



The Rise of Digital Influence

A “how-to” guide for businesses to spark desirable effects and outcomes through social media influence

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Includes input from 18 ecosystem contributors



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Executive Summary

Digital Influence is one of the hottest trends in social media. A myriad of vendors are emerging that score and rank the activity of everyday consumers on the social web. With additional services preparing to launch on the horizon, the ability for brands to connect with influential consumers is set to become standard protocol. With an effective digital influence strategy, businesses will spark beneficial word of mouth, create brand lift, and ultimately influence the actions of other consumers much more authentically than does traditional marketing.

At the same time, consumers are learning the meaning of their newfound stature in social networks and are exploring the possibilities related to their influence score, what it means, and also ways to increase it. Brands are also seeking ways to make sense of these numbers to better identify the right people and ways to connect. Whether it's through advocacy or promotional programs, relationship building, or through important events, everything begins with an understanding of what digital influence is and isn't. And, once influence and how it works is understood, brands must develop strategies and processes to effectively partner with connected consumers who are becoming influential in their networks.

This report explores the emerging landscape for digital influence to provide businesses with a lens into how it's earned and spent in social networks. Additionally, the report lays out an Influence Framework and an Influence Action Plan to identify connected consumers and to define and measure digital influence initiatives using an included step-by-step process. Through examples and a review of the digital influence tools available, businesses will possess a stronger grasp of how to develop effective strategies and supporting processes.

Methodology

- Qualitative interviews and software demos with a total of 20 vendors
- Qualitative reviews of 17 services provided by included vendors
- Qualitative review of 6 brands that have publicly piloted digital influence programs
- Quantitative study of vendor features against key criteria for influence engagement

Ecosystem Input

This report includes input from academics, market influencers and practitioners who were interviewed by Altimeter Group during the course of this research. Input into this document does not represent a complete endorsement of the report by the individuals or companies listed below.

Domain Experts (4)

David Armano, *Executive Vice President, Global Innovation & Integration, Edelman Digital*
Dr. Bernardo A. Huberman, *Director, Social Computing Lab, Hewlett-Packard Laboratories*
Molly O'Donnell, *Director of Influencer Marketing for Windows Phone, Microsoft*
danah boyd,¹ *Senior Researcher, Microsoft Research; Research Assistant Professor, NYU*

Influence Software Vendors (14)

Appinions
eCairn
Empire Avenue
Klout
Kred
mPACT
PeerIndex

PROskore
Radian6
Traackr
TweetLevel
TweetReach
Twitalyzer
TwitterGrade

Businesses Don't Understand Digital Influence

With the rise of social media, word of mouth is becoming a tangible form of consumer influence. New services allow businesses to track how information spreads online and how it impacts the bottom line. As a result, digital influence is changing how consumers make decisions and take action.

When combined with the effects of social media, what people say in social networks can reach far beyond the extent of traditional marketing. Depending on the number and caliber of an individual's connections in social networks, their reputation, and what's shared, what they say about a company can go viral. The resulting word of mouth and activity will cause an effect, change behavior, and influence the actions of others.

Businesses are still struggling to grasp the power of word of mouth. Many learn about its potential through negative experiences. Over the years, there have been numerous examples of just how influential consumer word of mouth can be. What brand managers end up learning is that social media provides connected consumers with a platform to share information that can spread quickly with negative impact on the brand or business. Let's take a look at two well-known examples:

Example 1: United Breaks Guitars

In 2009, United Airlines learned a lesson of the impact of digital consumer influence the hard way. Musician Dave Carroll's expensive Taylor guitar was damaged by United's baggage handlers. After United denied his claim for reimbursement, Carroll took to YouTube to seek resolution. His first in a series of three funny, but important videos entitled, "United Breaks Guitars" was watched over 11 million times as of December 2011. *The Times Online* in the UK estimated that the video and the negative publicity that resulted from the flap cost United and its shareholders upwards of \$180 million in lost market cap.²

Example 2: New Gap Logo

In 2010, Gap attempted to roll out a new logo on its website. Instead of accolades, the company was met with a protest via social media. With a fake Gap logo Twitter account quickly earning thousands of followers, Gap logo generators going viral, and consumers tweeting and blogging their ire toward the fashion brand, the pressure for Gap to respond was increased.

In responding, the company abandoned an effort to have consumers vote on which logo it should use moving forward and reverted to its original logo. Marka Hansen, president of Gap Brand, North America, issued a statement:

Since we rolled out an updated version of our logo last week on our website, we've seen an outpouring of comments from customers and the online community in support of the iconic blue box logo. We've learned a lot in this process. And we are clear that we did not go about this in the right way. We recognize that we missed the opportunity to engage with the online community.

Once businesses take the time to learn about digital influence, its benefits, and how to connect with influential consumers, brands can harness social networks to proactively drive positive

sentiment, engagement, and results. Everything begins with gaining a better grasp of digital influence to develop a meaningful strategy and defining desired outcomes.

The Importance of Digital Influence

When defining a strategy, a good place to start is by going back to basics. Some of the most often asked questions that deserve consideration are:

- What is influence, and what makes someone influential?
- Who is influential in social networks and why?
- How can I recognize influence or the capacity to influence?
- What effect does digital word of mouth have on my business?
- How can I measure successful engagement with influential consumers?

Responding to word of mouth in times of crisis is not enough. By better understanding how digital influence works, and with the help of these emerging social media influence services, businesses can proactively shape and steer positive conversations and eventually desired outcomes. In the next two to three years, digital influence will become a vital staple in the marketing and service of businesses around the world.

Dr. Bernardo A. Huberman, Director of HP Labs' Social Computing Lab, has extensively researched digital influence over the years. Huberman believes that the new era of consumer influence represents a new horizon for marketers, saying:

Businesses have a finite amount of money and time; therefore, they must identify the most connected people they can to help expand their reach. In social networks, brands can connect with everyday people who are the celebrities of their networks. The value to businesses is that they can have access to the respective Rolodex of consumers and reward them as a result.

The Problems with Measuring Influence

New online services have debuted to help establish a benchmark for identifying the potential to influence behavior in social networks. Klout, mBlast, Peer Index, and TweetLevel, among others, seek to measure a person's level of digital influence based on their activity within social networks, such as Twitter, Facebook, Google+, and LinkedIn. As a result, brands are taking notice. The problem is that many companies are looking at influence backwards, unknowingly or lazily relying on scores rather than understanding how influence is actually created and used.

An important question for businesses to consider, however, is what does a score actually represent? What does a "74" mean to your business goals and objectives? And, how do you apply it toward effective strategies and supporting metrics?

Influence as a score is imprecise, which is why the responsibility falls on brands to recognize the value of relationships as they apply to their engagement efforts. danah boyd, Senior Researcher at Microsoft Research, and a Research Assistant Professor in Media, Culture, and Communication at New York University, explains the imperfections of today's scoring systems:

Social influence conforms to the Heisenberg uncertainty principle. The more precisely you try to measure one's influence, the more you muck up the entire system of influence. Klout and PeerIndex and similar services function through game mechanics. People who buy into the game are willing to manipulate their social media practices to get high status in these systems. But as they play the game — and as the companies respond to their gaming — those who are uninterested in the game end up getting written out of it. It evolves to be centered on the players.

boyd continues to say that:

We live in a society obsessed with measurement, but the act of measuring often means that the thing being measured becomes illusive. When sociologists measure social capital, they do so from a distance precisely because people would try to game the measurement. But what's happening here isn't just measurement: it's trying to leverage measurement to do something. That's where it loses its role as a measurement process.

Many of these services score people based on what they do and say in social networks. Some, such as Klout and Kred, claim that the score is a measure *influence*. Others, such as PeerIndex and mBlast, state that the score represents topical authority within social media. So, what do scores really mean? Do they truly represent influence or the capacity to influence? These questions, in addition to those mentioned above, are causing brand marketers to scratch their heads in confusion about what to do next and how.

With executives increasing demand on ROI, brands must tread strategically as they experiment with influencer campaigns. Do not focus on the score. Instead focus on the intended audiences and the desired results. In doing so, the score will take on a new meaning. Brands that spend time upfront thinking through actions and outcomes rather than first developing campaigns around “the score” will better understand cause and effect. As such, brand managers will become the true measure of how influence does and does not work.

- **Brands cannot afford to make marketing or engagement decisions based on scores alone.** While these tools use sophisticated algorithms to calculate a corresponding number, they do not take into account all of the complexities of influence and the nature of relationships between people in social networks. As a result, brands are potentially misallocating precious resources based on the lack of understanding of what influence is and the role *influencers* play within customer markets.

Understanding the potential of digital influence, the question is, do these new services that capture social media scores equate to influence? The answer is no. But that doesn't mean they're not useful.

At a minimum, these scores indicate the stature someone possesses within social networks and, in many cases, provides insight into the interests or topics that contribute to that standing. This stature is referred to as social capital, the networks of relationships among people in a particular society, enabling that society to function effectively.

In the digital influence, value is in the eye of the beholder. A high score versus low score is difficult to assess. But the score itself represents a benchmark that transforms a connected consumer into a potential influencer. An influencer is defined as someone of

notable status and focus within a community who possesses the ability to cause effect or change behavior among those to whom they're connected.

- **In the end, the true measure of influence is determined by an outcome or extent of change.** To be successful, brands must first define the effect they wish to realize. For example, many businesses are working with the likes of Klout, Kred, and PeerIndex to engage with consumers who possess higher scores to increase the number and reach of brand-related tweets, retweets, status updates, and blog posts. The measure here, however, is not influence or the capacity to influence, but instead visibility with the possibility of causing effect.

For example, if a prestigious brand such as Rolex sought to find all of the authoritative voices on luxury goods, men's style, or business travel, the ability to surface *influencers* by topical relevance becomes paramount. Other services help organizations identify those who are most vocal with opinions on brands and products, and here, Rolex could identify influential voices to help shape and steer desired sentiment. Other services focus on reach by placing emphasis on the size of the network rather than its focus. This creates temporary brand lift by connecting the luxury watch manufacturer to popular, highly connected individuals regardless of relevance to the brand or its unique market.

Thinking about the behavior or outcomes you wish to cause, it's time to work backwards to find the right people and then develop a mutually beneficial engagement program. This next section looks at how organizations can drive value with influence by learning what digital influence is and isn't.

Defining Influence

Traditional influence is defined as the act, power, or capacity of causing an effect in indirect or intangible ways. For the purpose of this report, we will use the following as the definition for Digital Influence: *The ability to cause effect, change behavior, and drive measurable outcomes online.*

Influencers, as they're often labeled, form strong unions with like-minded individuals within social networks and fortify those connections with value and meaningful interaction. These influencers are individuals who may possess the capacity to influence based on a variety of factors, such as a substantial or concentrated following in social networks, notable stature, or authority within a community, and the size or loyalty of an audience.

The strength of these networks and the corresponding popularity or expertise individuals earn within them is the direct result of significant investments of intellectual capital, goodwill, and good ole fashioned networking.

Social capital is the key that unlocks digital influence and new customer touchpoints.

Like loyalty programs where customers are rewarded for their repeat businesses, brands can now reach connected customers to build relationships, recruit into ambassador programs, involve them in important events, or reward them with exclusive content, access, or products and promotions as recognition for their social stature and support.

An important element of influence is social capital, a topic we'll review further in the next section. Essentially, the brand borrows the social capital of that individual to appear

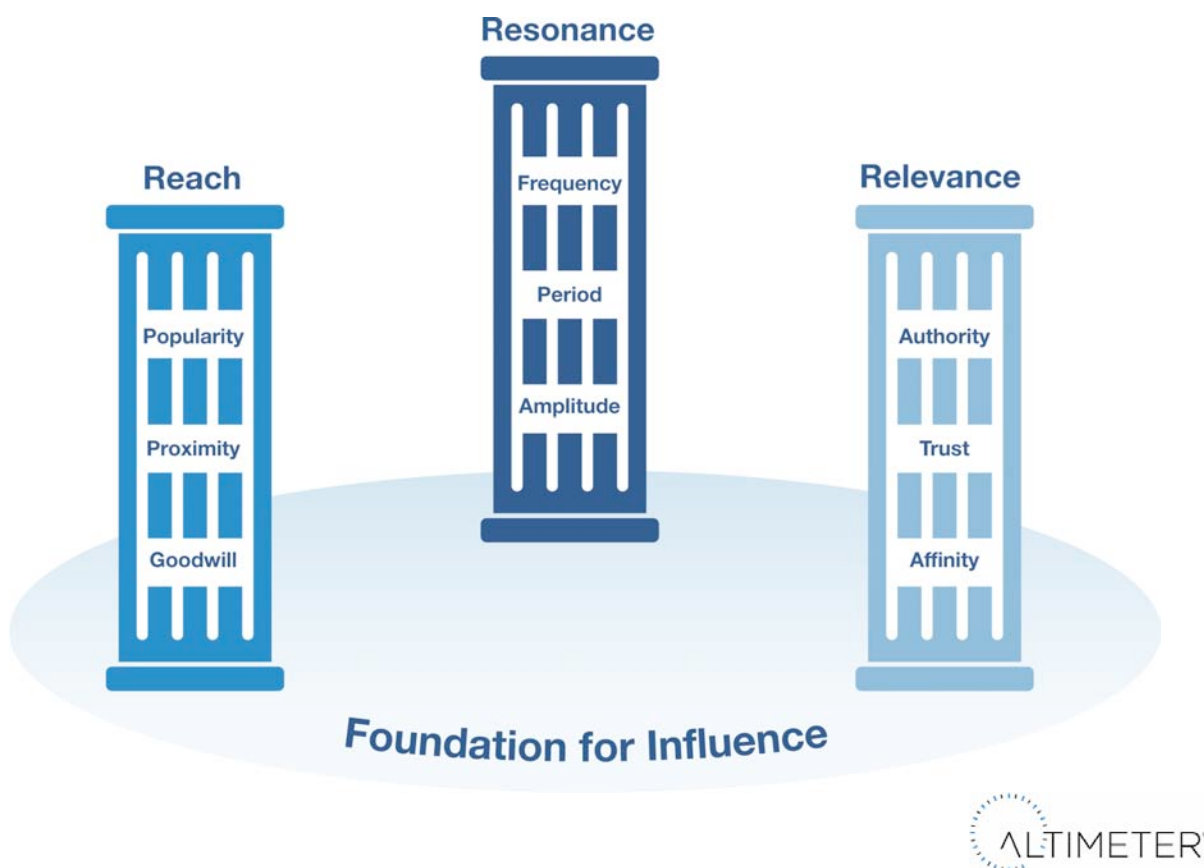
approachable and desirable to their followers. In social networks, individuals with notable social capital can be wildly popular with tremendous reach, others can be focused on quality over quantity with an emphasis on topical relevance, and some can possess a combination of both. Businesses must consider how each contributes to the potential increase in both awareness and outcomes.

The New Era of Consumer Influence: When Nobodies Become Somebodies

As influence is a measure of social capital, social capital is then a culmination of several pillars that can contribute to the capacity to influence. While not absolute, these pillars form a framework for assessing social capital and, in turn, serve as indicators for influence. They are the result of studying the metrics systems of the vendors included in this report, as well as by studying cause and effect in social networks. Some attributes are measureable, others are extrapolated, and not all are required to influence behavior or action.

A framework for influence is built upon three pillars to clarify the role they play in assessing the capacity to cause change or effect (see Figure 1). These pillars contribute to an action plan for influence discussed later in the report.

Figure 1: Framework: Pillars of Influence



Pillar 1 — Reach: Relationships form the union of the social graph and define how far information can travel across the social graph and communities at large. Reach is a measure of popularity, affinity, and potential impact.

- Popularity: The state of being liked, admired, or supported by many people.
- Proximity: The location of an individual is taken into consideration where effect is necessary within a particular setting or environment.
- Goodwill: Investing goodwill into one's community increases appreciation and the probability for collaboration and action.

Pillar 2 — Relevance: Topical relevance is the glue of the interest graph and the communities of focus. Individuals aligned through subject matter create a series of linked relationships that send information along communities of focus.

- Authority: As an individual invests in the subject of topical relevance, they naturally earn a level of authority on the subject matter. Authority levels also prompt respect, which is a reward for expertise or specialty.
- Trust: Difficult to measure, trust is the source of most meaningful relationships. It's also a word that's difficult to describe. We all know what it is. Here, trust is the firm belief in the reliability, truthfulness, ability, or strength of someone.
- Affinity: A natural liking or sympathy for someone or something. Connected consumers establish affinity within their communities, and it buoys their position.

Pillar 3 — Resonance: The culmination of reach and relevance serve as the foundation for “the score.” Here, resonance is the measurement of the duration, rate, and level of interactivity around content, a topic, or conversations. High resonance ensures that more people will see each post or update. In theory, this number determines the reach of activity and how long it can stay alive in the social streams of online consumers.

- Frequency: The rate a social object, topic, or person materializes in social streams. Typically, frequency is tethered to a given theme, conversational thread, or media related to a particular campaign.
- Period: The length or portion of time it remains visible after the initial appearance.
- Amplitude: The level of engagement within a network.

How Social Capital Becomes Influence

The Pillars of Influence contribute to social capital, which indicates the likelihood to influence behavior, but a “score” does not predict the resulting actions or outcomes. A score of 74 only represents the capacity to influence, but other variables come into play as defined by the Pillars of Influence. Scores can be measures of social capital, but not true influence.

Social capital is the catalyst for influence. A person's stature within each network can directly affect behavior or cause an effect. However, the Pillars of Reach and Relevance offer a series of levers that, when aligned with a creative strategy, can create favorable conditions for cause and effect.

Scores as Proxies for Social Capital

As connected consumers “live in public,” their activities are captured and measured.

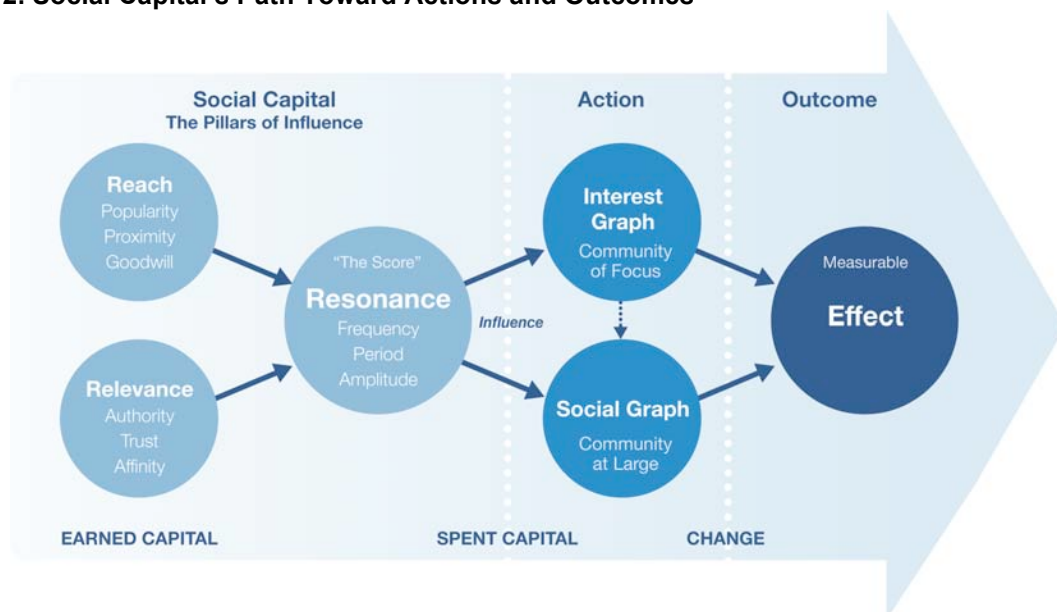
These actions, reactions, and the relationships that expand and contract as a result, contribute to the state of an individual’s social capital in each social network. Don’t just rely on a score or a report; see for yourself what makes someone valuable to his or her community.

Relationships in social media are evaluated based on the nature of interaction. Typically, connections are classified as either a social graph — ties made up as friends, family, or peers — or that of an interest graph, connections based on common interests. The social graph then forms a community at large, while an interest graph creates a community of focus. It’s quality versus quantity. And, both can be important to your mission.

Actions and words in social networks represent a form of social currency. What connected consumers say online, their relationships, and the ensuing activity accumulates into an implied value that either adds or subtracts from their “social bank accounts.” The resulting balance is then reflective of their stature within the social economy and, as such, impacts the results from your campaign.

In Figure 2 below, the path from converting social capital to influence is plotted starting with the pillars of influence and continuing through to actions and outcomes.

Figure 2. Social Capital’s Path Toward Actions and Outcomes



We can see that the capacity to influence behavior is difficult to chart. However, the Pillars of Influence contribute to a path where social capital can be spent to trigger actions and outcomes.

Starting with the state of one's social capital and how each lever of Reach and Relevance is pulled, capital is then expended as information travels across the interest graph and/or the social graph to cause effect.

David Armano, Executive Vice President, Global Innovation & Integration at Edelman Digital, refers to the phenomenon of actions and outcomes as the ripple effect:

The size of networks to cause effect is irrelevant. The idea that only large networks can cause effect is a myth. You must understand how influence spreads. Now, you can connect with people based on common interests through the influential voices who are frequently the hub of important conversations. As they share information, you can track the ripples from person to person — we also refer to these ripples as reverberation. Defining upfront what it is you want to cause will then allow you to test the combination of people, information, and campaigns to help you achieve your goals.

To help make sense of how word of mouth becomes influence, we must understand how Reach and Relevance feed into Resonance. Resonance is a result of reach and relevance and determines how long something stays alive in the stream before attention dissipates. This is important because social media is a noisy world, and without resonance, conversations evaporate quickly. As the activity that results from influence campaigns is not only measurable, it reveals elements of resonance that can be optimized. In order to measure outcomes as a brand, they must first be designed into the strategy and accounted for in the supporting metrics. What we learn here is that influence isn't inherent in an absolute score; it's measured through actions and words. Brands that get it will design, measure, pilot, learn, and repeat.

The next section lays out an action plan for how organizations can develop digital influence initiatives that focus on results.

As noted, starting with the end goals in mind will lead to more effective digital influence programs. Aligning your brand with people who have notable scores is one thing. Aligning with connected consumers to accomplish something specific delivers measurable results. While there are many potential results to factor into a digital influence campaign, let's focus on some of the most common outcomes. Doing so sets the bar for which to measure success and also assess whether or not "scores" translated into actual influence.

Rather than ask connected consumers to share random or purely promotional updates related to your business, provide them with ideas, content, links, or editorial suggestions to perform against key performance indicators.

Following is a list of some top-level metrics that are possible through digital influence initiatives as you approach campaign development:

- **Brand Lift/Awareness** — Benchmark where the company is today in social networks, and set goals and KPIs to improve brand awareness and reach.
- **Brand Resonance** — How often is your business discussed in the social web today? Define how resonance will keep your business top of mind and to what extent can be driven through influence programs.

- **Reach Through Advocacy and WOM** — Existing advocacy and WOM initiatives can be designed to influence customer behavior and decisions.
- **Sales/Referrals** — Through special offers and promotions or exclusive incentives for engagement, brands can drive leads, sales, and referrals.
- **Sentiment/Shift** — Negative or indifferent perception can be shaped toward positive or favorable views.
- **Thought Leadership/Authority** — Tapping into the communities of expert individuals can help your brand tap its social capital to contribute to the stature within the community you hope to earn.
- **Demand** — Invest in demand creation through exclusive programs and intentional outcomes.
- **Trends** — Changing behavior is possible once you understand what it is today, how you see it evolving, and identifying the right people and value to help you get there.
- **Audience** — Investing in the size of your community and its quality is a function of design and purpose, and its value grows through strategic alignment and engagement.

When developing an influencer campaign, brands need to match which elements align to the most important objective at hand. So if brand lift or awareness is the desired outcome, recruiting individuals who are popular, or have earned affinity or goodwill, will do the job. If the result is to entice voting in a particular direction or attempting to establish thought leadership, individuals who possess authority or trustworthiness become instrumental in steering potential outcomes.

Case Studies of Experimenting with Digital Influence

Here, we'll take a look at four case studies where brands partnered with vendors to recruit connected consumers for digital influence campaigns. By walking through these examples, we'll learn a few things. First and foremost, they represent just a few of the different ways brands used influence tools to identify and connect with potentially influential consumers.

In each example, we review the likely pillars of influence that are activated, the potential courses of action — whether through interest, social graphs, or both — and also the possible outcomes that were realized as a result. Brands that excel here will experiment with mixing and remixing of pillars and desired actions to optimize measurable and meaningful outcomes.

Case 1: Microsoft Calls on Influencers to Launch New Windows Phone

The Microsoft Windows Phone team faced a familiar challenge due to the popularity of the iPhone and Android devices in the marketplace. The Windows Phone team recognized the importance of everyday people in the decision-making process and developed an aggressive initiative to reach people who influence its social graphs. Molly O'Donnell, the Director of Influencer Marketing at Microsoft, said that prior to running any influencer campaign, the team first identified who it is Microsoft is trying to reach, where they are, what media they consume, and how they behave. The research led to an impressive discovery that upwards of 70% of its target consumers are influenced by their peers.

During the launch of the new Windows Phone models, Microsoft partnered with Klout through its Perks program to identify what it refers to as the “right” people. Individuals with a score of 55 or higher were offered a free phone and an invitation to attend a high-profile launch event as part of a five-city tour. Those individuals who maintained a score of 29 to 54 were also invited to the event, as O'Donnell recognized that they too were influential, but, as she put it, “We just didn't have enough phones to give away to everyone.”

The goal of the events was to introduce the new phones and also earn relevance among connected individuals. But the bigger objective was to influence smartphone decisions of attendees and their social graphs and to increase awareness of those unfamiliar with Windows Phones.

Klout is only one method Microsoft used to reach potential influencers. The company also purchased ads through the Facebook Marketplace and partnered with Flavorpill, a daily guide to quality cultural events, to reach tastemakers and influencers. The results were thousands of people vying for a spot at each event, with conversations reaching tens of thousands of people before, during, and after the event.

Microsoft's approach is unique in that it separated influencers and tastemakers in its outreach. O'Donnell explained the differences:

An influencer is plugged into social and cultural trends and events. People look to them for recommendations, input, and also what to pay attention to. Tastemakers are the microcelebrities of their community. They tend to have a larger reach simply because of

their popularity. Both are important, and no one service can help you reach all of the influencers. Brands require a multifaceted approach.

To measure success, Microsoft relied on a combination of reach, relevance, and resonance. O'Donnell sought to demonstrate effect or change in behavior:

We knew that coming into the experience, many of the people we were reaching out to were unfamiliar with Windows Phones. It was our hope that people would come out of it as Windows Phone evangelists. Our objective wasn't to simply get tweets or updates, but instead measure whether or not this program changed familiarity or the likelihood to purchase a phone.

The Windows Phone team evaluated impressions before and after the program, as well as the conversations hosted in social networks to measure effect. Traditional surveys were used to ask a simple set of 10 questions that measured familiarity, barriers to purchase, and likelihood to recommend or purchase. While the numbers are still pouring in, the Microsoft team observed that well-designed influence programs that seek to cause effect or change behavior work and, "They increase engagement."

O'Donnell expanded on the company's influence metrics:

Social media amplification is off the charts. At one event in Dallas, we had over 3,800 instances on Twitter and Facebook. We then measured the overall reach from those connected to the people who attended the event. We also looked at tonality. And, we specifically looked at the likelihood to recommend or purchase. Compared to the manual polls, we can see that programs that target influencers can change behavior.

Influence programs require sustained engagement where no one tool can help reach everyone. An integrated mix of tools and programs will help accomplish goals, but those goals must first be established. Doing so necessitates the development of social media influence strategies and supporting programs that perform against objectives. Additionally, working with one or more influence vendors allows brands to experiment with cause and effect to truly measure where desired influence did or did not materialize.

Figure 3. Microsoft's Path Toward Actions and Outcomes

Pillars Activated	Action Path	Likely Outcomes
Popularity	Social Graph	Brand Lift
Proximity		Brand Resonance
Goodwill		Sales/Referrals
		Endorsements
		Perception Shift
		Demand
		Advocacy
		Audience

Source: Altimeter Group

Case 2: Starbucks Seeks Coffee Lovers with Klout

In June 2010, Klout debuted a Perks program that connected brands with users who possess digital clout. It is advertised as a way to help businesses “find and engage these influencers, and they can become evangelists for your brand.” The program is already host to hundreds of campaigns that offer connected individuals discounts, free products, access to special events, and opportunities to meet celebrities and VIPs.

Klout Perks was introduced through a joint promotion with Starbucks. Klout influencers were offered a free sample of Pike Place Roast. The promotion was unique in that it targeted individuals who were ranked as top influencers on the “topic of coffee.”³

The Pike Place campaign focused on social capital as it related to both reach and relevance. The program tapped into the communities of focus of those deemed influential around the topic of coffee. By offering a free sample of Pike Place, Starbucks sought to activate word of mouth of highly connected consumers to create brand lift and stimulate demand for the celebratory roast.

After examining the program details, Starbucks likely measured success by tracking the number of offers and click-throughs that contributed to redeemed samples. The company also monitored mentions of the program and conversations tied to each source. Mentions were then translated into reach and sentiment to determine impressions and potential brand lift. Starbucks also earned social capital and goodwill in its own right by recognizing individuals for their stature in the social web and rewarding them for their connectedness.

Consumers are ready to take advantage of a special offer, regardless of value, if it is of interest to them. By identifying the interest graph here based on keywords and affiliations, businesses can spark conversations, positive sentiment, and trigger desirable actions and outcomes. Be sure to establish meaningful goals and objectives at the beginning to design an influencer campaign that tracks toward ROI.

Figure 4. Starbucks Path Toward Actions and Outcomes

Pillars Activated	Action Path	Likely Outcomes
Authority	Interest Graph	Brand Goodwill
Affinity		Brand Capital
		Brand Lift
		Positive Endorsements

Source: Altimeter Group

Case 3: Virgin America Takes Influence for a Test Flight

In late 2010, Virgin America partnered with Klout to commemorate the debut of its new routes between San Francisco and Los Angeles to Toronto. Klout identified influencers and through the Perks program offered individuals free round-trip airfare, Wi-Fi included, along with an invitation to Virgin America’s Toronto Launch event.

Klout explained the advantages of an influencer program versus traditional endorsement advertising in a blog post⁴ announcing the partnership: “We do not want to ‘buy’ your tweets. You are receiving the product because you are influential and have authority on topics related to the product. This is a more targeted form of receiving a sample while shopping at the grocery store. You are welcome to tell the world you love the product, you hate the product, or say nothing at all.”

Those who participated, of course, did tweet, blog, vlog, and share their experience with those who follow them in social networks and in the real world. Virgin America also benefited from word of mouth, earning goodwill, social capital, and brand lift with every status update, shared media, and published post as a result. Virgin America focused on the community at large to reach connected consumers regardless of focus or specific interest. The airline also set the stage for demand and sales through each impression by partnering with everyday people to become the spokesperson for Virgin America to their respective social graphs.

Based on the resulting activity, Virgin America likely tracked expressions and reach to ascertain total impressions and associated sentiment. The airline also tracked click-throughs to redeem the perk. It’s possible that the names of those who participated in the events and ensuing conversations were entered into an SCRM system to measure repeat sales and potential loyalty as part of its Elevate frequent flyer program.

Here, Virgin America benefitted from a series of likely outcomes that are repeatable for many businesses. Brand lift, positive endorsements, demand, sales, and advocacy are among the benefits Virgin America experienced as a result. Additionally, this initiative represents an opportunity to include clearly defined “clicks to action” for businesses to track next steps. Again, an important lesson for businesses is to integrate measurable milestones and conclusions to track preferred cause and effect.

Figure 5. Virgin America’s Path Toward Actions and Outcomes

Pillars Activated	Action Path	Likely Outcomes
Popularity	Social Graph	Brand Goodwill
Affinity		Brand Lift
		Positive Endorsements
		Demand
		Sales
		Advocacy
		Audience

Source: Altimeter Group

Case 4: PeerIndex Introduces Executive Perks

Recognizing social capital introduces opportunities to reward loyal customers. At the same time, activating pillars of influence also introduces a brand and its products to connected individuals to spark word of mouth. Recognition of one’s social capital appears to be a strong catalyst for positive response.

PeerIndex partnered with UK-based Executive Perks to identify influential individuals in social networks and invite them into a new lifestyle privilege program. The program was designed to provide VIP treatment and preferential rates for luxury merchants and resorts. The audience required consumer qualification to preserve its exclusive brand and appeal. PeerIndex worked with Executive Perks to identify influencers based on keywords. Following a very limited wave of 60 invitations, the program reached over 200,000 people via retweets and responses. Within the first month, the company observed a dramatic increase in sales inquiries and, as a result of the initial engagement, conversations in social networks continues to drive demand.

In this example, Executive Perks activated pillars to convert social capital into an efficient sales and marketing campaign that increased brand lift and reach, acquiring new customers in the process.

In some cases, businesses can benefit by targeting a select group of influential consumers. By rewarding notable consumers with special offers that match their lifestyle and interests, businesses can spark word of mouth and demand while preserving the exclusiveness of the community.

Figure 6. Executive Perks Path Toward Actions and Outcomes

Pillars Activated	Action Path	Likely Outcomes
Affinity	Social Graph	Brand Lift
Popularity		Brand Resonance
Proximity		Sales/Referrals
		Demand
		Advocacy
		Audience

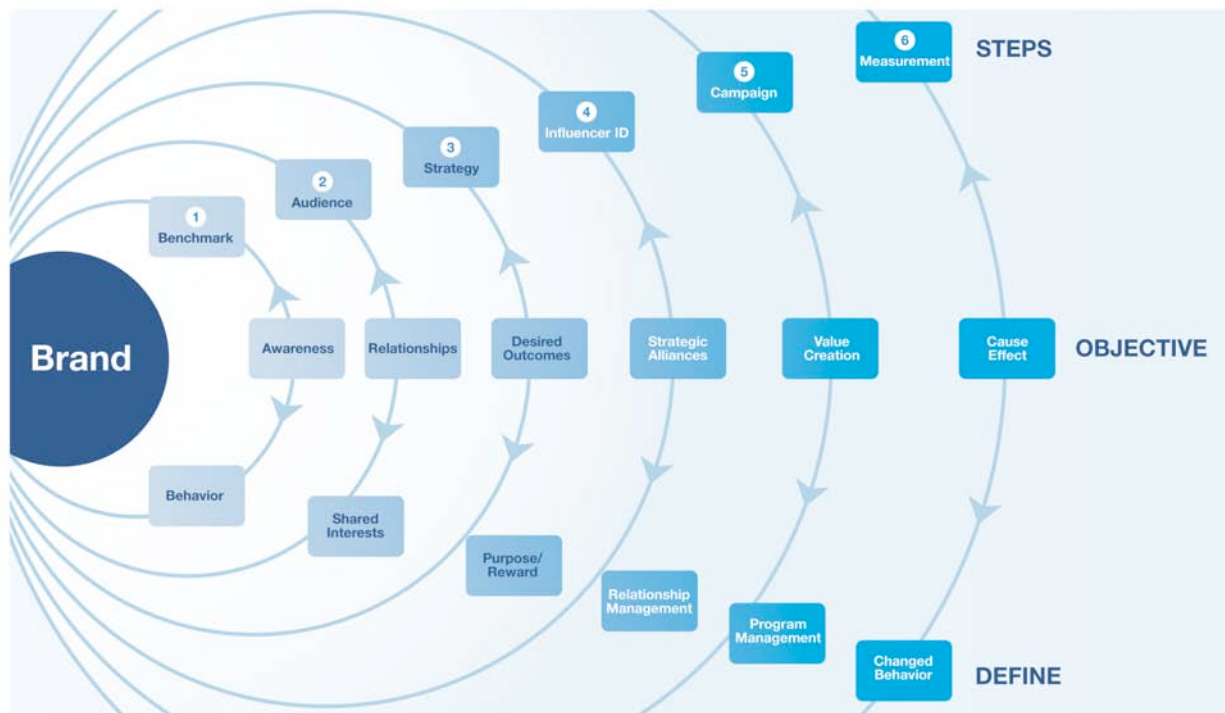
Source: Altimeter Group

An Outline for an Influence Action Plan

Businesses must design influence campaigns with the end goal in mind and pick the appropriate influencers based on the outcome they seek to achieve. It is the responsibility of the business to examine results against intentions and assess if the borrowed social capital of connected consumers actually caused the desired effect, changed behavior, and to what extent. If not, the next step is to evaluate how to improve the program and the right individuals to deliver value across the board and improve results.

To help, Altimeter Group introduces an Influence Action Plan to develop thoughtful, results-oriented programs for brands ready to experiment with digital influence. The Action Plan is designed to walk you through the steps necessary to assess where you are, where you need to be, who can help you get there, why, and what's in it for them and those who follow them.

Figure 7. Influence Action Plan



This Influence Action Plan is divided into three key components: 1) Objectives, 2) Steps, and 3) Elements that require definition. Each contributes to the foundation of your Influence Action Plan to develop an all-inclusive strategy, complete with coveted milestones, and produce meaningful results. Each step becomes a key ingredient in the overall development of a successful influence program:

1. **Benchmark:** Understand where you are today to track performance against current benchmarks that capture existing sentiment, behavior, and awareness.
2. **Audience:** Define who you're ultimately trying to reach, where they get information, who they're connected to, and what it is they value. Remember to review individuals based on their social graph relationships (community at large) and also those connected based on the interest graph (community of focus).
3. **Strategy:** Develop a strategy that connects the dots between you, connected consumers, and their communities. And, most importantly, integrate the outcomes you wish to realize. Document the designed outcomes, and work backward from there. Also, establish your purpose and how you will invest in the relationships to provide value to them and their followers. These ingredients will contribute to first-round assessment of the vendors that can best help you realize your goals.

4. **Influencer ID:** As reviewed in the Framework for Influence, determine the pillars that are important to your program, and identify those that possess the scores and the combination of the 3Rs (reach, relevance, resonance) that are important to your initiative. These individuals form the strategic alliances necessary to achieve your goals. Neither identifying them nor reaching out to them is enough. A relationship management system is necessary to manage contact, editorial assignments, and activity. Select the vendor/s that can help you at this specific juncture.
5. **Campaign:** The campaigns that you execute must be enhanced in real time. Rarely do any digital influence programs perform as designed. Campaigns rarely run their course as designed and require real-time tracking to optimize programs as they unfold. In addition to a relationship management system, digital influence campaigns require a program manager and a supporting system to track performance. This function is designed to measure campaign activity and observe what's working and not working as tied to intended results. When campaigns fail to perform or deliver lackluster results, value creation is reviewed to ensure that the right message, person, timing, and relevant value are optimized throughout the program.
6. **Measurement:** Integrate milestones and mechanisms to measure KPIs and also outcomes. It is here that you document the impact of scores against your intended effects. Measurement doesn't just track activity or results; you must also track behavior based on the benchmark at the beginning of the strategy development and its state post-campaign. Did you cause desirable effects or intentionally change behavior? If so, track what worked. If not, analyze what prevented ultimate success. It is in this final stage of the Influence Action Plan where businesses can become the true measure of influence as they are able to measure the extent of how social capital converted into actions and outcomes.

Putting the Influence Action Plan to Work

Your next steps are then to turn your Influence Action Plan into a working strategy. Here's what to do next:

Define the Parameters of the Program

Define the parameters of a potential influencer program. Develop a plan that communicates the desired customer segment, the action you wish them to take, the corresponding value proposition and intention, and the role connected individuals will play in program execution.

At the core of the program, you must clearly establish "*what's in it for them*," as expecting individuals to expend social capital on behalf of your brand does indeed come at a cost. In addition to recognizing the effort of subject matter authorities, ensure that value is stated for participating customers. It's important, in some way, to recognize all individuals involved, as well as their communities.

A successful program will also include a series of measurable outcomes and milestones. By designing click paths, recommending next steps, and integrating performance metrics, the ultimate measure of influence, i.e., did it cause desirable effects or change behavior, will be readily assessable.

Note: Engagement programs aren't limited to any one market segment or business driver. In social media, communities are formed around common interests and therefore attract customers and prospects with different needs and applications. Engagement programs can be produced to specifically reach a variety of customers simultaneously.

Vendor Assessment and Influencer Identification

Study the various selling points of each vendor, and assess how features, pricing, and deliverables match your needs. Not every service is designed to provide a total solution for every business need. However, once a pilot program is designed, mapping capabilities to goals will aid in the development of specific program objectives.

Next, develop a list of keywords that are important to your customers, business, industry, and market segments. Assess the caliber and accuracy of the individuals that surface as a result of the targeted research. At that point you must ask: Do the results satisfy your ability to then customize engagement programs based on the interests of the individuals on your list and the communities you're ultimately trying to reach? Do you have answers to all of your questions? Is it clear as to why the individuals on your list are important to you?

If possible, take the top two or three vendors for a test drive and compare results. You may find that multiple services offer different and necessary advantages. See Appendix 1 for a list of digital influence vendors and a process for selecting them.

Influence the Influencers

Finalize the plans for engagement programs based on the insights that stem from step two. Before reaching out to anyone, develop a list of pros and cons for each authority based on their work or activity to date to qualify a core set of individuals who are likely to become part of a pilot campaign. The individuals you choose should offer a notable balance of reach, reputation, relevance, and resonance. Remember, customers align with respected people for personal reasons. Include a mix of popularity and authority to evaluate how your customers respond and to what extent. Modify the program as necessary. Last but not least, don't just walk away. Continue to experiment and find new and engaging ways to recognize and reward customers and the people who just may influence their actions and behavior.

By studying the people who matter to your business, and the people who matter to your customers, your business strategies will benefit from a new level of customer awareness and sensitivity that speaks volumes in new media.

Appendix A

The Tools of the Trade: Digital Influence Vendors

There are many options when considering the design and execution of influencer programs. Thinking about your next campaign, start with the end in mind and work your way back to the pillars you believe will have an effect on your desired outcome. From there, examine each of the tools below to see what works for you. Then select the people who will help you achieve the balance of popularity and authority to deliver value to your influencers and their social networks. Keep in mind that as you experiment, mix, and remix, certain vendors may offer greater value over others based on the task at hand.

Influence is a complex subject and not one that is computed by a standard formula to reveal an absolute score. Scores are nonetheless valuable to your organization, but for different reasons. The weight you place on them is directly related to your intentions and goals, as well as its value tied to the results that transpire based on your desired outcomes.

The current roster of vendors is grouped into three main categories that align with the 3Rs framework. These elements serve as a guide for how each platform is categorized based on the pillars of social capital they measure and how they may apply to the outcomes you wish to pursue. As you'll see, each service offers a unique approach to how it ranks influence and attempts to identify influencers. While judging the output is not the goal of this report, understanding its significance helps in campaign development.

1. Reach

- **TwitterGrader** compares Twitter profiles to millions of other users already indexed to establish a score between 1–100. It attempts to capture the power, reach, and authority of a Twitter account to estimate the impact of each tweet.

TwitterGrader factors the following elements into its algorithm:

- Number of followers
- Power of followers (measure by the TwitterGrader score of those who follow an account)
- Number of updates (the higher the better)
- Update recency (the sooner the better)
- Follower/Following ratio (higher ratios contribute to a higher score until other factors offset this)
- Engagement (retweets and responses to an individual account)

Use Case: TwitterGrader is a performance metric for handles in comparison to other accounts. It's ideal for quick one-to-one analysis when new, potentially influential individuals are identified using other services.

- **TweetLevel** was developed by Edelman for communications professionals. It measures 40 different elements to quantify the varying importance of individuals using Twitter based on the context of their online activity. The service offers brands and agencies the

ability to create lists of which people are most important on a specific topic by share of voice and also create a top 100 sorted by influence. TweetLevel provides a lens on specific individuals to help them understand what they most frequently talk about, who influences them, and who they influence. The premium service offers influencer management, metrics, and reporting capabilities.

TweetLevel's measures of influence include the following attributes and output a number between 1–100:

- Buzz around specific topics
- Who the most relevant and influential users are
- The context of relevant topics
- What else people talk about and to whom
- What web links are most frequently shared
- Idea Starter metrics: does the individual generate new thoughts and content or merely amplify others
- Broadcast to Engagement ratio: assesses level of providing interesting and relevant content vs. engaging with others

Use Case: These services are purpose-built tools for the PR and marketing teams that give actionable insight into which people are influential within the right context in the right platform. PR teams can use the export feature to embed influence lists into their campaigns. These tools also offer insights into influential voices during crisis management.

- **TweetReach** provides insight into the reach and exposure of a tweet or Twitter campaign. The service tracks any topic on Twitter and measures its exposure, activity, and contributors to identify trends and surface topical influencers. TweetReach also produces reports to provide deeper reach and exposure data for all topic-related tweets. Brands can choose Pro services to extend the scope of tweet analysis around any number of related topics to get a real-time view of the people defining the conversational landscape, the scope of conversations, and their potential effect.

Use Case: TweetReach offers data on the relevance, reach, and resonance of everyday conversations. Studying this information provides organizations with the ability to benchmark activity, benchmark against competitive activity, and also monitor the experiences of relevant individuals for later engagement.

- **EmpireAvenue.com** is a virtual stock market that trades on the social capital of personal brands and real-world brands alike. Visitors can buy stock in people and organizations using Eaves, a proprietary currency to EmpireAvenue. In doing so, visitors become shareholders in the social media exchange where they expect the value of their investments to go up. Here, social capital within the network is represented in the share price. As such, it goes up and down based on community engagement. To prompt interaction among investors, EmpireAvenue encourages users to engage in communities and plug in various social network accounts and blogs. Additionally, value can go up by also making solid investments in other people and brands.

Use Case: Companies including Audi, Intel, Ford, and AT&T were among the brands that invested time and resources in EmpireAvenue. As businesses connect multiple

branded channels, such as Facebook, Twitter, YouTube, blogs, etc., they push new content into the EmpireAvenue stream. Investors will see this activity in their news feed and, as such, engage, invest, and recommend the stock. Businesses claim to see increased engagement within EmpireAvenue, as well as in their specific channels directly.

2. Relevance

- **Kred** calculates dual metrics for *Influence* and *Outreach* by analyzing a person's ability to inspire action and level of interaction with others. *Influence*, scored on a normalized 1,000-point scale, measures the ability to inspire action or influence others in the form of retweets, replies, likes, new follows, and other actions. *Outreach* levels reflect generosity and increase each time a person initiates conversations, interacts with others, or spreads their content. As well as offering overall network scores, Kred offers user scores for each of the communities formed around their interests and affinities.

Use Case: Created by PeopleBrowsr, Kred is a solution for gathering intelligence around communities of focus and interest graphs. Using the self-service dashboard, businesses can learn more about the people and their earned social capital related to key topics. It offers a glimpse of reach and authority based on individual activity and the related activity of those around them. Additionally, brands can work with PeopleBrowsr to pilot engagement programs that connect with ideal candidates to promote advocacy, activities, or events or engage with relevant communities to drive brand-related conversations.

- **PeerIndex** provides an overview of an individual's stature, relevance, and reach within social networks based on cumulative activity. Sources include Twitter, Facebook, LinkedIn, Quora, and blogs. PeerIndex consists of four components: resonance, authority, activity, and audience. Each is measured and contributes to an overall score up to 100. The service provides a holistic view of an individual's topical footprint and their rank within the social web based on their activity within eight sectors:
 - AME (Arts, Media, and Entertainment)
 - TEC (Technology and the Internet)
 - SCI (Science and Environment)
 - MED (Health and Medical)
 - LIF (Leisure and Lifestyle)
 - SPO (Sports)
 - POL (News, Politics, and Society)
 - BIZ (Finance, Business, and Economics)

Additionally, PeerIndex tracks and analyzes influence and behavior in 1,700 standardized topics. The platform analyzes influence communities by location and in multiple languages, including English, French, Spanish, German, Dutch, Portuguese, Italian, Romanian, Farsi, and Arabic.

Use Case: The PeerPerks program is a marketing program that delivers scalable word-of-mouth and rewards programs. It does so by characterizing what makes a likely social advocate for a brand and then helping brands reach and engage many thousands of

those advocates at a time. PeerIndex also provides enhanced tools for behavioral profiling and integration into a range of social platforms for select clients.

- **mPACT** is developed by mBlast and is designed for marketing professionals in companies and agencies with an emphasis on identifying the specific individuals who are the established authorities on any given subject. The service offers a searchable database that helps organizations identify influential individuals in blogs and in social networks by analyzing Authority, Currency, Relevancy, and Volume, among other key points, to establish a score that reflects topical relevancy. mPACT determines the level of authority determined by content creation published across online media (articles, blogs, and social media), how frequently they've been sourced, how often they are quoted, and the size of their audience, among many other factors.

Use Case: Because mPACT's strength is on topical relevance, the ability to identify connected individuals who matter to your market is revealing and insightful. Running a search by the keywords that define your industry will introduce you to the most relevant people who are already talking about your space, with or without you.

- **Traackr** positions itself as an influencer discovery and monitoring platform. It uses a proprietary search engine and scoring algorithm to convert any keyword query into a list of top influencers ranked on the Reach, Resonance, and Relevance of each person discovered in the search. The service helps businesses locate, qualify, and track individuals who publish or create relevant content in blogs and social networks based on authority and context.

The company then allows users to create topical Authority Lists that rank individuals by scores for reach, resonance, and relevance, and also includes links to all social profiles for further analysis. Traackr also provides reports to provide brand managers with an overview of related activity by each influencer.

Use Case: Traackr is dedicated to influencer identification and engagement. Focusing on communications rather than rewards, Traacker will help businesses create and manage ambassador programs and also shape influencer relations campaigns. Users can also track mentions and engagement metrics.

- **Radian6** developed an Influencer widget as part of its listening and engagement platform, which helps brands identify important individuals related to their markets across a myriad of social platforms, including blogs and Twitter. The service offers levers to define what makes someone important to the brand, such as community engagement, post volume, repeat mentions, and topical relevance. Based on the parameters defined, individuals are assigned a score between 1 and 100 to help brands managers and marketers prioritize influencer engagement.

Use Case: Radian6 provides social media monitoring, analysis, and engagement for all types and sizes of organizations. For communications professionals who focus on influencer engagement, it offers a deep and clickable path to better understand why someone is potentially influential and why he or she is important to the business. The Radian6 widget is ideal for blogger and influencer relations and also for organizing ambassador programs.

- **Appinions** is an influencer management platform, which is the result of over a decade of technology development at Cornell University. The platform is based on two key pillars: technology and access. Appinions scours blog posts, articles, social networks, forums, and TV and radio transcripts to extract and aggregate opinions related to brands and keywords. Graph analysis is then applied to this database of opinions to identify influencers related to any topic, industry, or company defined by the user.

Use Case: Intended for agencies and brands, Appinions is designed to identify relevant influencers for intelligence gathering and engagement and is used by social out-reach, PR, strategy, and research teams. Additionally, for brands experimenting with corporate journalism strategies, Appinions provides insights into the most engaging content created by influencers to inform editorial programming.

3. Resonance

- **Klout** uses over 50 variables to measure what it calls the “standard for influence.” Its public-facing service presents the social capital and capacity for an individual’s ability to influence behavior and outcomes in social networks. Klout’s algorithm involves three separate stages of semantic calculation: True Reach, Amplification Probability, and Network Value. In June 2011, Klout also introduced +K, a user-generated feature for boosting Klout scores for individuals based on relevance or authority.

Use Case: Klout offers a free search tool to identify individual ranking by username. To use this tool effectively, brands must first have an idea of who they would like to learn more about and then use the search function to analyze their social capital. Additionally, organizations can partner with Klout through its paid Perks program to target influencers by Reach, Relevance, and/or Relevance.

- **Twitalyzer** evaluates Twitter activity based on a deep set of factors to assess signal-to-noise ratio, generosity, velocity, and also clout. The primary mission of the company is to help brands identify the people moving their markets on Twitter. Twitalyzer evaluates brand efforts and resulting activity for business purposes and benchmarks that activity against other businesses and individuals pursuing a similar approach. Additionally, Twitalyzer surfaces relevant individuals and communities of influence to assist brands in the prioritization of engagement. Twitalyzer also uses RapLeaf personalization data and the RapLeaf API to collect more and more interesting data about Twitter users, including age, gender, and geographic location.

Use Case: Twitalyzer offers a detailed Benchmark report that provides brands with ranked lists of Twitter users based on their stated location and the tags that have been applied to their profile. Reviewing this list of potential influencers and analyzing their activity provides brands with insight into the nature of the dialogue, as well as opportunities to engage influencers.

- **PROskore** focuses its influence analysis on professional reputation. It scores and ranks individuals based on professional background and experience, peer validation, popularity, and engagement in social networks, as well as within the PROskore community. While other services focus on a myriad of social networks, PROskore’s algorithm places emphasis specifically on LinkedIn, Facebook Pages, Twitter, and blogs.

The end result is a score that is designed to help professionals network with partners and prospects to “generate business.”

Use Case: Whereas other influence vendors focus on helping brands connect to influential people in digital word-of-mouth marketing applications, PROskore assists businesses by introducing hiring managers to ideal employment candidates. PROskore also brings to light the notion of internal influence. By tapping personal brands as company stakeholders, the right influencer can spark important dialog from within and ultimately impact external conversations and actions. Although PROskore can help hiring managers and employment candidates, it also helps businesses identify leads and sales opportunities.

- **eCairn's** Conversation platform was developed to help marketing professionals identify influential communities and the influencers who drive relevant market conversations. The system tracks online communities based on RSS feeds from blogs, Twitter, etc. and keywords that brand managers identify during the setup process. The system then automatically profiles and ranks top influencers on a visual map sorted by expert qualification and topical relevance. eCairn also provides a dashboard for targeted list development and influencer engagement.

Use Case: eCairn is an influencer relationship management solution designed to help brands find and engage with topical influencers and experts. As an IRM platform, brands should have an infrastructure for influencer engagement, support, and measurement. This system is ideal for brands with internal influencer teams or agencies focused on targeted influencer management. Additionally, brands can get customer and market insights beyond using keyword-based social media monitoring and also learn who are the people driving the relevant conversations and perceptions in different communities.

Following are three vendor feature-tracking tables organized by Reach, Relevance, and Resonance. Each table compares capabilities to help you determine which tool/s will help you achieve the outcomes you wish to realize:

Figure 7. Influence Tracker Features: Reach

Features	TwitterGrader	TweetLevel	TweetReach	Empire Avenue
Score	✓	✓	X	✓
Reach	✓	✓	✓	X
Topical Relevance	X	✓	✓	X
Resonance	✓	✓	✓	X
Intelligence/Trends	X	✓	✓	✓
List Development	X	✓	✓	✓
Influencer Relationship Management	X	✓	X	X
Campaign Management	X	✓	X	✓
Engagement Metrics	X	✓	✓	X
Networks Tracked	Twitter	Blogs RSS, Twitter, Facebook, News Media, Radio & TV, Transcripts	Twitter	Facebook, Flickr, Foursquare, Blog RSS, Twitter, WordPress, YouTube, Google+, Instagram
Free or Paid	Free	Both Free and Premium (Paid) Service Offerings	Free up to 50 tweets, then paid (tiers)	Free

Source: Altimeter Group

Figure 8. Influence Tracker Features: Relevance

Features	Kred	PeerIndex	mPACT	Traackr	Radian6	Appinions
Score	✓	✓	✓	✓	✓	✓
Reach	✓	✓	✓	✓	✓	X
Topical Relevance	✓	✓	✓	✓	✓	✓
Resonance	✓	✓	✓	✓	✓	✓
Intelligence/Trends	✓	✓	✓	✓	✓	✓
List Development	✓	X	✓	✓	✓	✓
Influencer Relationship Management	✓	X	✓	✓	✓	✓
Campaign Management	✓	X	X	✓	✓	✓
Engagement Metrics	✓	X	X	✓	✓	✓
Networks Tracked	Twitter	Blog RSS, Twitter, Facebook, LinkedIn, Quora, YouTube	Twitter, Facebook, Blog RSS, Friend Feed, Websites, LinkedIn, Google+	Networks tracked include blogs, Twitter, FB (public only), YouTube, Flickr, Quora, LinkedIn, Vimeo, Tumblr, Discus, etc	Blog RSS, Twitter, Facebook, LinkedIn, YouTube	News and websites, Blog RSS, Twitter, Facebook, LinkedIn, Quora, YouTube
Free or Paid	Free	Free	Free and Paid	Paid only	Free and Paid	Paid only (Offers free trial)

Source: Altimeter Group

Figure 9. Influence Tracker Features: Resonance

Features	Klout	Twitalyzer	PROskore	eCairn
Score	✓	✓	✓	✓
Reach	✓	✓	X	✓
Topical Relevance	✓	X	X	✓
Resonance	✓	✓	✓	✓
Intelligence/Trends	✓	✓	X	✓
List Development	✓	✓	✓	✓
Influencer Relationship Management	✓*	X	X	✓
Campaign Management	✓	X	X	✓
Engagement Metrics	✓*	X	X	✓
Networks Tracked	Twitter, Facebook, LinkedIn, Foursquare, and Google+ are factored into the Klout Score. Users can connect to YouTube, Instagram, Tumblr, Blogger, WordPress, Last.fm and Flickr (although not yet scored)	Twitter	Blog RSS, Twitter, Facebook, Google+, YouTube, and Facebook Fan Pages	Blog RSS, Twitter
Free or Paid	Free	Paid only	Free and Paid (PRO+)	Paid only

* Provided as a custom service for Klout clients, not as part of a standard dashboard.

Source: Altimeter Group

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Endnotes

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About Us

Altimeter Group is a research-based advisory firm that helps companies and industries leverage disruption to their advantage.

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