



Digital Media Guidelines for Tech Transfer Offices

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There is nothing novel about having an online presence today—it's an essential part of regular business for everyone from independent business owners to large corporations, academic institutions, and non-profit organizations. But how do you attract visitors to your technology transfer office (TTO) Web site and attention to your social media presence with hundreds of millions of sites vying for a piece of that audience?

This paper provides specific guidelines for efficiently and effectively designing, developing, implementing, and maintaining a successful digital media program for your TTO:

- Planning your digital media strategy
- Maintaining a dynamic Web site
- Using IP exchanges and open innovation portals
- Using e-mail marketing
- Leveraging LinkedIn® and Facebook® sites
- Contributing to the blogosphere
- Navigating the microblogging superhighway (Twitter®)
- Integrating video marketing
- Evaluating the return on your digital media investment

For a case study on the use of social media and other digital media tools in a technology transfer marketing effort, visit <http://www.fuentek.com/webinars/social-media-webinar.php>.

A Quick Look at Our Digital World

The world is becoming more digital on a daily basis. Digital media has transformed markets over the past decade. Not only business-to-consumer but also business-to-business industry segments have seen remarkable transformation over the past few years. Also, we are in the middle of an information tsunami that is transforming the way we communicate and interact. Those organizations that are willing to accept and embrace this transformation and the new tools and media that go along with it are far more likely to succeed than those that do not.

The First Commandment of Digital Media: *Be Professional*

Although raving fans can be very positive and even have a viral impact on your TTO, the online voices of disgruntled “customers” can be very loud. And social media tools form a virtual echo chamber for them to voice their experiences and opinions.

Whatever you do, remember to encourage each of your team members to **stay professional**—the Internet has a very long memory.



The first step in accepting—and even embracing—new media tools is to recognize and acknowledge that your TTO’s reputation is “out there.” In most cases this reputation will be neutral to positive if your TTO uses digital media well. But too many missteps could be a long-term challenge. It is also critical to recognize that first impressions are difficult to change, regardless of whether someone sees you moderating a panel discussion, is in an industry meeting with you, reviews your paper for a trade magazine, reads your blog, looks at your LinkedIn profile, or visits your Web site.

One of the most important ways to build and maintain a good online reputation is to self-direct the conversation about your TTO through active engagement with all of the tools at your disposal. The rest of this paper takes a closer look at how you can do that.

Planning Your Digital Media Strategy

Effective planning is your foundation for establishing a digital media strategy with supporting goals and that deliver the greatest return on investment (ROI) for your TTO’s resources. It is critical to invest sufficient time in developing action plans that are focused on delivering tangible results that align with your organization’s goals.

Effective planning requires a conscious commitment and investment of time to establish and communicate the goals and objectives for your office. Preparing an effective digital media plan requires clearly articulated responses to the following questions:

- What are the current priorities and focus for your institution?
- What are you trying to achieve with your digital media plan. Are you primarily focused on providing information to internal researchers, educators, and colleagues? Attempting to educate prospective partners and collaborators? Trying to engage prospective licensees? All of the above?
- What value can your organization provide to your target audience(s)? This is your value proposition.
- What is the prudent and appropriate level of resources to invest in your digital media initiatives?

Answers to these questions should position you to develop a digital marketing plan for your TTO. This initial planning phase should include:

- Establishing a clear vision of what you want to achieve and how you plan to utilize and leverage digital media tools to meet those goals
- Assigning specific responsibilities and accountabilities to execute your goals
- Developing and maintaining a digital media editorial calendar
- Identifying and preparing interesting and value-based content to engage your target audience



- Incorporating digital media tools as a key element of technology marketing plans (as appropriate)
- Maintaining consistent transparency and integrity (e.g., clearly noting authorship across all digital media platforms)
- Creating action items for all your media initiatives, including priorities, dates, and anticipated resource investment requirements
- Continuing to review, measure, analyze, adjust, and update your action plan on a scheduled basis to ensure it is meeting your goals. You should view your digital media plan as a process and not just a series of events.
- Soliciting feedback on the impact and value of your digital media program from your target audience as well as peers and partners

You will most likely derive greater value from the planning **process** itself than from compiling a comprehensive digital media planning **document**. Although it is important to record your plan, keep in mind that it will have a relatively short shelf life. Fuentek recommends that you review your progress and your plans at least on a quarterly basis.

AMMO: The foundation of your strategy

A critical element of proper planning for all of your digital media initiatives is to ensure that you communicate your message successfully. To this end, Fuentek recommends focusing on the AMMO: audience, message, mechanism, outcome:

- **Understand your audience:** What industry are they in? Where are they from? What do they need? How technically savvy are they?
- **Craft the message:** What is the most important point that you want your target audience to take away?
- **Choose the mechanism:** What is the optimal digital media channel to connect with your target audience?
- **Determine the outcome:** What is your intended call to action? How will the effectiveness of your communication be measured?

Once you have the AMMO, you will be prepared to start communicating to your target audience according to the digital media plan.

Maintaining a Dynamic Web Site

Your TTO Web site content is a prominent representation of your organization and, as such, should serve as the core foundation for all of your digital media initiatives. Your site should be easy to navigate and encourage interested parties to contact you to discuss potential partnership, collaboration, and licensing opportunities. In order to accomplish this objective,



create an efficient means for others to discover the technologies, innovations, and partner opportunities your organization represents.

Your Web site also should facilitate information requests in a self-service fashion, such as frequently asked questions (FAQs), submitting questions online for e-mail response, or contact information.

Getting started

In designing your Web site, ask yourself these questions:

- Who is our target audience?
- What innovative content and techniques are being utilized on other TTO Web sites? Does it make sense for our organization to adopt these strategies as well?
- Is the content on each page current and relevant? (Removing extraneous and outdated information will make it easier for visitors to find the most important messages and information.)
- How often will we need to update our Web content to ensure that it is fresh, dynamic, interesting, and appealing?
- Can our target audience easily find contact information?
- Is our site easy to update and maintain?
- Are our Web pages social media-friendly? Do we provide the ability to share content on sites like LinkedIn, Twitter, and Facebook?

Developing content

Writing content for the TTO Web site can be a daunting task. It may seem as if there is so much information that you don't know where to begin. Dividing the information into categories often is helpful. Areas of information to incorporate include:

- Technologies available for licensing
- Success stories and awards
- Instructional material on your licensing process, including templates to facilitate faster negotiations
- FAQs about your licensing and partnership process
- News Items, events, and press releases
- Links to your blog and social media sites

Also, keep in mind that the prolific use of YouTube® and other video media platforms likely will become a predominant form of communication over the next several years. So, even if your TTO



is not currently using video technology, put plans in place now for future video communication elements of the Web site and the rest of your digital media strategy.

You should also plan for a comprehensive redesign (or extensive update) of your site about every 3 years to reflect changes in your institution, organization, and the services you deliver. Although this might feel like a never-ending process, such updates are necessary and provide an excellent reason to promote your site to new visitors.

Search engine optimization

Search engine optimization (SEO) is no longer a buzzword concept—it is a must-have to ensure that your TTO's Web site is easy to find and is featured prominently in search engine results. Unless you have someone on staff who is skilled in SEO techniques, solicit guidance and support from a consultant who specializes in this area.

Whether you hire an SEO specialist or take the task on yourself, keep these basics in mind:

- Identify relevant and industry-accepted keywords that best represent your organization, technology/patent portfolio, and the services you provide. Then use these keywords throughout all of the site's pages, including page titles, page headers, image tags, filenames, microformatting, and so on.
- Leverage keyword density-checking software.
- Where possible, ask the webmasters of reputable, relevant sites to include links to your site on their sites, preferably using your keywords.
- Incorporate outbound links throughout your site to highly relevant, keyword-rich sites.
- Design your site to be search-engine friendly, including options for plain-text navigation and content.
- Assign a consistent set of categories and keywords to each technology/patent in your portfolio.
- Establish a schedule for refreshing the site's content so that it is updated on a regular basis with robust, fresh keyword-rich content.
- Use intuitive and relevant hyperlinks for navigation. Incorporate navigation maps for ease of access and to improve search engine results.
- Integrate Web site updates into all of your technology marketing plans.
- Regularly review your Web analytics and page rank reports and adjust your strategy accordingly.

For more detailed information about this topic, see Fuentek's paper, *How to Build an Effective Tech Transfer Office Web Site*, available for download at <http://www.fuentek.com/publications.php>.

Using IP Exchanges and Open Innovation Portals

Online intellectual property (IP) exchanges provide a service to connect technologies and innovations available for licensing with prospective licensees. TTOs can post their inventions and patents on the exchange, and interested companies can search for the technologies they require for their business. From a TTO perspective, the matchmaking ideally results in a licensing agreement and royalty revenue.

There are many benefits of using IP exchanges. Companies can discover new commercialization opportunities, while TTOs can reduce administrative and overhead costs in promoting their innovations to a wide audience.

Below is a (non-exhaustive) list of IP exchanges to consider:

- Enhanced IP Solutions <http://www.eipsolutions.com>
- Flintbox <http://www.flintbox.com>
- Hot I.P. <http://www.technologytransfertactics.com/content/hot-ip>
- iBridge Network <http://www.ibridgenetwork.org>
- Idea Trade Network <http://www.newideatrade.com>
- Inpama <http://www.inpama.com>
- IP Marketplace <http://www.ip-marketplace.org>
- Innovaro Knowledge Express <http://www.knowledgeexpress.com>
- NASA Tech Briefs Tech Exchange <http://www.techbriefs.com/tech-exchange>
- Patent Auction <http://www.patentauction.com>
- TYNAX <http://www.tynax.com>
- Yet2.com <http://www.yet2.com>

Another trend to consider in your digital media strategy is the emergence of open innovation Web sites. These sites help companies and other organizations incorporate external expertise/technologies into their research and development process. Many open innovation portals have sprung up that provide low-cost means of marketing your technologies. A sampling:

- Fellowforce <http://www.fellowforce.com>
- Hypios <http://www.hypios.com>
- IdeaConnection <http://www.ideaconnection.com>
- InnoCentive <http://www.innocentive.com>
- Innoget <http://www.innoget.com>
- Innovaro Medical Device Licensing <http://medicaldevicelicensing.com>



- Innovaro Pharma Licensing <http://pharmalicensing.com>
- Innovation Exchange <http://www.innovationexchange.com>
- NineSigma <http://www.ninesigma.com>
- One Billion Minds <http://www.onebillionminds.com>
- Philoptima <http://www.philoptima.org>
- Planet Eureka! <http://www.eurekaranch.com/Planet-Eureka>
- PRESANS <http://www.presans.com>

New IP exchange and open innovation portals emerge regularly, so keeping a pulse on the blogosphere (see below) will be helpful in staying up to date.

Using E-mail Marketing

E-mail has been used as a mainstream marketing tool across many industries for more than a decade. It can be a powerful instrument to supplement other traditional marketing vehicles, including print, TV, and radio advertising; printed marketing collateral; industry trade shows; customer focus groups; and professional networks to name a few.

This medium can be a very effective communications channel between your organization and your target audience. News, press releases, events, and special promotions are some of the information you may choose to communicate using e-mail marketing, and it can also be a very effective tool to publicize your technology portfolio. In fact, it can and should be a vital element within each of your technology marketing plans. Before you begin generating hundreds of new messages, ensure that you are familiar with the US CAN-SPAM Act, which includes provisions for fining unsolicited spammers.¹ One of the key provisions in this law provides recipients with an easy method to opt-out from e-mail distribution lists.

Invest the time up-front to perform sufficient research to identify quality contacts and to identify candidates based on the potential fit and viability of engaging in a licensing dialogue with your organization. This will enable a more targeted e-mail marketing strategy.

As you plan and develop your e-mail marketing program, consider the following guidelines:

- Personalize your introductions when possible.
- Use carefully worded, succinct technology descriptions. Avoid long sentences and paragraphs, and ensure that you have included sufficient white space to facilitate scanning of your message.

¹ For more information, visit <http://business.ftc.gov/documents/bus61-can-spam-act-compliance-guide-business>



- Clearly outline and highlight the what's-in-it-for-me value proposition to help licensing prospects understand how the technology will specifically be of value to them.
- Include a call to action along with contact information or Web page for additional details.
- Test your messages for mobile compatibility to accommodate professionals who read a large percentage of their e-mail on smart phones or other mobile devices.
- Carefully consider your subject line, ensuring that your recipient understands the value of your message by reading it.
- Always proofread your messages prior to hitting the send button.
- Use an e-mail signature that clearly identifies your organization and role and your organization's URL. If possible, also include a link to your blog and links to your company profile on social networking sites in the e-mail signature. Make it as effortless as possible for your target audience to subscribe to distribution lists for your newsletters and other publications.
- Beware of phrases and terms in your e-mail messages that will flag your message as spam. The filters search for terms like "click here," "free!" "buy now," "urgent," and phrases in ALL CAPS. Also be aware that some spam filters may trap all e-mail messages that include attachments.
- Consider using one of the many available reputable commercial e-mail service providers, comparing their thresholds (i.e., number of addresses permitted within a single e-mail message and/or number of messages that can be sent over a specific time frame) against those established by your e-mail service provider. These companies include iContact®, Benchmark Email, Constant Contact®, Responsys®, Bronto® Software, and Silverpop™ to name just a few.

Be mindful that many business professionals are already overloaded and spend several hours per day reading and responding to dozens or even hundreds of e-mails. Following the above guidelines will help you avoid having your messages written off as a nuisance.

Leveraging LinkedIn and Facebook

The business-oriented LinkedIn social networking site was launched in 2003 and with a steadily increasing user base, which exceeded 100M in spring 2011, has become an important tool for staying connected with your professional contacts as well as expanding your professional network.

Each individual's professional network is unique. On average, 500 LinkedIn contacts provides you with over 100,000 professional contacts two degrees away (connections to your connections), and almost 5,000,000 contacts three degrees away. A quick search while writing this paper identified almost 125,000 technology transfer professionals with profiles on LinkedIn.



LinkedIn also includes relatively sophisticated Search capabilities to locate people, companies, and groups. The service also incorporates an Answers section that allows users to post and respond to questions on relevant topics. While these features are free, LinkedIn also offers paid services, including additional features to identify and contact users. In February 2011, the site launched a beta release of their new Signal product as a content consumption application that combines news feeds from LinkedIn and Twitter. In addition, the site allows users to post jobs opportunities and announcements.

So how can LinkedIn deliver value to a TTO? Consider using LinkedIn to:

- Research and vet relevant background information on content experts, prospective licensees, partners, and collaborators
- Expand your office's professional network of key industry contacts
- Stay current by connecting and communicating with colleagues across the tech transfer industry

As you become more familiar with LinkedIn's capabilities, you likely will identify many more applications to support your TTO initiatives.

Consider the following guidelines to leverage LinkedIn effectively for your organization:

- Research the extent of the professional network on LinkedIn for all of the colleagues in your TTO.
- Create a LinkedIn profile for your TTO (if your institution does not already have one).
- Search for LinkedIn Groups using keywords that are relevant to your position and your institution and submit a request to join.
- Update your status on a regular basis with timely, relevant information about your key accomplishments and initiatives.
- Proactively connect with professionals that you meet and interact with on a routine basis.
- Communicate significant updates from your digital media initiatives, including Web site updates, availability of new innovations, new blog posts, and other valuable news and information releases.
- Contribute to the posts from the LinkedIn Groups that you join through comments and offering expert information.
- Use the LinkedIn Answers service to encourage sharing of best practices and lessons learned across TTOs.
- Use the LinkedIn Polls application to gain information and perspectives from prospective licensees and partners.



Considering using Facebook? It is appropriate for some organizations, but certainly not all. While Facebook now contains several million fan pages, the vast majority continue to be associated with business-to-consumer (B2C) organizations and not necessarily with traditional business-to-business (B2B) relationships that TTOs initiate and support. That said, many leading B2B high-tech companies are leveraging Facebook extensively today. While the jury is still out on whether the return on the time invested in using Facebook is high enough for TTOs, these emerging social networking tools will ultimately also have an impact on how all organizations interact with each other.

Contributing to the Blogosphere

Blogs are a very efficient way to share insights, experiences, best practices, and lessons learned with your colleagues and peers. Professionals in virtually all industries are using blogs as a key element in their digital media, marketing, and communication strategies.

Consider using a blog as part of your TTO's overall digital marketing strategy:

- As a tool to expand recognition and encourage industry to follow the thought leaders in your organization
- As a mechanism to engage in constructive dialogue regarding the challenges, issues, and opportunities that your profession faces
- As a vehicle to promote speaking engagements and your participation in industry and trade association seminars, conferences, and events
- As an element of your marketing plans to promote new innovations in your portfolio

Consider the following best practices for your blogging strategy:

- Develop a vision and plan for developing and publishing your blog posts, including defining roles and responsibilities to create, edit, and post content.
- Regularly follow and comment on the blogs of peers and thought leaders in your industry.
- Publish a sufficient number of blog posts to attract and keep your followers' attention. Many experts recommend one to two blog posts per week and suggest that most blogs begin to get traction after their initial 20 posts.
- Promote your blog with your professional contacts by including the blog URL on business cards, e-mail signatures, e-mail notifications, LinkedIn, Twitter, Facebook, and during professional networking sessions.
- Use relevant keywords in post titles and throughout your posts to enhance SEO. Incorporating links to other blog posts and Web sites also improves search engine results.
- Initial sentences are important to grab the reader's attention and compel them to read the entire post. Write yours carefully.



- Use bullets or numbered lists rather than long sentences and paragraphs to combat information overload.
- Make your blog social-media friendly by making it easy for readers to share your post via e-mail, Twitter, etc.
- Encourage your readers to comment on your posts. Be very timely and professional in responding to comments—both positive and negative.
- Always blog with transparency and integrity (i.e., clearly note authorship).
- When possible, use a personal tone.
- Regularly monitor the traffic to your blog and analyze the posts' metrics (how many hits, from what links, number of responses, etc.).
- If you elect to implement an editorial review process to provide more consistency throughout your posts, ensure that the process is efficient and does not impersonalize your contributions to the blogosphere.
- Take advantage of blogging software tools like WordPress® or Blogger® that are readily available and search-engine friendly.

A number of companies are using video blogging quite prolifically today as well. These can be particularly useful when posting expertise or unique insights, because many professionals will find it easier to respond to questions in a video interview than sitting down to write a 500 to 1,000 word blog post.

Navigating the Microblogging Superhighway (Twitter)

Microblogging, with Twitter being the recognized leading resource today, is an excellent digital media tool to promote your Web site updates, new blog posts, video postings, new technologies available for licensing, success stories, events, and other relevant news from your TTO. In addition, as smart phones have become mainstream over the past several years, Twitter, location-based services (LBS), and geo-coding technologies have made it possible to take advantage of microblogging on the go. If you are not already active in this space, you will likely be amazed by how quickly news travels across this digital channel.

Many professionals get hung up on the 140-character constraint for this medium. The most effective way to begin to engage with this digital media channel is to first create a Twitter account and:

- **Listen:** Follow others and see how they are using Twitter.
- **Learn:** Observe how your peers and industry thought leaders are using Twitter as a digital media tool.
- **Contribute:** Retweet other tweets that you believe would be relevant to your followers.



Once you become comfortable and proficient with these, engage in dialogue with a community and remain active. Proactively respond to colleagues and professionals that provide you with insights, advice, and connections.

As you increase the number of accounts that you follow over time, you will likely increase your use of the Twitter Search feature. Twitter Search is an excellent way to navigate the large number of messages in the system to monitor relevant events and trends in your industry. The use of Saved Searches along with other Twitter-related social media tools can increase your productivity considerably in Twitter.

When developing a strategy for Twitter or other microblogging sites, consider the following guidelines:

- Regularly use your Twitter account to announce relevant news from your office.
- Use Twitter to engage colleagues, peers, collaborators, partners, customers, and suppliers—not used solely for self-promotion.
- Choose the wording of your posts strategically and use relevant keywords and hashtags. Hashtags (e.g., #TechTransfer) provide a method to create a thread of tweets and are often used at events.
- Engage and post frequently. The more frequently you post, and the more value that you add to the conversation, the more followers you will have.
- Establish a routine and schedule to review the latest on Twitter and engage in the discussion.
- Incorporate the use of Twitter into your technology marketing plans. Tweeting is an efficient method to communicate new licensing and collaboration opportunities.
- Take the time to retweet meaningful and relevant tweets to earn the respect of fellow tweeters and increase your visibility to attract new followers.
- Phrase your tweets in a fashion that promotes responses and a continued conversation on important topics.
- Follow your colleagues, peers, partners, collaborators, and relevant journalists in your industry.
- Follow your followers if you believe that they are making relevant and newsworthy contributions.
- Take advantage of the Twitter “Who to follow” recommendations. Periodically review the list of followers of the key thought leaders in your industry or technology area(s).
- Be professional at all times. It is vital to always be respectful of others and tweet with integrity and transparency (complete your Twitter profile with descriptive information).



- Periodically monitor the traffic to your Twitter feed. Dozens of tools are available that can provide your degree of influence on Twitter, including TweetStats, Twitter Grader, and TwitterFriends to name just a few.

Integrating Video Marketing

Incorporating videos into your Web site, blogs, and e-mail marketing campaigns is a relatively cost-effective and innovative method of promoting your technology portfolio.

If a picture is worth a thousand words, a video is worth a million words. A video on your Web site could potentially save you hundreds of hours of developing papers, brochures, and Web content to promote specific innovations in your technology and patent portfolio.

Many smart phones and other mobile devices now feature video cameras capable of capturing decent to high-quality videos. You can also acquire an easy-to-use professional quality digital video camera without spending thousands of dollars. Of course, to do the job right, you need to invest ample time in planning and scripting your videos so that they are professional, succinct, and communicate the right message to the right target audience. You also need to properly plan for the methods and tools you will need to promote each video.

Videos are outstanding for use at conferences and tradeshows, and with high-speed access available at most venues today, showing them requires little more than a laptop computer and a projector.

Video files can take up a lot of space on your own site, so storing them on a hosting site such as YouTube, Yahoo!®, Ustream®, or Vimeo® may be a good option. These sites also may increase the likelihood that your video will be found by someone interested in its content but not already familiar with your organization.

Consider the following guidelines when developing videos for technology marketing or other video communication:

- Research how your peers are using video to market their technology and patent portfolios.
- Keep your videos short—typically 2 or 3 minutes—so that you don't lose your audience before you can communicate your call to action. Develop your "elevator speech" skills so that you can clearly communicate the value and benefits of what you are promoting very quickly.
- Write a script, or at a minimum a thorough outline, to ensure that all key features and benefits are covered, that your information is not repetitive, and that the video transitions smoothly.
- Focus your content on the "what's in it for me?" for your target audience and give them a compelling reason to follow your call to action.



- Clearly outline the ways you can be reached and make it easy for viewers to contact you for additional information.
- Ensure that your content includes the necessary information to establish credibility on the subject matter.
- When possible, make the tone personal—viewers like to feel that you are speaking directly to them.
- Make your videos easy for readers to share via e-mail, Twitter, and other social media.
- Consider launching a video blog on your Web site as a method to promote your professional activities and your technology portfolio.

Evaluating Return on Your Digital Media Investment

As your social media plan takes hold, you will likely find that many online initiatives deliver more subjective results than tangible, objective deliverables. Regardless, measuring your return on investment (ROI) will help you evaluate how digital media is working for your TTO and where improvements can be made. Fortunately, the data are not all subjective.

The use of digital media technologies will deliver tangible results to TTO in a number of areas. It is important initially to make sure that you are targeting the right outcomes according to the specific goals that have been outlined your institution, your specific organization, and your digital media program. As you develop a strategy to collect metrics and ROI data, consider these questions:

- How many people/prospective partners are visiting your site on a monthly basis?
- How are they finding you?
- Where are they coming from?
- What pages are they visiting?

Create goals that are SMART (specific, measurable, attainable, realistic, time-constrained). If you develop the right goals for your organization, you should be able to identify dozens of potential metrics to demonstrate the ROI from your digital media initiatives. However, at the end of the day, you should focus on a limited number of high-quality metrics and not attempt to measure every individual element of your program.

The chart below provides examples of effective ways of communicating the ROI from your digital media program. Several of the metrics to include are those that measure the overarching progress of all of your tech transfer initiatives. Others are likely specific to digital media programs. You should ultimately measure those elements that you can track accurately over time and improve upon.



Metric	Website	IP Exchanges	E-mail	LinkedIn	Blogs	Twitter	Video
# of Agreements	✓	✓	✓		✓	✓	✓
# of Blogs Posted					✓		
# of Followers	✓		✓	✓	✓	✓	
# of Industry Collaborations	✓	✓	✓		✓	✓	✓
# of LinkedIn Connections Across Organization				✓			
# of LinkedIn Group Interactions				✓			
# of Listings Posted	✓						
# of MTAs Executed	✓	✓	✓		✓	✓	✓
# of NDAs Executed	✓	✓	✓		✓	✓	✓
# of Participants at Events	✓	✓	✓		✓	✓	✓
# of Partnerships	✓	✓	✓		✓	✓	✓
# of Press Releases	✓		✓		✓	✓	✓
Participation in Public Outreach Events: # of Responses		✓	✓	✓	✓	✓	✓
# of Startups Launched	✓	✓	✓		✓	✓	✓
# of Success Stories Posted	✓						
# of Twitter Mentions						✓	
# of Videos Viewed							✓
Economic Development Value Generated	✓	✓	✓		✓	✓	✓
Google Alerts	✓				✓	✓	
Licensing Revenue	✓	✓	✓		✓	✓	✓
Response Rate %			✓	✓	✓	✓	✓
Search Engine Pay Per Click (PPC)	✓						
Search Ranking	✓				✓		✓
Survey Responses		✓		✓			
Twitter Ranking						✓	
Twitter Retweets	✓				✓	✓	✓
Website Traffic	✓		✓	✓	✓	✓	



In developing your strategy to measure ROI on your digital media initiatives, consider the following guidelines:

- Research what your peers are measuring and leverage the research on metrics by key industry organizations like the Association of University Technology Managers® (AUTM®), the Federal Laboratory Consortium (FLC), and the Licensing Executives Society (LES).
- Identify metrics that reflect your progress against specific goals for your organization and digital media strategy.
- Create your own digital media key performance indicator (KPI) dashboard and update it on a month quarterly basis. This can be as simple as a tracking spreadsheet, or take advantage of the multiple KPI software products available.
- Compare metrics before and after specific campaigns and initiatives.
- When possible, benchmark your results against those of your peers to compare the relative progress toward your goals.
- Install a Web site visitor analytics tool and establish a schedule to review the metrics on a regular basis. There are many commercial tools available, including Google Analytics™, Twitter Analytics Dashboard, SAS® Social Media Analytics, Argyle Social, Visible Technologies™, BuzzLogic®, Chartbeat®, Reinvigorate, Mint, Woopra®, Clicky®, and Piwik®, to name just a few.
- Leverage Google Alerts™ to get automatic notifications when your organization is noted or referenced across the Internet.
- Conduct periodic surveys on your Web site to capture visitors' subjective data that cannot be obtained via analytics.
- Create action plans to address shortfalls in your digital media performance.

Remember to match your measurements with your goals, and review your digital media goals regularly against the changing priorities of your organization. Set real and attainable goals, but make sure they are high enough to demand extraordinary performance. Most importantly, as you review all of your metrics periodically, follow-up with an action plan to sharpen and refine your digital media strategy to meet your stated goals.

Fuentek can help you develop and implement an effective digital media program for your TTO. For more information about this or about Fuentek's other proven methods for successful technology commercialization and IP management, please contact the authors via <http://www.fuentek.com/contact-us.php>, by calling 919-249-0327, or by e-mail at info@fuentek.com.