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**Barry Leggetter**

CEO, AMEC

**Opening / Introductions**



# Communications Measurement in a Non-Profit Organisation: The Barriers

A Research Exercise by the AMEC Non-Profit Group

June 2016



# Eileen Sheil

Executive Director,  
Corporate  
Communications,  
Cleveland Clinic

## Explanation and Set-up



# Who We Are

*Formed in November 2013, the **AMEC Non-Profit Group** was formed to create a unique networking forum for communications leaders working in non-profit organisations.*

## **Mission:**

- To champion the importance of communications in a non-profit organisation's work
- To build a shared knowledge base of how to measure communications in a non-profit organisation
- To encourage higher standards of accountability through using effective measurement and insights programs

# Small but Ambitious to Grow – Who We Are



LINDA  
GATES foundation



BILL & MELINDA  
GATES foundation



Ketchum Global Research & Analytics



# As Always, Research Needed to Address Mission

## Objectives of the group in 2016 are to:

- Build knowledge and provide practical solutions for non-profits communications professionals; and
- Encourage a better understanding of the current landscape of communications measurement in the non-profit world.

## The group designed a research study to address this gap and answer the following questions:

1. How important is communications measurement within non-profit organisations?
2. What barriers exist within non-profits to measuring communications effectively?
3. What metrics really matter to senior managers within non-profits?
4. How can we start to address these barriers and foster more communications measurement?



# Top Barriers to Measurement: the Headlines

***“We are at full stretch dealing with our mission and programs – we do not have time to do measurement.”***

**(46% agree)**

***“My organisation does not have a culture of using research or measurement in its work.”*** (32% agree)

***“I'm a communications & public relations (PR) person, not a measurement & numbers person.”*** (29% agree)



# Implications – a Need for Education

- Many communications professionals at non-profit organisations are using measurement, but education is needed on **how and why metrics should also be used** to determine an organisation's communications narrative and strategy.
- While communications professionals recognise the importance of data in evaluating their activities, **education is still needed across the *entire organisation* on why using metrics and data is important.**
- **Providing access to a free measurement framework and guidance on how/what to measure** for non-profits is crucial to convincing senior leadership to invest more in this area.

# Implications – a Need for Education

- Helping senior management to **leverage performance metrics to help meet expected communications goals** (e.g., fundraising, developing relationships with key stakeholders, or being perceived as a global voice) is an essential and presents opportunities for further exploration.
- Employ **guidance on implementation of communications measurement** in small and/or medium-sized **organisations that have limited resources**.
- An obvious challenge to AMEC is to **raise awareness of the Barcelona Principles**.

# Paul Braun

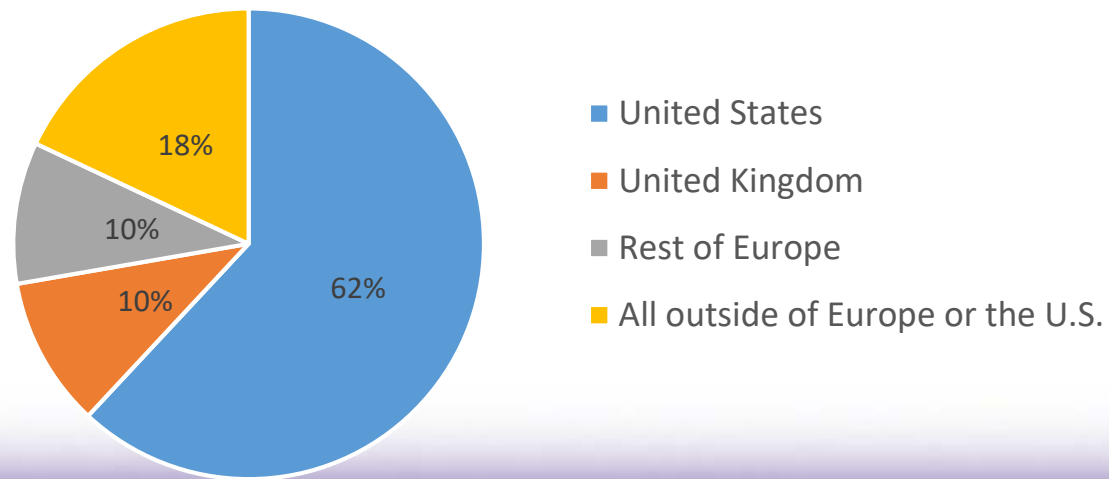
President, Owner and Founder, Braun Research, Inc.

## Research Methodology and Key Findings



# Methodology

- 10-15-minute online survey among 339 professionals from around the world who work in a non-profit organisation and are responsible for communications, measurement, media/public relations or reputation/public image management.
- Survey was distributed from March 14, 2016, through April 18, 2016, by Braun Research.
- Margin of error at the 95% confidence interval is +/- 5.3 percentage points.
- Below please find the sample composition of the geographic regions in which we interviewed:



# Summary of **Key Findings**

- The majority of non-profit professionals surveyed recognise the **importance of measurement** in driving an organisation's mission and measure both “outputs” and “outcomes.”
- **Senior leadership expectations** for its organisational communication function focus on **fundraising, developing relationships and thought leadership**. About half of the top leadership assess the performance their communications team or regularly review communications measurement data.
- Measurement is primarily being used to **demonstrate the effectiveness of communications activities conducted**. Significantly fewer non-profit professionals are using metrics to inform strategy, communications narrative and planning.

# Summary of **Key Findings**

- **Top barriers include lack of staff/people to do the work and money/budget.** A cultural hurdle also exists where many organisations do not use research and measurement on an ongoing basis.
- The **need for free measurement tools** with access to education resources and data to prove the importance of communications measurement as well as what to measure are critical in convincing the C-Suite to invest.
- **Few have heard of the Barcelona Principles, but many are interested** in learning about better ways in which to measure communications within their respective organisations.

# Margaret Hoffeecker

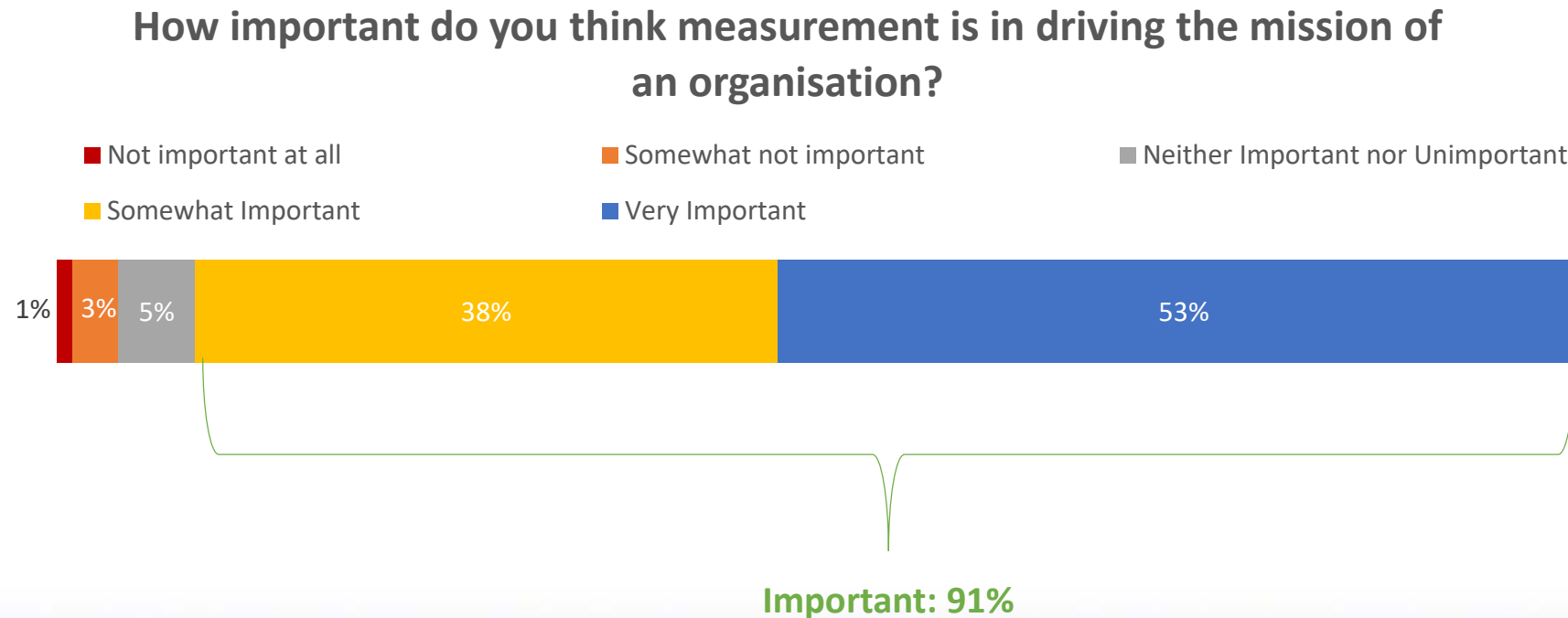
Research Director, Ketchum Global Research & Analytics

**How Important is  
Communications Measurement  
within Non-profit  
Organisations?**



# Non-profit Professionals Recognise the Importance of Measurement

- Nearly all (91%) recognise the importance of measurement in driving their organisation's mission, with a little over half (53%) saying it is very important.



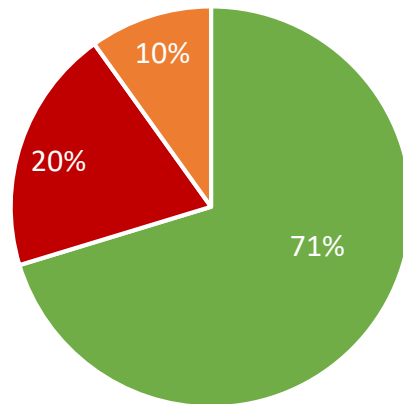


# Many Measure and Evaluate Communications Efforts, Focusing on Outputs and Outcomes

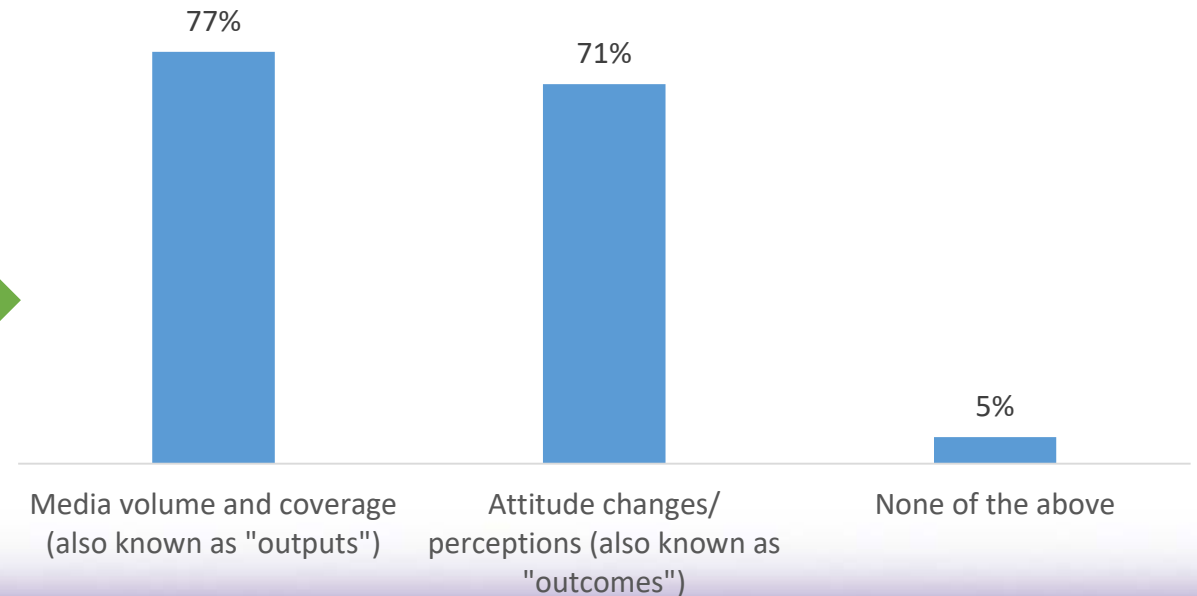
- About three out of four (71%) non-profit professionals measure and evaluate the outputs and outcomes of their communications efforts.
- Nearly half (45%) do so with employees dedicated to measurement only and external resources.
- Most common measurement tactics used include monitoring social conversation (69%) and traditional media coverage (66%), and surveying members or donators (54%) and target audiences (53%).

Does your organisation conduct any measurement/evaluation of your communications efforts?

■ Yes ■ No ■ Don't know/not sure



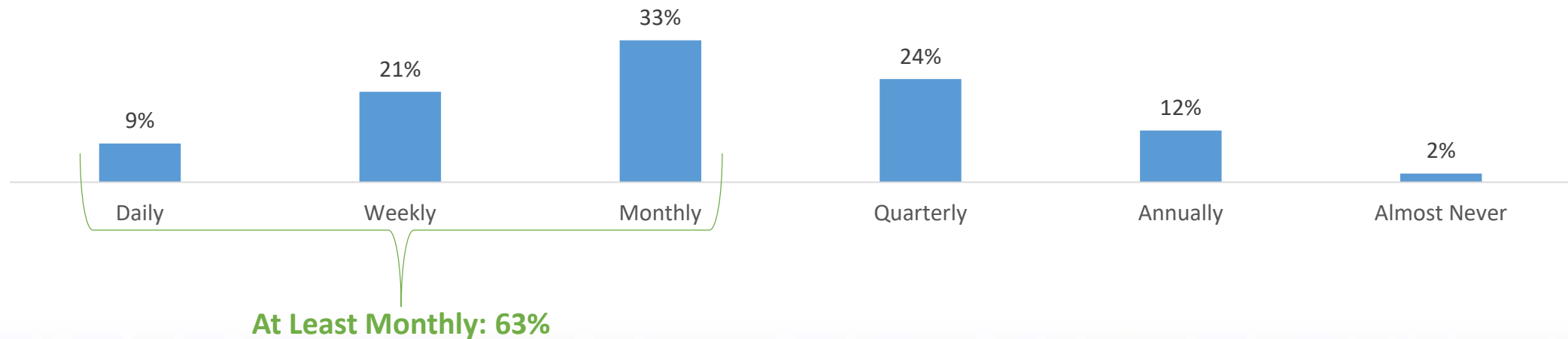
What is your organisation measuring?  
*Among those who said they are measuring communications*



# Close to Two-thirds of Non-Profit Professionals Measure or Evaluate Communications at Least Monthly

- One-quarter (24%) only do it on a quarterly basis, though.

How often does your organisation measure/evaluate communications?  
*Among those who said they are measuring communications*

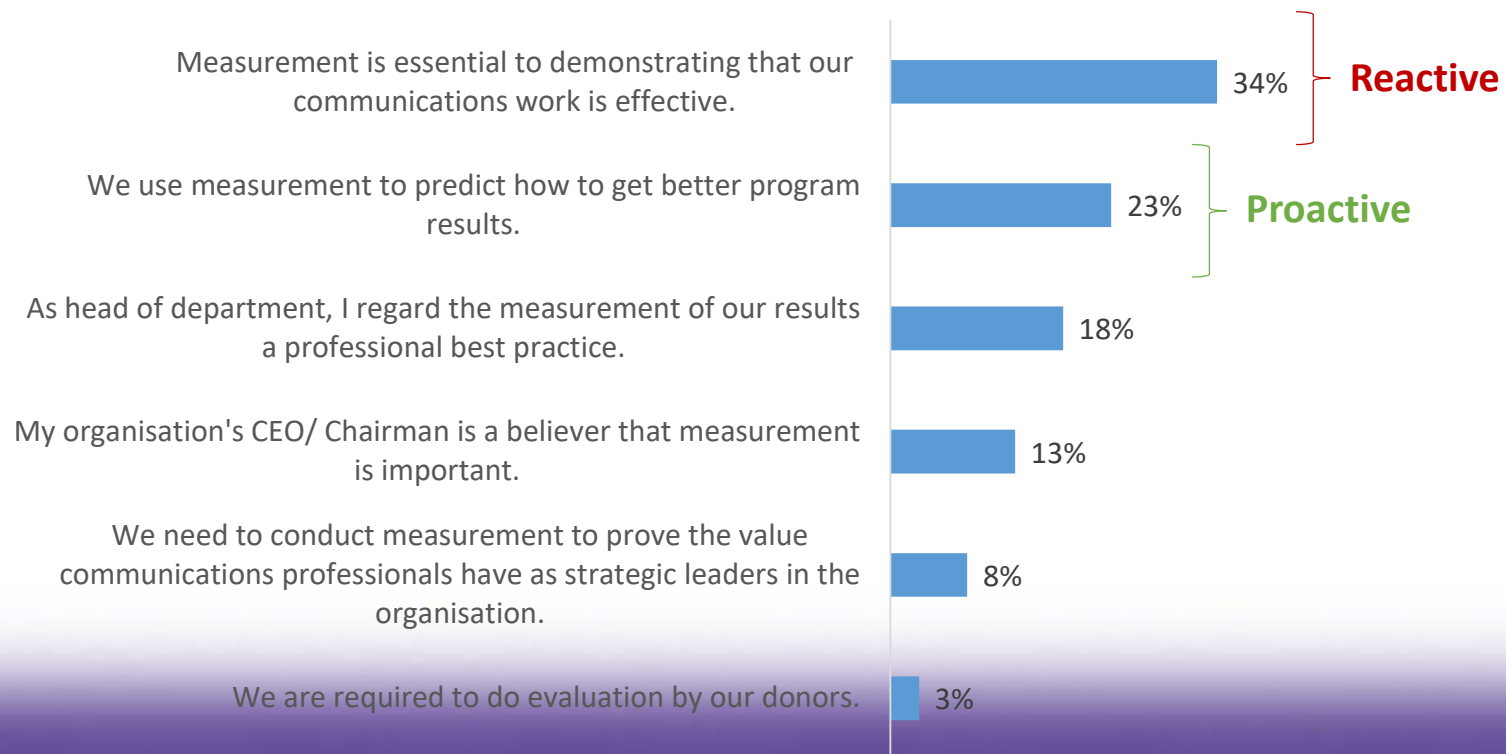




# Demonstrating the Effectiveness of Their Work is the Top Driver of Communications Measurement: *Using Metrics to Proactively Plan Ahead Less Important*

- One-third (34%) of non-profit communications professionals rank demonstrating the effectiveness of their work as the most important reason why their organisation measures and evaluates communications efforts.
- Significantly fewer (23%) do so because they believe it is important to predict how to get better program results.

**Most Important Reason Why Organisation Measures/Evaluates Communications Efforts – Ranked 1st**

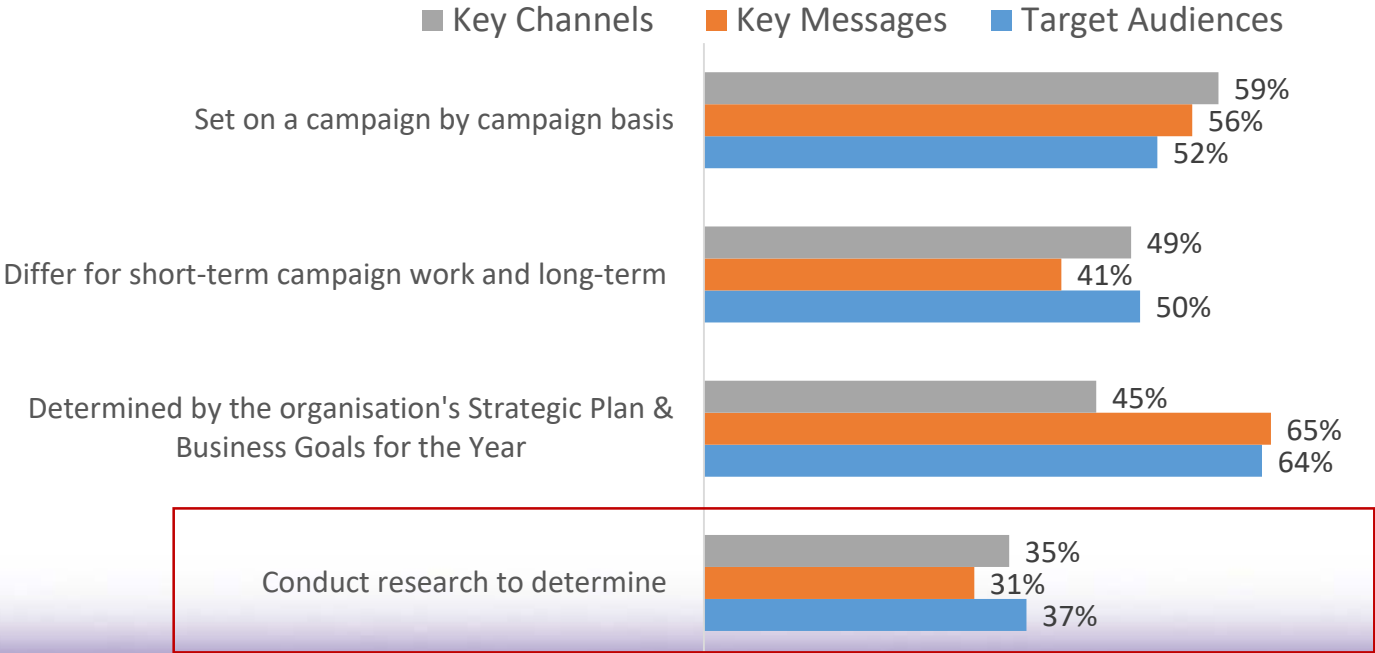




# Measurement Not Being Used to Inform Communications Planning & Strategy as Much as It Should Be

- Research is the least common method used by non-profit professionals when determining key components of their communications narrative. Only about one-third say they conduct research to determine the organisation's communications narrative in regard to target audiences (37%), key messages (31%) and channels (35%).
- Instead, non-profit communicators are more reliant upon their organisation's strategic plan and business goals or determining the narrative on a campaign by campaign basis.

Methods used when determining the following for organisation's communications efforts



# Paul Braun

President, Owner and Founder, Braun Research, Inc.

## What Barriers Exist within Non-profits to Measuring Communications Effectively?





# Top Barriers to Measurement: What People Say

***“We are at full stretch dealing with our mission and programs – we do not have time to do measurement.”***

**(46% agree)**

***“My organisation does not have a culture of using research or measurement in its work.”*** (32% agree)

***“I'm a communications & public relations (PR) person, not a measurement & numbers person.”*** (29% agree)



# Lack of Resources & Money Top Barriers to Measurement

- Among those who are not measuring either at all or infrequently, about half say “lack of staff/people to do the work” and “lack of money/budget” are the top barriers stopping them from measuring/evaluating communications at their organisation more frequently.
- The mindset that they are not numbers people and that their organisation doesn’t have a research culture are also key barriers.

## Top Barriers to More Frequent Communications Measurement & Evaluation

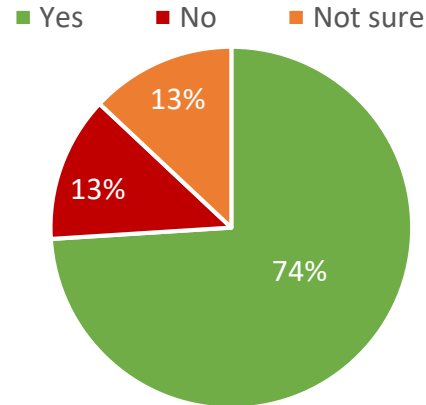
*Among those who don't measure communications often or at all*



# Majority Would Measure Communications More if They Had the Time & Money

- Almost half (49%) would do so to monitor or improve the effectiveness of their organisations' respective goals, messages and mission.

If time and money were not an issue, would you measure communications more at your organisation?



## Why would you measure communications more?

*Among those who would measure it more if time/money were not issues*

Coded Verbatim Responses

Monitor/improve effectiveness of organisation goals/messages/missions	<b>49%</b>
Monitor improve on organisation outreach goals	<b>18%</b>
Monitor/justify return on investment of money/time	<b>15%</b>
Monitor/improve audience/ supporter preferences and needs	<b>14%</b>
Monitor/improve internal communications	<b>11%</b>

“Measurement will simply help identify what value communications has to programme work, support great resource allocation toward communication activities, embed communication in programme work and evaluate the gaps and opportunities in communications to fulfill overall organisational goals.”



# If Time and Money Were Not an Issue...

"It's really the only way to plan strategic communication."

"To justify the expense and better target the right communication channel for the right demographic."

"We spend way too much time on methods that don't deliver, the audiences are growing and changing as are their choices for platforms."

"To better target our efforts and resources. Increase knowledge and awareness of public opinion. Clarify our messages."

"We are working with behavior change and it would be great to get results other than impact. So for us to survey the actual change would be fantastic, but WAY too expensive."

"I think that communication is a key to almost everything, More you invest in that the better you'll be."

"I think it is critical to know what works and doesn't work to make the best use of limited time and resources."

"It will give us a clearer vision of our impact and provide guidance for planning."

"The more feedback we can get about the effectiveness of our communications the better we can target via the most appropriate channels. In other words - we need to know what is and is not working and why."

"Effective research helps to determine effective messaging, channels and appropriate audience targets. Measurement feeds into this process and shows how, when and why messaging, targets and channels should be adjusted."

"It would help identify if our actions have a correlation to our intended goal, knowing that would help us focus on how to better use our limited resources."

# Eileen Sheil

Executive Director, Corporate Communications, Cleveland Clinic

**What Metrics Really Matter to Senior Managers within Non-profits?**

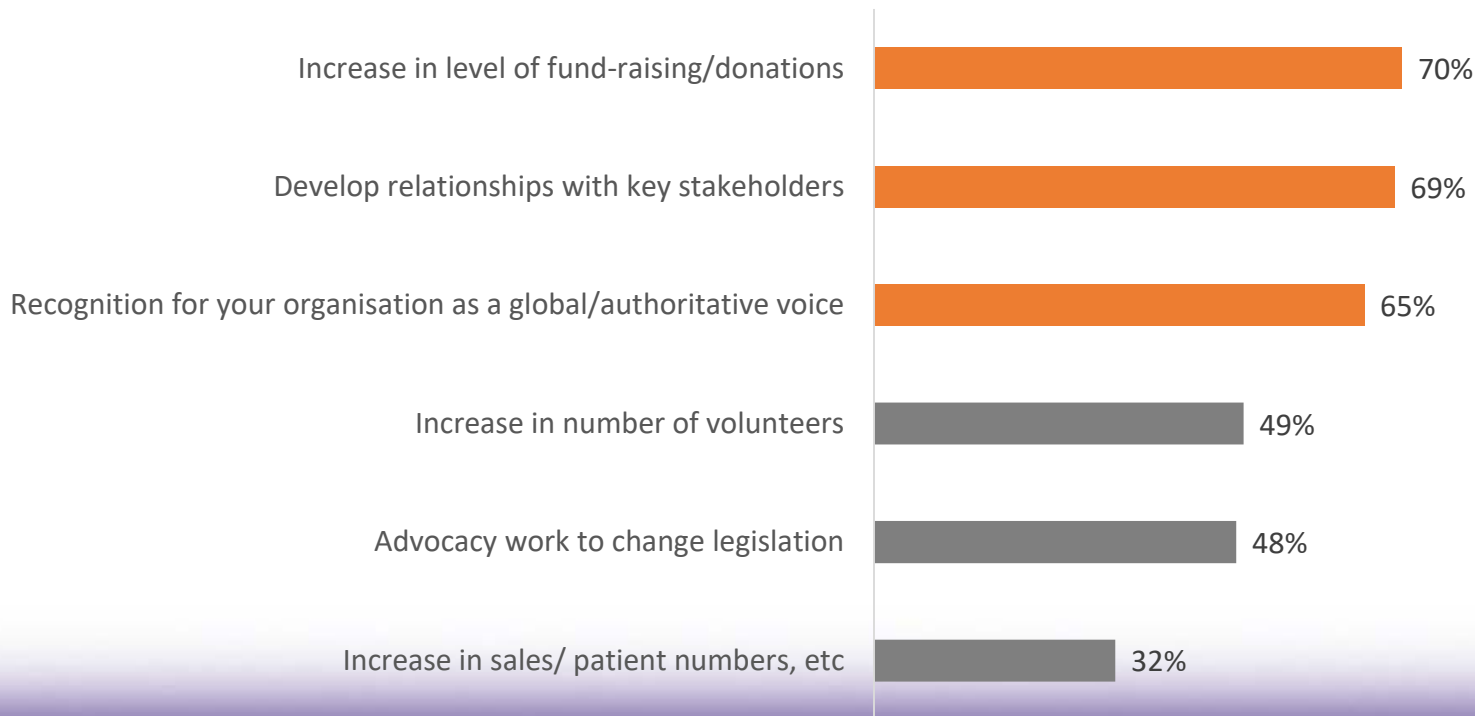




# Senior Leaders' Top Expectations for Communications Professionals = Fundraising, Developing Relationships and Thought Leadership

- For about half...top leadership uses metrics to assess the performance of the communications team (56%) and regularly reviews communications measurement data (51%).

## What Does Your Senior Leadership Expect From The Communications Function Within Your Organisation?

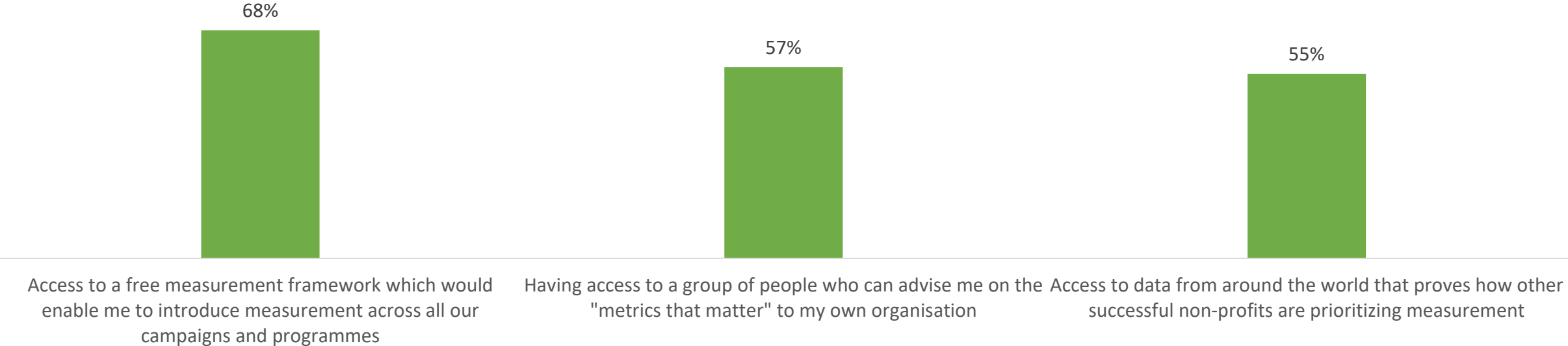


% Agree	
My top leadership believe measurement is critical to assess performance of my communications team against our budget.	56%
My top leadership (c- suite) regularly review communications measurement data.	51%



# Free Tools and More Resources Are Key to Proving the Value of Measurement

What Would Help Convince Senior Leadership That Measurement/Evaluation of Communications is Important?



# Margaret Hoffeecker

Research Director, Ketchum Global Research & Analytics

**How Can We Start to Address  
These Barriers and Foster More  
Communications  
Measurement?**

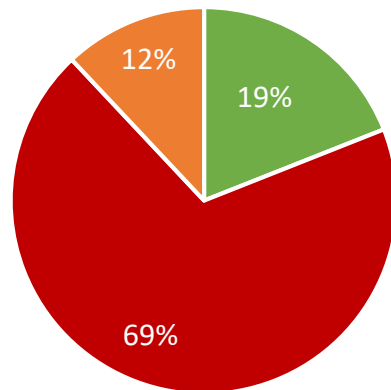


# Lack of Knowledge about **Barcelona Principles**

- The majority of non-profit communications professionals say they have not heard of the Barcelona Principles (69%).
- Yet, amongst those who are aware, some confusion seems to exist around what they are and how the Barcelona Principles should be used.

## Have You Heard of the Barcelona Principles of Communications Measurement?

■ Yes ■ No ■ Not sure



## How would you describe the Barcelona Principles of Communications Measurement 2.0?\*

*Among those who have heard of the Barcelona Principles*

Framework for effective public relations (PR) and communication measurement	<b>41%</b>
Guidelines to measure usefulness of communication campaigns	<b>39%</b>
Standards that gave industry wide consensus that AVEs are not a credible measurement method	<b>16%</b>

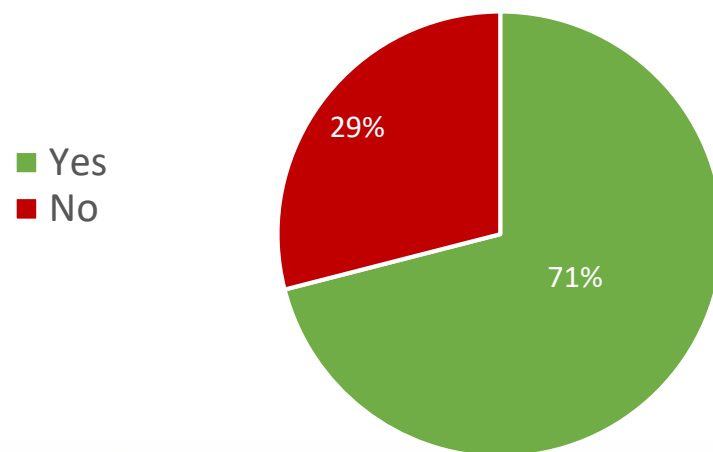
\*Small sample size (n=64)



# High Interest in Learning More about Measurement

- The majority (71%) of non-profit professionals surveyed want to learn more about measuring communications effectively.

Would you be interested in hearing more about a group whose sole purpose is to find better ways to measure communications at non-profit organisations?





# What AMEC Needs to Do: the Path Forward

- **Education** should remain at the **core of AMEC's Mission**
- AMEC Board via an international campaign is needed to **raise awareness of Barcelona Principles**
- **New Valid Metrics Framework** should try to meet demand as a free resource
- AMEC needs to employ **guidance on implementation of communications measurement** in small and/or medium-sized organisations that have limited resources
- **AMEC Non-Profit Group** should continue its own education work
- **Encourage** more Non-Profit organisations to join AMEC group



# Q & A Discussion

Our Panel





# Q & A with Our Panel

**Moderator: Barry Leggetter, CEO, AMEC**

- **Eileen Sheil**, Executive Director of Corporate Communications, Cleveland Clinic
- **Paul Braun**, President, Owner and Founder, Braun Research Inc.
- **Margaret Hoffecker**, Research Director, Ketchum

# Barry Leggetter

CEO, AMEC

## In Closing

**amec**





# Our Thanks

AMEC thanks the following for making this research possible:

- Braun Research Inc., for their *pro bono* work on running the research;
- Marni Zapakin, Senior Project Manager, Ketchum Global Research and Analytics; and
- Other members of the Non-Profit Team

***Now we need to grow!*** For more information about joining the Non-Profit Group please contact:

Barry Leggetter, CEO, AMEC  
[barryleggetter@amecorg.com](mailto:barryleggetter@amecorg.com)