AMEC International Communication Effectiveness Awards 2015
Entry Form Template – Measurement Agencies

Category: Best multi-market reporting
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Client: UNICEF

Objective/Brief: to help UNICEF extend its leadership as a credible, trusted voice for children.

UNICEF is the world's leading organization for children. It works in over 190 countries for children's rights, development and protection. UNICEF has a particular focus on humanitarian and developmental assistance in developing regions. For example UNICEF was one of the key support organizations in the West African Ebola epidemic. The World Health Organization estimates that there are 8.5 million children living in Ebola affected areas. 5,000 children have been infected and more than 16,000 have lost one or both parents to the disease. UNICEF is at the forefront offering support, for example providing family protection kits including soap, masks, gown, gloves and chlorine to stop infection.

Ebola is just one of many examples of children caught up in humanitarian crises. From victims of the civil war in Syria to children affected by the actions of Islamic State in Iraq; from those involved in the conflict in Gaza to children suffering malnutrition and malaria in the Central African Republic and South Sudan, UNICEF is providing vital support.

A significant challenge faced by such a large global organization is in having a co-ordinated approach. In 2014, UNICEF confirmed its new Global Communication and Public Advocacy Strategy. This was the first time that all country offices were united under one strategy, in order to give the organization a consistent voice. To manage this UNICEF needed a consistent measurement approach. UNICEF teamed up with Ketchum and Gorkana to establish a measurement program with two main goals:

- Provide comprehensive monitoring and evaluation to track the impact of UNICEF's activities
- Recommend strategic changes in line with UNICEF's plans and strategy.

This cascaded into specific objectives which included:

- Monitoring and analyzing media stories and conversations relating to UNICEF's work and its reputation
- Providing timely access to data and insights on program priorities, humanitarian emergencies and global initiatives at a global, regional and country level
- Identifying key influencers and priority channels.

UNICEF use insights gained from robust measurement and planning to feed into the planning process: to identify key influencers and decision makers, to more effectively advocate children's issues to target public audiences and ultimately improve how UNICEF is presented in the media. A secondary objective of the program is to enhance the prominence of the Communications team within the organization showcasing the value that communications lends to UNICEF programs to positively impact children around the world.

Strategy

The measurement strategy was based on three key tenets (*see appendix 1*):

1) **Data integration**

   To maximize consistency across markets and to take advantage of multiple data sources, it was important to build a central repository of data from mainstream and social media analysis to market research and website analytics.

2) **Analysis expertise**

   Teams across UNICEF, Ketchum and Gorkana world work in partnership, bringing together their complimentary expertise: to bring together accurate data, to make sense of what it meant and to provide insight that would be fed back into the planning of communications activity.

3) **'Glocal' focus**

   The data would need to be presented in a number of reporting formats to suit the needs of the different stakeholders: from the New York team who needed a global overview through to local teams who needed the detail of what was happing in their area.

Gorkana, Ketchum and UNICEF agreed on a set of KPIs that were aligned with UNICEF's Global Communication Strategy and would cut across data sources including mainstream and social media analysis, web analytics and market research. These combined KPIs fall under four categories (*see appendix 2*):

Voice: Be the world's most credible, trusted voice to drive change for children

Reach: 1 billion people listening to UNICEF's voice

Engagement: 50 million people acting in support of children

Brand: Contribute to the positioning of UNICEF's brand

Additionally, Ketchum and UNICEF devised a custom measurement algorithm which gauges the overall impact of an individual piece of content by using criteria including message delivery, spokesperson presence, prominence, calls to action and appearance in target media.

Execution/implementation:

Content in traditional and social media is sourced from over 40 countries across the seven global UNICEF regions. It is then reviewed by native-speaking analysts for each language according to the central brief. Gorkana's account management team benchmark each analyst on the same set of coverage to ensure that they are consistent and implement a regular series of quality control checks to maintain accuracy standards. The team also monitors content for areas of concern and suggests new potential topics to focus on. As a result of this process, the team can provide rapid, defined insights around the emergencies UNICEF deals with, such as the conflicts in Syria and Gaza or the Ebola crisis in West Africa.

There are a variety of reporting formats and frequencies to support different stakeholders within UNICEF (*see appendix 3*). These include:

Daily alerts of online media divided by country and media tier, providing rapid segmented information. These alerts can be set up in a way where content only focuses on specific sets of keywords, with Ebola being a major example.

Quarterly reporting to provide an in-depth analysis of global activity over the previous three months, integrating mainstream and social media analysis with market research and website analytics. This report is used to report on performance against the key KPIs

Online dashboards via Gorkana's AnalysisPro and SocialMediaPro tools that enable UNICEF's communications professionals to interrogate data for their own specific focus areas and generate their own reporting. These in-house reports have been utilized to ascertain a quick snapshot that can be used to adjust efforts around key priorities. So far more than 60 dashboards have been built and used by 22 communicatiors within UNICEF and training is now being extended to the broader team.

Campaign reports to provide a deep dive on specific issues. Campaign reports have been produced for the Ebola crisis, the publication of UNICEF's 'State of the World's Children Report' and the 'Hidden in Plain Slight' campaign. The latter was a campaign publicizing a UNICEF report into violence against children. The report concluded that violence amongst children is commonplace but not generally acknowledged. One startling finding was that half of adolescent girls believe that a husband is justified to hit their partner. For Ebola, Gorkana produced weekly updates to guide UNICEF's response as the crisis developed. These reports went to executive-level UNICEF staff members and provide insights around UNICEF's key messages and its share of voice around the issue against other bodies such as the World Health Organization, International Red Crescent / Red Cross and Save the Children.

Effectiveness of Assignment

It is important for UNICEF to measure and acknowledge how communications and public advocacy has contributed to the organization's overall goals. UNICEF has leveraged these reports at senior management level, providing a clearer picture of how UNICEF's work resonates with the public, this in turn affects fundraising, program direction and creditability for negotiating with partners and decision-makers.

For example a key objective is to 'engage 50 million citizens to take action and demand change for the world's most vulnerable, excluded and disadvantaged children'. A key strategy to support this objective is in driving people to the UNICEF.org website.

By integrating website analytics with online and social media data we were able to isolate the web visitors that had come directly from reading online and social coverage (*see appendix 4*). For example, the single biggest peak in website traffic resulting from a social referral in Q3 2014 came from the launch of UNICEF's 'Emerging Talent Initiative', aimed at generating interest in a career in UNICEF.

Analysis in Q4 2014 showed how specific articles were driving donations via UNICEF's website and how a mock video game announcement drove a major spike in social media referrals. This insight highlighted the success of linking and hosting video content on the UNICEF website, providing validation and confirmation of the different methods UNICEF utilizes to achieve the greatest impact.

The range of reporting has given UNICEF a level of breadth and depth that was unavailable in their previous monitoring and evaluation approach. We provide data relevant not only to UNICEF's global directors but also to specific country office stakeholders through the combination of comprehensive reporting and online tools. The speed and flexibility of the online dashboards, daily alerts and campaign reports augment the more detailed global overview provided by the quarterly reports. The quicker turnaround results in timely insights for UNICEF that would not be provided by the quarterly cadence. With rapid developing emergencies like the Ebola crisis, weekly reports proved beneficial in providing information that allowed UNICEF to identify the gaps and niches where UNICEF's efforts could be leveraged for greater impact and raise public awareness

As a result of the program, UNICEF has continued to adjust its priorities, moving from broad content overviews to rapid targeted insights. This has allowed it to identify key articles and events in the media more easily and shape its press activity to replicate successful results. Additionally, the organization has used Gorkana's insights to develop its social outreach in order to drive positive outcomes for brand awareness and engagement.

The initial program has been successful in setting up a distinct reporting system in a relatively short period of time. Consequently, UNICEF stakeholders have requested more in-depth reporting and the program is likely to see further expansion in 2015.

Feedback on the program has been extremely positive from all involved parties. The main contacts, Arturo Romboli and Dounia Kchiere, are now heavy users of our online tools. Additionally, UNICEF hosted an analysis summit to develop the program, where Jeremy Thomson CEO of Gorkana and David Rockland CEO of Ketchum Change presented to more than 150 communicators. Jeremy has also been invited to be a member of a newly created advisory board that provides feedback and guidance to UNICEF communication teams.

The three principal architects of the program have commented:

"It has been rewarding to be part of a genuine three-way partnership bringing together our complimentary expertise: Gorkana's proven track record of multi-market analysis, with Ketchum's strategic advice and pedigree in running global communications programs and the UNICEF's team's application in implementing the activity at both a global and local level." Jeremy Thompson, Gorkana

"The depth and breadth of the measurement program is groundbreaking. In all my years involved in analysis with Ketchum and AMEC this is one of the most extensive pieces of work that I have ever seen. Working with Gorkana and UNICEF has been true teamwork with the end result being better lives for children around the world" David Rockland, Ketchum

"Working with Gorkana and Ketchum has taken our analysis program to another level. For the first time we are able to have a consistent global overview while still retaining the detail the individual country teams need. We are now able to demonstrate the effect that our combined communications activity has on our strategic goals and can communicate this to senior stakeholders as well as gaining valuable insight to improve what we do over time". Arturo Romboli, UNICEF