Case Study: **Experiential Social Media for USI Alarms**

Profile

Universal Security Instruments ("USI Alarms") was founded in 1969. The company has a conservative, engineering culture that is dedicated to smoke alarms and other home safety devices, and management had been frustrated that smoke alarm buyers and influencers were largely unaware of the technical superiority of its products. The company holds 11 patents on detection technologies, based on its proprietary research into the science of fire and fire detection. It invented and launched the first "smart" smoke alarm in 2011, but newcomer Nest has more smart home awareness. USI Alarms was ranked #56 fastest-growing business in Fortune Small Business Magazine's "Top 100 Fastest-Growing Public Small Companies" in 2007. In 2003 it went public on the American Stock Exchange (UUU).
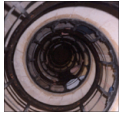
Business Challenges

The consumer market for smoke alarms in the U.S. and Canada is dominated by Kidde and First Alert, which are owned by separate business conglomerates, and Nest and other app-based entrants threaten to disrupt the market. Market leaders have very diverse product lines that include smoke alarms, where USI Alarms is more focused on consumer fire safety. In addition, USI's lack of recognition on social media made occasional criticism and negative reviews more poignant, vexing management. Several years prior to this engagement, they had substantially invested in "social media" and had very little to show for it.

USI management wanted to use social media to educate key market niches about smoke alarms, to build brand awareness, and to create good will. Ultimately, management wanted to drive additional ecommerce sales once they had established their products' superiority and goodwill.

Role

CSRA served as subject matter expert and engagement leader, using its Social Network Roadmap(SM) methodology. CSRA partnered with ReputationTree and mentored their four-person team in several experiential social media processes of the Social Network Roadmap.

Rollout

This engagement unfolded in two phases: in Phase1, CSRA used the Social Network Roadmap processes and tools to create the social media plan, which was implemented by ReputationTree for four months. Then, in Phase2, CSRA helped build and subsequently led the experiential social media team for four months.

Phase1 Summary

- Created the social media plan by researching key stakeholders (niches of people with specific characteristics) and workstreams (their actions relevant to smoke alarms). Designed tools to filter the digital social web for stakeholder interactions and workstreams and then to determine optimal social venues in which to engage them. Conducted several levels of behavioral analysis of interactions.
- Based on the analysis, recommended the interaction and content strategy for engaging stakeholders in distinctive ways. The plan included specific guidance for interacting and sharing content with key stakeholders, the topics with which to engage them, and specific guidance for "serving, not selling."
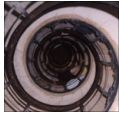- Provided light weekly guidance to ReputationTree's social media team for 4 weeks.

> *"It's eye-opening, there are people out there who are willing to engage in conversation about products, way more than I imagined."*
>
> – Karen Yaggie, Director of Marketing

Phase2 Summary

Where Phase1 had emphasized social media content and light interaction, Phase2 reversed the balance to emphasize interaction. In a sense, Phase1 served as a control for the Phase2 experiential social media case study.

- Analyzed the results of Phase1, and created an experiential social media plan, which specified four stakeholders and separate interaction templates (guidance for platforms, topics, techniques for each stakeholder). Unlike typical social media "calendars," experiential templates include behavioral information and tools to interact, and they only use content to support interaction. The templates were: **false alarm**, **family**, **product-focus**, and **professional** (installers/recommenders).
- During the first two months, CSRA mentored team members in experiential interaction, the team iterated tools, and we gathered baseline metrics. We learned what worked and what didn't with each stakeholder template.
- In month3, CSRA segmented each template into more specific niches. Each segment included several filters, a tag taxonomy, and tools to enable team members to learn rapidly and increase results in real-time. CSRA tested segments for relevance and quantity to decide which to engage (we chose the prevalent niches most relevant to the technical advantages of USI's products). For example, the family template was segmented into children, pets and elderly because there

- In month4, the team leveraged month3 learnings by focusing on optimal stakeholder segments and tripling the number of interactions. Building on the trust the team had developed in each platform, introduced USI Alarms' products into conversations when it added value to stakeholders.

- Also in month4, the team began using Facebook notes for long-form sharing by team members who had developed specialized knowledge of the fire safety and smoke alarm situations faced by their stakeholders. Then promoted the Notes on Twitter.

- CSRA built a Facebook Tab to synthesize and curate hundreds of links and references to support month4's strategy, empowering people frustrated by nuisance alarms. It explained the "smoke alarm bugaboo" in two paragraphs and showed how the two prevalent types of smoke alarms performed in specific household scenarios. It introduced USST/IoPhic alarms as "the third way," and included deep links into USI Alarms' product pages from the Facebook Tab.

> *"The case study confirmed there's much more to social media than just posting content"*
>
> – Karen Yaggie, Director of Marketing

- CSRA built "reference graphics" from the University of Maryland study for the team to use when talking about the performance of ionization and photoelectric alarms, the two dominant types on the market. Introduced USI Alarms' software-controlled "Universal Smoke Sensing Technology" (USST) alarms into conversations. Educated people about when each type of alarm performed best.

- Designed experiential metrics to reflect changing levels of trust exhibited by stakeholder behavior. Built reporting formats for monthly client status calls.

- CSRA worked one of the templates as a team member while mentoring three social media team members and one project manager.
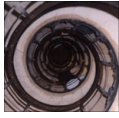
Lessons Learned and Results

Lessons Learned Summary

- Specificity makes interacting easier because it increases relevance and empathy. When CSRA segmented stakeholders, the team understood them more and had more to share.

- Mirroring stakeholder behavior improves results. We shifted away from our original network building strategy toward interacting episodically because few stakeholders discuss smoke alarms at length, but they're passionate when they do.

- Scaling quality interactions produces breakthrough results. During the first three months, we researched and iterated our experiential approach, and it scaled beautifully in month4.
- Negativity can't hurt us; it actually helps us build reputation faster. We served frustrated people as other people, by encouraging interaction and helping them. No one can be angry for long when they are being helped.
- Bloggers spawn rich interaction because they can describe smoke alarm situations from stakeholders' perspective, and they are usually on multiple social media channels where we can engage.
- Facebook works for testing; we tested the landing page concept quickly and inexpensively before building the web version.
- Twitter helps build Facebook pages. We shared extensive links to detailed Facebook posts and notes and drove up the number of Fans.
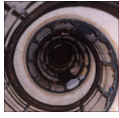
Results Summary

As detailed in Rollout, CSRA was involved in two phases of social media for USI Alarms, so we have rich insights from each phase's results.
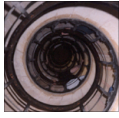
- **Ground0**: prior to CSRA's and ReputationTree's involvement in Phase1, USI Alarms had engaged a PR firm to publicize its release of the breakthrough Universal Smoke Sensing Technology (USST, IoPhic), and the PR firm had launched its Facebook Page. Our analysis of the Facebook Page revealed that it was typical brand-centric content that did not relate to USI Alarms' stakeholders. According to USI executives, the cost was significant and the results minimal.
- **Phase1** was content-centric, but it included high-level experiential research, so content was relevant to stakeholders and their workstreams. Phase1 improved USI Alarms' digital and social mentions in help requests, positive sentiment, and smoke alarm conversations 120.4% in four months.

> *"The case study also gives us the ability to update our website with hot issues direct from smoke alarm users."*
>
> – Karen Yaggie, Director of Marketing

- **Phase2 improved USI Alarms' digital and social mentions by 158.3%** in the same rubric. This indicates that interacting with stakeholders specifically about their situations produces much better results than content sharing.
- **Referrals to USI Alarms' website** revealed even stronger results. Phase1 increased social media referrals 2.88 times previous while Phase2 boosted referrals 11.33 times over previous. The Facebook Tab produced an astounding four times as many social referrals in June, and Pageviews (pages/session) grew seven times over the average of the previous three months. This indicates high referral quality.

- **Facebook results** were stellar, both within the platform and its referrals to USI Alarms' website. Even within the four month experiential pilot, Fans interacted with our Page's posts 160% of the time. Fans grew 14% on a minuscule 33 average post reach. Our breakthrough came when CSRA launched the [Facebook Tab](#), which summarized alarm types and explained where in the home each performed best. We introduced the USST alarm and provided deep links to USI Alarms' product pages. The number of Facebook referrals and number of pages per session set new records.

- **Twitter results set records** across the board. Twitter is vital to experiential social media because it's the most open popular platform, so our team could easily find and interact with stakeholders while they were in the midst of solving smoke alarm problems. Our interactions enabled us to deepen our understanding of stakeholder behavior and motivations. Results were impressive across the pilot, but they broke through after CSRA had segmented stakeholders, increasing relevance. Twitter referrals and pageviews to USI Alarms' website set new records.

- **Experiential landing pages bridge social media and ecommerce**. The Facebook tab tested the landing page concept and set records for website referrals. CSRA attributes this result to the Tab's organization by user situation and its recommendation of specific alarms for those situations. Notably, landing pages focus on user situations, not products, which are only presented to support users.

- **Negative social media** appeared, but it actually helped USI's reputation. By serving angry, frustrated people in public, we showed how much USI Alarms cared about people and that we didn't take ourselves too seriously.

- **USI earned dozens of public thank yous** from smoke alarm users—in conversations highly relevant to stakeholders. These expressions of gratitude can serve as endorsements of USI Alarms' relevance to and care for customers.

Detailed Discussion

This section provides more details about Rollout, Lessons Learned and Results sections.

Rollout: Social Media Infrastructure

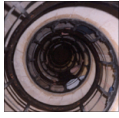CSRA selected and built technology support for the team to increase performance and efficiency.

- Built private collaboration space using a Google+ Community, which enabled real-time, continuous mentoring of team members wherever their physical locations.
- Guided project manager on setting up the team on Hootsuite to coordinate timing of posts and spacing of Twitter and Facebook interactions; used signatures to automatically track and count each team member's interactions.
- Designed tagging taxonomy for Pinboard social bookmarking platform, and mentored team members on using it to provide real-time feedback on each team member's interactions. This gave the team real-time learning. The team bookmarked hundreds of posts, articles, statuses and other references, which they tagged with templates and segments. This served as a real-time knowledge base.
- Designed and deployed numerous Yahoo!Pipes to capture, filter, arrange and republish streams of Pinboard bookmarks via RSS.
- Pinboard + Pipes provided the distributed team a cohesive learning and knowledge sharing platform that enabled spontaneous collaboration and ultra-efficient social media sharing. For example, although each team member worked his/her template, everyone discovered useful conversations, social media posts and reference documents for all templates, and all team members had access to everyone's resources.

Lessons Learned

Specificity Makes Interacting Easier

Experiential outperforms content-focused social media by approaching stakeholders with unflagging empathy. The research phase during the first two months enabled team members to develop sincere empathy, since experiential team members submerged themselves in their stakeholders' situations, both triumphs and tragedies. Each team member experienced hundreds of interactions during research, guided by their templates.

However, to generate interactions that were most relevant to USI Alarms, it's more efficient to select more specific niches of stakeholders and workstreams, so CSRA segmented the templates. We learned that the segments crystalized our learnings and enabled us to interact with more relevance and confidence. We discovered that we had become specialists in our stakeholders' situations, and we had extensive knowledge to share with them.

Mirror Stakeholders—Interact Episodically

In experiential social media, the goal is to create real-time interactive stories with stakeholders, the people our client cares the most about. Moreover, it's most efficient to do this by building relationships and networks with people, so we can have repeat conversations with them. In USI Alarms' case, we discovered very few people had sustained conversations about smoke alarms, even though thousands of heated conversations happened every day.

> *"I wasn't a believer initially, but results speak for themselves... the project proved itself."*
>
> – Ron Lazarus, President

Since smoke alarm conversations are overwhelmingly episodic, we changed our approach to mirror that. We shifted building networks to the background and designed and used search tools to discover conversations spontaneously, so we could interact with them. Examples were false alarms, replacing/maintaining alarms, and taking care of family members. The false alarm template has hundreds of prime conversations per day while the professional template merely has dozens per month.
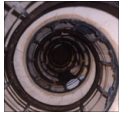
Quality—Then Quantity

Months 1 and 2 provided team members with deep and broad background on their templates' stakeholders and workstreams, and month 3 segments enabled them to focus their attention on the highest-impact situations. After team members had worked their segments in month 3, we opened the throttle in month 4.

Experiential metrics analyze digital social data to show changing trust levels. During month 3, the team's volume dropped as we pivoted to segments, but the higher trust interactions actually increased relative to overall interactions. Segments enabled us to increase empathy for stakeholders and our relevance to them, so higher trust interactions increased. In month 4, the entire team focused on segments within the false alarm template, and we tripled our overall interactions. In traditional social media, when volume increases, high-trust interactions drop. During month 4, all levels of interaction increased, most by triple digits (over 100%).

Negativity Can't Hurt Us

The prevailing fear that brands have of social media is being ridiculed or insulted in public because they feel that they can't defend themselves. This is universally true because digital public perceives the brand as overwhelmingly powerful compared to the individual. However, experiential social media, since it prioritizes serving people by listening and responding to them, doesn't "defend" the brand when negativity emerges. Instead, team members ask questions and try to help everyone, including people who are angry. Of course, their empathy and service are the best "defense" a brand could mount because all observers admire sincere caring when they see it!

We were fortunate to have a lengthy interaction with an irate customer (@wilksonian) who was berating USI products on Twitter. Although he was hopping mad, we asked him questions about his situation and provided helpful information. *We encouraged his interaction by asking questions*, which sent a powerful message: "We hear that you're angry and frustrated, and we want to help. Although you're insulting our products, we are more interested in helping you." Most brands in that situation *discourage* public interaction by advising the person to "go offline." Therefore, this interaction actually helped build trust in USI Alarms.

Bloggers Spawn Rich Interaction

We found @alwaysaredhead on Twitter when she was live-tweeting her harrowing ordeal with a chirping smoke alarm that drove her to distraction. She tore the new wired alarm off the ceiling and cut all its wires with some huge shears to make it stop, and she attributed the whole thing to her "menopausal brain" in her hilarious blog post.

We had just launched the Facebook Tab, so we empathized by responding to her blog post and asked her to test the Facebook Tab ("Does it pass the menopausal brain test?"). We ended up having an extended conversation on her blog about smoke alarms, and she gave us valuable input on the Facebook Tab. We shared another of her excellent posts about carbon monoxide alarms.
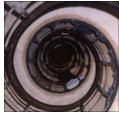
Facebook Works for Pre-Testing

When it's in place for some time, experiential creates preference for the brand among its stakeholders who admire the caring they've been seeing. However, CSRA saw that there was a huge gulf between our interactions in social platforms and USI Alarms' ecommerce sites, which had no connection to stakeholders or workstreams. We needed a bridge to make that connection, so the CSRA-ReputationTree team wanted to design and build a landing page to reference our support of stakeholders and recommend specific alarms for specific situations (workstreams).

Before building the prototype, we used a Facebook Tab to test the idea of a "bridge" between experiential social and the ecommerce site. We had good baseline data for social media referrals, time on site, pages browsed, and bounce rates. The Facebook Tab produced striking results: its referrals were substantially higher in number and quality (time on site, number of pages browsed), which confirmed the overall hypothesis. The landing pages will be even more specific than the Facebook Tab.

Twitter Helps Build Facebook Pages

Facebook and LinkedIn are both walled gardens whose infrastructure prevents brands from freely interacting with people: platforms want to force brands to advertise to reach people. From an experiential perspective, advertising is at best a weak support

option for building Page fans and followers, and we did not want to use it during the experiential pilot.

Building individual fans for Facebook pages is a slow process since brands are limited to sharing content on their pages, responding to people who interact their page, and interacting with other pages. Therefore, during month 4, we started using Twitter to encourage people to visit the Facebook Page. We built rich long-form Facebook Notes to support stakeholders in navigating their difficulties, and we shared links to those notes on Twitter. An example was helping pets deal with smoke alarms. Pets are mentioned in all platforms almost as much as children! Results are preliminary, but our Facebook fans grew more quickly during month 4.
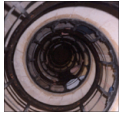
Results

Transformed Facebook Page to Ecommerce Referral Engine

Facebook is a difficult platform for brands that are practicing experiential social media because it has become essentially an advertising platform. Brands cannot interact with individuals on the platform, even their own Fans, except when Fans interact with their Page posts. The company's Facebook Page had launched in Q4 2012, it had languished for over a year, and it had 333 Page Likes and no activity at the start of Phase2.

- The team decided against using Facebook advertising or "boosts" to build the page as these often result in weaker connections.
- Instead, we built the Page Fan base 14% by interacting with other home/fire safety Facebook pages, which exposed their fans to what we were doing, and by promoting our Page posts and notes on Twitter. We faced two key challenges:
  - Facebook the company is very effective at preventing Pages from interacting with people, so Pages should expect a very slow process when building their Fan bases. For example, it's not possible to mention or communicate with individuals, even when they fan the Page. Our Page's organic reach (of each post) averaged only 33 during Phase2.
  - Most stakeholders have an episodic interest in smoke alarms, so they are more likely to like a post than a Page.
- Facebook data shows that our team succeeded in increasing the portion of high-trust social actions (comments and shares). Fans' responses to our Page posts are a strong indicator of their interest in the Page, and responses jumped 35% over Phase1. By the end of Phase2, each of our Page's posts generated a average of 1.6 Fan social actions, and every six posts generated a new Fan.

> *"I was very surprised at the effect of helping people... I'd have been talking products and promotion... and we got the results we wanted."*
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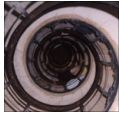> – Karen Yaggie, Director of Marketing

- The Phase1 team had experimented with Facebook advertising and paid boosts to select posts. Results show that these tactics are very effective at increasing Fans and post reach. During Phase1, the Page earned a new Fan for every three posts; however, these Fans were not interacting with the Page, so they are of questionable value.

- Phase2 results show that beginning with quality (relevance, empathy) before increasing quantity is very effective in boosting Fans' portion of Page interactivity. The team averaged three posts per day during the last month of Phase2, and User posts (likes, comments, shares) were 82% (i.e. approaching one for one), and Fans continued to increase.

- CSRA implemented an experiential "landing page" on Facebook to test our idea for a Web-based landing page we wanted to launch to support stakeholders and start driving ecommerce. We added a ["Welcome" Tab](#) to the Page, and we designed it to support smoke alarm users who were frustrated by nuisance alarms.
  - The Tab showed users and Fans how to select alarm types based on rooms of of the house, so they could maximize protection and minimize false alarms.
  - It made deep links to the company's Web pages for specific alarms, and these pages have ecommerce functionality.
  - Facebook referrals to the website showed a sharp jump after the Facebook Tab launched, moving from 11 (April) and 1 (May) to 28 (June). Pageviews were unprecedented at 113. June set new records for both the number of Facebook referrals and the number of ecommerce pages users viewed.

Twitter Is the Foundation for Building Vibrant Referral Communities

Since almost all digital social conversations about smoke alarms are episodic, Twitter is the best platform for building stakeholder relationships and community. Unlike social networks Facebook and LinkedIn, Twitter is open and visible, and it is generally the preferred platform for real-time sharing. Highlights:

- Phase2 outperformed Phase1 by a huge margin, across every Twitter metric. For example, Phase2 earned: 19 times more favorites (Twitter bookmarks), 6 times more retweets, 20 times more profile clicks, 21 times more replies, and 10 times more followers. Both phases were four months long.

- Twitter results also showed that quality, defined as exhibiting relevance to and empathy for stakeholders, followed by quantity is extremely effective in generating enthusiasm for the brand and interactions that stakeholders find useful (support and problem solving for specific smoke alarm situations). The differences among April, May and June results support this conclusion:
  - In May, the team increased relevance by segmenting stakeholders into smaller niches, which made interaction more specific, and several metrics showed better results despite lower volume.
  - In June, the team tripled its number of interactions, and all metrics showed significant improvement, most by triple digits. Aggregated engagement rate more than doubled, from 3.3% in May to 7.2% in June.

- The Phase1 team had experimented with Twitter ads, but these had less impact than Facebook advertising; Twitter is far less developed for marketing.
- Although results are preliminary, it appears that using Twitter is effective for building follower/fan bases in social networks: Facebook fans doubled in June over May, and part of this may be due to the team's promotion of Facebook posts and notes on Twitter.
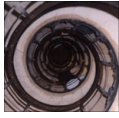
Experiential Social Media Drives Ecommerce Traffic

Phase1 and Phase2 demonstrated social media's ability to increase quantity of ecommerce site visits *and* the quality of social referrals, as defined by number of pages visited and time on site.

- As discussed under "Transformed Facebook Page.." above, the Welcome Tab was a game-changer; referrals from Facebook shot up immediately after we launched the tab, and the number of pages/session did, too. In only one other month did Facebook referrals to smokealarms.com even break double digits (April, 11 referrals).
- Twitter referrals to smokealarms.com are less interesting because the experiential team used Twitter to refer followers to the Facebook Tab. During Phase2, the Tab was the best source for qualifying users and sending them to specific USI smoke alarm product pages. That said, Twitter referrals to smokealarms.com tied the all-time record of eight. In addition, Twitter drove an unprecedented 34 pageviews on USI's website in June.

Experiential Social Media Improves How Prospective Customers See USI

Given that most of USI Alarms' addressable prospective ecommerce customers will search the Web—not only social media—CSRA simulated these customers' searches. We wanted to know to what extent experiential social media would affect how they would perceive USI. Here are the highlights:

- USI Alarms' overall brand mentions actually fell 4% during Phase1, but Phase2 grew mentions 22%.
- USI Alarms' brand mentions, coupled with a mix of "help request" keywords, fell 8% during Phase1, but Phase2 also grew 19%.
- Phase1 grew USI Alarms' positive sentiment analysis 60%. This analysis returns 260 posts that contained USI Alarms brand keywords and positive sentiment. Positive sentiment was 14 times greater than negative. There were 19 instances of negative sentiment during Phase1.
- Positive sentiment grew 100% during Phase2, when there were 326 positive mentions of USI brand keywords commingled with positive sentiment. Positive sentiment was 16 times more prevalent than negative. There were 21 negative mentions during Phase2.
- Conversations mentioning USI Alarms brand keywords grew 35% during Phase1 and 92% during Phase2. Reviews, forums and social media were the largest sources of conversations.

Experiential Immunizes USI Alarms From Negative Comments and Reviews

During Phase2, the experiential team faced two instances of overtly negative criticism of USI Alarms. These cases gave us the opportunity to prove that when a brand is grounded in helping people first, it doesn't need to "defend" itself when it's criticized. Highlights:

- The best example was from a Twitter user @wilksonian, who was frustrated by chirping USI smoke alarms. During the extended conversation, we encouraged the interaction by asking him questions about his situation and giving him resources to help.
- In experiential, the brand thinks of itself second and puts people (customers) first. When it does this in digital public, its reputation improves, and "negative" situations change sentiment very quickly.
- By asking questions, we helped him diagnose the problem, we heard him and didn't flinch. This completely defused the situation and showed that USI Alarms wasn't afraid of criticism and put customers first.
- In another situation, one of our team members responded to a frustrated false alarm user who reported scared screaming children at 2 a.m. by offering a link to a video for how to avoid false alarms. Since the help was inappropriate for the situation at hand, the user rebuked us, which gave us the opportunity to apologize and offer more appropriate help.
- The experiential ethos will also be effective with negative reviews.
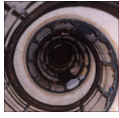
> *"I was surprised that results improved, especially after we engaged a few people who had posted negative comments."*
>
> – Ron Lazarus, President

Experiential Generated Dozens of Positive Interactions for USI

It has been long observed that digital "word of mouth" has very high credibility with prospective buyers, so what people say about a brand has significant influence on purchase. In concert with this, when a brand is *not* contributing to interactions that are relevant to its business, it creates a vacuum, and people tend to assume the worst, i.e. that it's inferior. Conversely, when a brand is consistently engaging people in situations relevant to its business, it *shows* how it's relevant to people. Results:

- Phase2 generated dozens of positive interactions involving USI Alarms (@usialarms). Most of these interactions addressed nuisance alarms because people are passionate about them and looking for help.
- False (nuisance) alarms are recognized by the industry as smoke alarms' Achilles heel; they irritate users so much that they often disable alarms. USI Alarms' USST largely neutralizes the false alarm problem but very few people understand the technology or even know who USI is.
- USI Alarms co-sponsored the University of Maryland study to illustrate how its innovative technology performs, but the document is long and difficult to use for consumers. CSRA created several easy-to-understand graphs of the results, and the team shared them widely on Twitter and Facebook, linking to the study itself.

- The Phase2 team introduced the *concept* of USST (IoPhic) as the "third way" alternative to simple ionization alarms and photoelectric alarms, without promoting the USI Alarms brand. By informing without promoting, we emphasized USI Alarms' unique selling proposition in a factual, unbiased way.
- Example: "Thanks @usialarms! Great to know that #IoPhic smoke alarms have fewer false alarms! We'll have to look into this!" [@dailycaring]
- USI Alarms tweets touched 1,200 people per day in June.

Showed How to Use Landing Pages to Enhance Call Center Customer Service

The USI Alarms Facebook Tab helps users understand smoke alarm types, technologies and functions, so people can "keep their alarms working with minimal hassle," as discussed above. Along with other resources to help users, it includes deep links to USI's website.

- The experiential team became very knowledgeable about stakeholders' desires and frustrations, so the Facebook Tab benefitted from this knowledge; CSRA attributes the record-setting results of Facebook referrals to smokealarms.com to the Tab's design.
- However, USI Alarms management shared that we could use the same principle to make call center customer service more efficient. By using the experiential team's understanding of users, we could create landing pages that would help users to help themselves—and to which call center employees could refer their callers.
- USI's website contains extensive documentation and help documents, but these are very difficult for users to find, even using the site's native search functions.

Built Unprecedented Smoke Alarm User Knowledge Base

USI Alarms management remarked repeatedly on the experiential team's insights shared during status briefings. Since experiential is grounded in studying people in order to serve them better, our methodology includes processes for building a knowledge base. Highlights:

- Hundreds of smoke alarm conversations and links pertinent to smoke alarm products, nuisance alarms, families and professional installers.
- In-depth conversations in which smoke alarm users share their detailed thoughts, ideas, frustrations and desires about fire protection.
- Comprehensive knowledge about defined situations in which smoke alarms perform well or poorly, in users' own words as well as experts'.
- Hundreds of references for how people think and feel about smoke alarms, with the full social context of their emotions and thoughts.
- Users' priorities for smoke alarms that are relevant to pre-sales—in users' own words, often mirrored by or challenged by other users.
- Comprehensive insight into how people problem-solve when they are confronted by nuisance alarms, and how they think about alarms before they choose and buy them.
- Dozens of programmed custom tools for searching the Web and social platforms.