothing if not dynamic, so make certain you are constantly learning from prior efforts and adjusting your efforts, measuring them, and doing so over time to nurture your customer-to-brand relationships for maximum lifetime value.

Engagement is indeed a quicksilver strategy, one with tremendous buzz and potential, but also with significant challenges. You're not in it alone. Please feel free to reach out to [Junta42](#) or [Nutlug](#) for assistance with your Engagement efforts.

About the Authors

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