

# Measuring up

The quest for the “wholly” grail of performance measurement

BI 27.19.2017

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# The quest for the “wholly” grail of performance measurement





# The quest for the “ “holy” grail of performance measurement



## DNV GL: a global impact for a safe and sustainable future





# What the business is used to vs what we used to give them

## MARKETING ACTIVITIES OCTOBER

**REGION UK**  
**EVENTS: October and November**  
Below is a summary of events we are involved in any events during on this list. This ensures we have and can report accurately.

OCTOBER 2017	
3rd	NOF: P
4th	Offshore
4th	Rystad
5th	IET Pre
	king? (I
5th	DNV GL
10th	35th Ar
10 – 11th	IGEM A

Page 4 of 6

Dynamic Risk Assessment  
Maintaining Confidence  
[Link to file](#)




DNV GL GROUP TECHNOLOGY AND RESEARCH  
POSITION PAPER

MAINTAINING CO  
Dynamic risk management for offshore

DATE: 01/01/2017, 01/01/2017

Delivery of Safety Manag

Videos  
Veracity introduction  
[Link to file](#)



Energy THE PRESS AND JOURNAL  
October 2017

SPOTLIGHT 5

Industry now looking to share

DEVELOPMENT  
Mark Lattimore



Oil and gas companies are joining their competitors to one side and are overcoming a reluctance to share data, an industry chief has said.

Elisabeth Torstad, chief executive of DNV GL - Oil & Gas, said the oil industry will find it easier to catch up with other sectors in adopting digitalisation than many people expect.

She was speaking on the sidelines of Offshore Europe 2017 in Aberdeen, where a number of industry leaders said oil lagged behind other sectors in capitalising on the "digital revolution" and making use of data.

But Ms Torstad said oil companies were embracing new ways of working, including standardisation, new business models and digitalisation.

She said the trend was both "important and essential".

Ms Torstad said: "Automation and digitalisation are good ways of reducing costs."

"Oil and gas has been behind most other industries in terms of digitalisation of work processes and project management through the supply chain using digital tools."

"The technological and automation industries have very much been ahead, but it's easy to catch up. Oil and gas is finally taking the time to do that."

"There is a lot of new technology around and more big data - a lot of data is available which wasn't a few years ago. So I see lots of opportunities for enhancing operations and reducing costs."

Ms Torstad, who will become chief executive of DNV GL's new

able solution. Almost 60% of oil and gas companies were affected by at least one significant cyber incident in 2016, and many attacks are expected to be undetected as sophisticated, DNV GL - Oil & Gas said.

The IEP provides guidance on how to use the IEC 62443 series of standards for projects and operational phases.

In a statement, IEC standards define what to do, while the IEP describes how to do it.

DNV GL - Oil & Gas said successful implementation of the standards would reduce the risk of cyber-security incidents, lower operational costs by reducing the resources needed to define requirements, and simplify audits.

The IEP was the result of a two-year-long joint industry project with partners Shell, Statoil, Woodside, Lundin, Terna, Enbridge, AOR, Ineos and Kongsberg Maritime.

Paul Bore Kringsdottir, project manager, DNV GL - Oil & Gas, said: "Industry players need confidence that security requirements can deal with more frequent and sophisticated cyber attacks, which are becoming increasingly costly and harder for companies to recover from."

"Dealing with cyber-security challenges has become a key focus area for the oil and gas sector, and there is greater awareness of the requirements that need to be in place."

"There has, until now, been a lack of guidance for the oil and gas industry on how to implement these requirements."

"The new IEP, developed in collaboration with key players, sets operational requirements, together with IT, in the spotlight, so the oil and gas industry can protect their operations."

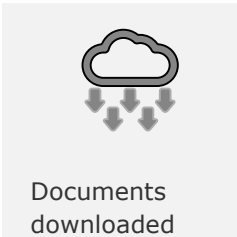
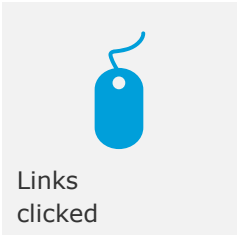
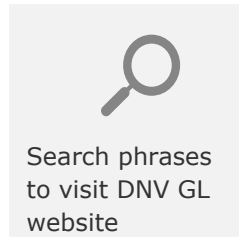
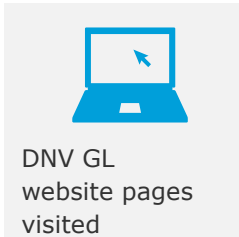
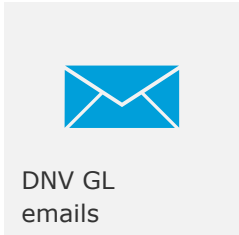
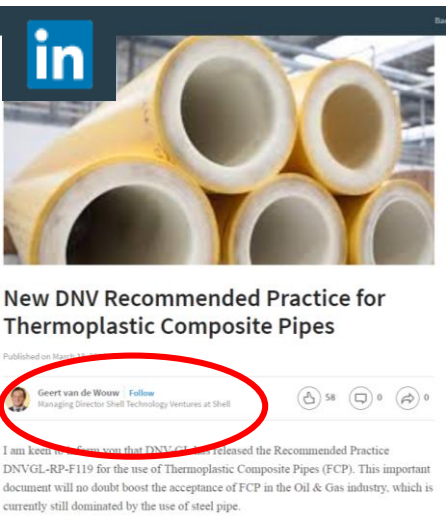
# Integrated channel view in Power BI

## – understand how our initiatives and channels perform real time



# Division between paid and unpaid is no longer relevant

27 hits on  
Press release  
launching  
TCP RP



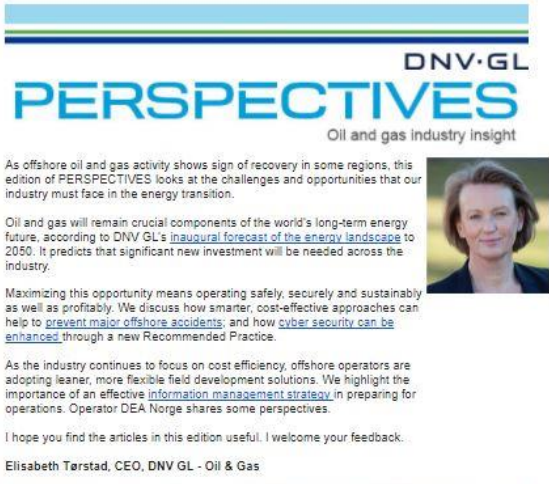
DNV GL's RP says thermoplastic composite pipe could cut oil and gas costs



DNV GL has launched a recommended practice (RP) on thermoplastic composite pipes (TCP), stating that it could provide cost savings for oil and gas operators.

The DNVGL-RP-F119 TCP allows operators to select TCP instead of steel or traditional flexible and has been launched for operators, contractors, suppliers and others seeking acceptance for using the pipes in offshore operations.

It is intended for TCP suppliers for offshore operations and suppliers of raw materials for these pipes that look for market access for their products.





# AMEC framework for planning and measurement



STAGES MACRO-LEVEL	INPUTS <sup>4</sup>	ACTIVITIES	OUTPUTS	OUT-TAKES <sup>5</sup>	OUTCOMES <sup>6</sup>	IMPACTS <sup>7</sup>
Short definition	What you need in preparation for communication	Things you do to plan and produce your communication	What you put out that is received by target audiences	What audiences do with and take out of your communication	Effects that your communication has on audiences	The results that are caused, in full or in part, by your communication
KEY STEPS MESO-LEVEL	<ul style="list-style-type: none"> <li>• Objectives</li> <li>• Budget</li> <li>• Resources (e.g., staff, agencies, facilities, partnerships)</li> </ul>	<ul style="list-style-type: none"> <li>• Formative research</li> <li>• Planning<sup>7</sup></li> <li>• Production (e.g., design, writing, media buying, media relations, media partnerships, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution</li> <li>• Exposure</li> <li>• Reception<sup>8</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Attention</li> <li>• Awareness</li> <li>• Understanding</li> <li>• Interest / liking</li> <li>• Engagement</li> <li>• Participation</li> <li>• Consideration</li> </ul>	<ul style="list-style-type: none"> <li>• Learning / knowledge<sup>9</sup></li> <li>• Attitude change</li> <li>• Satisfaction</li> <li>• Trust</li> <li>• Preference</li> <li>• Intention</li> <li>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation</li> <li>• Relationships</li> <li>• Compliance / complying actions</li> <li>• Organisation change</li> <li>• Public/social change</li> </ul>
EXAMPLE METRICS & MILESTONES MICRO-LEVEL	<ul style="list-style-type: none"> <li>• SMART objectives</li> <li>• Targets / KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Baselines / benchmarks (e.g., current awareness)</li> <li>• Audience needs, preferences, etc.</li> <li>• Strategic plan</li> <li>• Evaluation plan</li> <li>• Pre-test data (e.g., creative concepts)</li> <li>• Content produced (e.g., media releases, Websites)</li> <li>• Media relations</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity volume</li> <li>• Media reach</li> <li>• Impressions/OTS</li> <li>• Share of voice</li> <li>• Tone/sentiment/favourability</li> <li>• Messages placed</li> <li>• Posts, tweets, etc.</li> <li>• Advertising TARPs</li> <li>• E-marketing volume</li> <li>• CPM</li> <li>• Clickthroughs</li> <li>• Event attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Unique visitors</li> <li>• Views</li> <li>• Response (e.g., follows, likes, tags, shares, retweets)</li> <li>• Return visits/views</li> <li>• Recall (unaided, aided)</li> <li>• Positive comments</li> <li>• Positive response in surveys, etc.</li> <li>• Subscribers (e.g., RSS, newsletters)</li> <li>• Inquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Message acceptance</li> <li>• Trust levels</li> <li>• Statements of support or intent</li> <li>• Leads</li> <li>• Registrations (e.g., organ donor list)</li> <li>• Brand preference</li> <li>• Trialling</li> <li>• Joining</li> <li>• Reaffirming (e.g., staff satisfaction)</li> </ul>	<ul style="list-style-type: none"> <li>• Public/s support</li> <li>• Meet targets (e.g., blood donations, cancer screening membership, etc.)</li> <li>• Sales increase</li> <li>• Donations increase</li> <li>• Cost savings</li> <li>• Staff retention</li> <li>• Customer retention/loyalty</li> <li>• Quality of life / wellbeing increase</li> </ul>
METHODS OF EVALUATION	<ul style="list-style-type: none"> <li>• Internal analysis</li> <li>• Environmental scanning</li> <li>• Feasibility analysis</li> <li>• Risk analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Metadata analysis (e.g., past research and metrics)</li> <li>• Market/audience research (e.g., surveys, focus groups, interviews)</li> <li>• Stakeholder consultation</li> <li>• Case studies (e.g., best practice)</li> <li>• SWOT analysis (or PEST, PESTLE, etc.)</li> <li>• Pre-testing panels</li> <li>• Peer review / expert review</li> </ul>	<ul style="list-style-type: none"> <li>• Media metrics (e.g., audience statistics, impressions, CPM)</li> <li>• Media monitoring</li> <li>• Media content analysis (quant)</li> <li>• Media content analysis (qual)</li> <li>• Social media analysis (quant and qual)</li> <li>• Activity reports (e.g., events, sponsorships)</li> </ul>	<ul style="list-style-type: none"> <li>• Web statistics (e.g., views, downloads)</li> <li>• Social media analysis (qual – e.g., comments)</li> <li>• Feedback (e.g., comments, letters)</li> <li>• Ethnography<sup>10</sup> (observation)</li> <li>• Netnography<sup>11</sup> (online ethnography)</li> <li>• Audience surveys (e.g., re awareness, understanding, interest, opinion)</li> <li>• Focus group (as above)</li> <li>• Interviews (as above)</li> </ul>	<ul style="list-style-type: none"> <li>• Social media analysis (qual)</li> <li>• Database statistics (e.g., inquiry tracking identifying sources)</li> <li>• Ethnography (observation)</li> <li>• Netnography (online ethnography)</li> <li>• Opinion polls</li> <li>• Stakeholder surveys (e.g., re satisfaction, trust)</li> <li>• Focus groups (as above)</li> <li>• Interviews (as above)</li> <li>• Net Promoter Score (NPS)<sup>12</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Database records (e.g., blood donations, health outcomes, membership, etc.)</li> <li>• Sales tracking</li> <li>• Donation tracking</li> <li>• CRM data</li> <li>• Staff survey data</li> <li>• Reputation studies</li> <li>• Cost Benefit Analysis/ Benefit Cost Ratio</li> <li>• ROI (if there are financial objectives)</li> <li>• Econometrics<sup>13</sup></li> <li>• Quality of life scales &amp; wellbeing measures</li> </ul>



# How to influence a target group?

BUSINESS STRATEGY	COMMS GOALS	STAKEHOLDERS	MARKET	MESSAGE	TACTICS	MEASURING IMPACT
Business goal	Objectives Goals	Employees	Market and Drivers	Position	Internal emails, intranet, management packs Media Social Media Digital Communication Internal communication Events	<b>Outtake:</b> Channels effectiveness to reach and engage target group
		Existing & potential customers	Industry Issues	Message-house		<b>Outcome:</b> Change in target group perception & behaviour
Opportunities and Threats	KPI & metrics	Influencers	Competitor picture	Topics		<b>Impact:</b> Business results
		Regulatory and policy makers				



# Annual planning – we used to do this

– academically correct but very time consuming and difficult to get an overview

BA STRATEGIC GOAL	BUSINESS GOAL AND TARGETS	COMMUNICATION GOAL																																																																																																																																																																																				
Be the leading global provider .....	Deliver an <b>average</b> organic revenue growth rate of x% annually throughout the period.	<ul style="list-style-type: none"><li>Engage employees with content that promotes the application of multi-disciplinary services to projects.</li><li>Enhance leadership communication of internal coms (cascade of monthly topics and ELT structured sharing) . Increase employee line of sight to the Oil &amp; Gas strategy through internal communications channels including monthly management packs.</li><li>Help employees to grow market share by increase awareness of broad portfolio of services, capabilities and value differentiators, and to package them to add the greatest value to customers.</li></ul>																																																																																																																																																																																				
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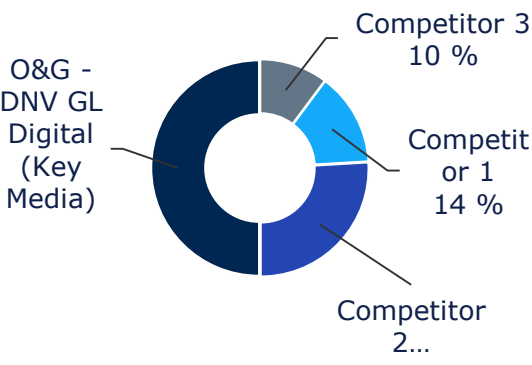
# How we report– quarterly

## SCORECARD

Goals	Channel	#%Q3 17	vs Q2 17
Reach	Contact database growth	5 649	3 130
	# media mentions	1 303	1 611
	% readership intranet articles	28.5%	29.7%
	% internal newsletter	81.4%	81.9%
	# web page views	152k	148k
Reputation	# event registrations	889	1 075
	# mngt & expert quotes	1005	390
	# LinkedIn followers	11625	11 299
	# Twitter followers	6938	6 807
Relation	# gated downloads*	6 241	5 292
	# clicks on social posts	2156	2650
Revenue enablement	# Registered JIP Interest*	xx	xx
	# Accepted Flowmailer leads	xx	xx
	Opportunity value (based on survey of xx people)	xx MNOK	xx MNOK
	# Estimated contract value	xx MNOK	xx MNOK

## CHALLENGES AND ACHIEVEMENTS

- Offshore Europe** was a success with 7 technical briefing, customer engagement and over 120 media hits much thanks to 4 press releases. The **ETO launch** generated 83 media hits, as well as 5 media interviews, 6 000 Oil & Gas report downloads and 76,016 social media impressions. It also increased our Contact Database with 1 680 new contacts.
- In total we hosted **15 customer** events (vs 22 in Q2) with gas and pipelines as key topics. We presented at 28 external events (vs 60 in Q2) with topics such as standardization, pipelines and gas.
- The Eloqua training program is been rolled out, providing regional resources with best practices and training to fully utilize Eloqua's marketing and automation functionalities; Middle East, Singapore, China, Korea & Japan CEMEIA, UK, Norway have been trained while Americas is setting up a training on Nov 13<sup>th</sup>.
- Our **share of voice within key media** on **general topics** in 3 Q xx% while its xx% within **digitalization** driven by the Cyber RP launch and digitalization content in many other releases such as the ETO and new CEO. 11 Press releases were sent out with ETO, LNG Iberian Market Study (65) and Cybersecurity RP (45) attracted the most attention.



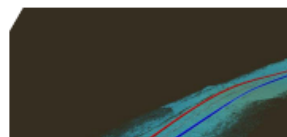
## Pipeline Evaluation Portal – mini campaign

### Pipeline evaluation portal Connecting industry expertise with data

SHARE:     PRINT: 

DNV GL pipeline evaluation portal increase availability and ease-of-use of DNV GL models and expertise know-how by combining advanced structural models and probabilistic assessments. The online tool enables smart use of detailed information from reliability analysis and structural analysis to support decision making.

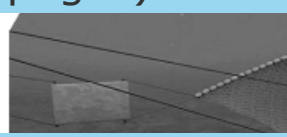
Here you find applications relevant for oil and gas pipelines compliance checks to detailed structural and probabilistic assessments marked with "Beta". Information about upcoming applications is available in the application tiles.



**Buckle evaluation (BETA)**  
Access advanced pipeline models and probabilistic buckle assessments developed for the industry by our experts



**Pipeline (Info)**  
Efficient f



**Multi-analytic risk visualization tool - MARV7M (Info)**



**Anchor hooking assessment (Info)**




**Pipeline corrosion analytics (Info)**

**Total pageviews:**  
**3,188**  
(7 pages)

**Total visitors:**  
**1,795**

**Form submission:**  
**41**

#### Contact us:

 **Einar Bertin Stiansen**  
Senior Engineer  
[Send email](#)

Google search: 1,408

Direct: 945

Social: 283

Referral (from other pages): 224

Paid promotion: 195

Email: 108

Enerwe: 25

Existing contacts: 433

Unknown contacts: 970

Staff: 392



19,432 impressions

302 clicks

73 interactions



1,535 impressions

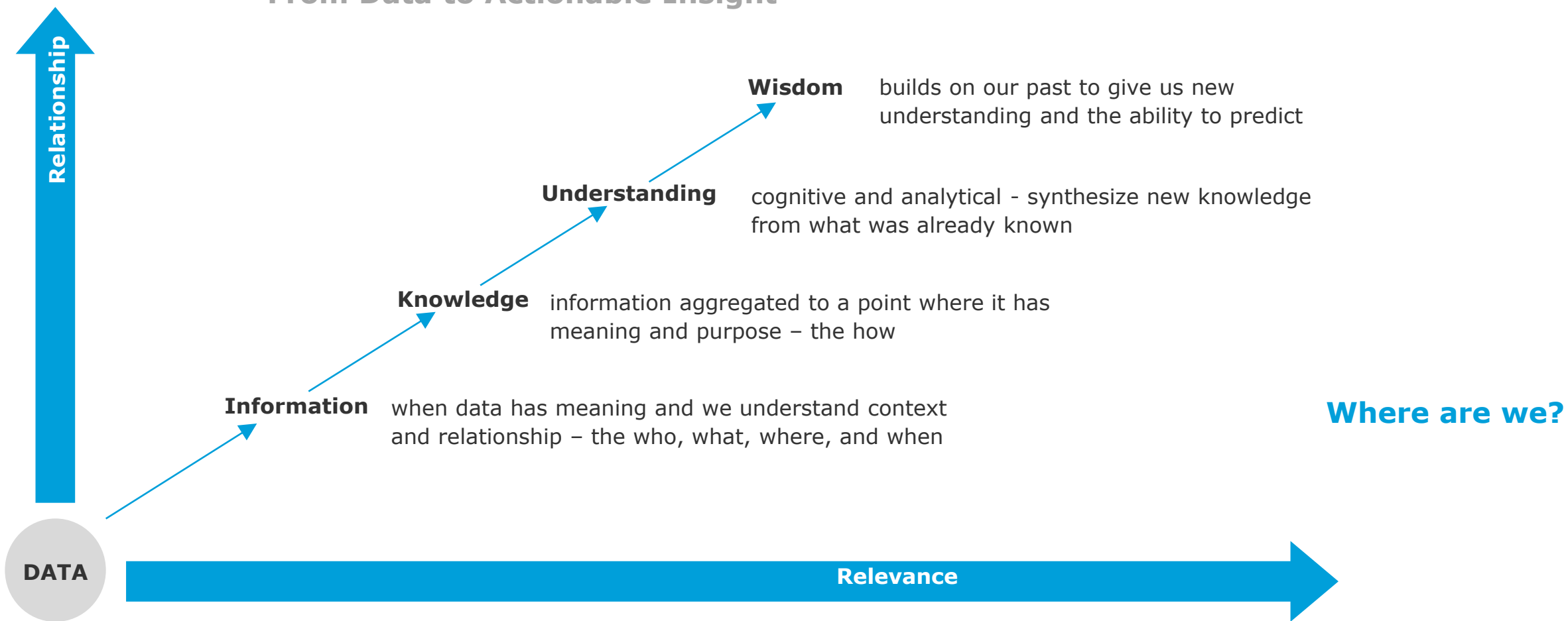
32 engagements

4 retweets



# We have become better at gathering data on user behaviour but do we have wisdom?

## From Data to Actionable Insight



Source: Ackoff Russell L., 'From Data to Wisdom'. Journal of Applied Systems Analysis, Volume 16, 1989.

## The one and only KPI of performance measurement

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# Thank you

Cathrine Torp

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# A global impact for a safe and sustainable future

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