Disruptive Communication
Measurement, evaluation and insights in the Age of Change
Prepared by Ketchum Global Research & Analytics
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The AMEC Non-Profit Group was formed in November 2013 to create a unique networking forum for communications leaders working in Non-Profit organizations.

**Leaders**
- Arturo Romboli, Strategic Planning and M&E Specialist, UNICEF
- Eileen Sheil, Executive Director of Corporate Communications, Cleveland Clinic

**Mission**
- Champion the importance of strategic communications in Non-Profit organizations
- Encourage higher standards of accountability through using effective measurement, research and insights programs

**2017 Goals**
- Redefine value proposition to recruit new members
- Conduct 2nd annual survey on the state of NGO Communications Measurement
Small But Growing Globally
Last Year...

...we surveyed NGOs to benchmark the perceived importance of communications measurement and understand barriers. We found that...

91% recognized the importance of measurement in driving their organization's mission

BUT

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

“My organization does not have a culture of using research or measurement in its work.”

“I'm a communications & public relations (PR) person, not a measurement & numbers person.”
• ... the focus of the research was to assess the relevance of communications research/measurement to a Non-Profit organization, as well as explore how Not-For-Profit communications professionals are managing disruptive changes in the industry.

• Specifically, the research aimed to explore:
  • Whether communications measurement is “on leadership’s radar” in changing times
  • What new and innovative methods Not-For-Profits are using in communications research/measurement to address industry disruptions
  • If measurement within Non-Profits is now considered a necessity in changing times to deliver the most effective & impactful communications
We surveyed 323 NGO communications/PR professionals around the world who work in a Non-profit organisation and who are responsible for communications, measurement, media/public relations or reputation/public image management.

### Methodology

<table>
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<tr>
<th>Geography</th>
<th>Sample size (n)</th>
<th>%</th>
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<tbody>
<tr>
<td>Asia-Pacific</td>
<td>102</td>
<td>32%</td>
</tr>
<tr>
<td>Europe</td>
<td>90</td>
<td>28%</td>
</tr>
<tr>
<td>North America</td>
<td>68</td>
<td>21%</td>
</tr>
<tr>
<td>Latin America and the Caribbean</td>
<td>57</td>
<td>18%</td>
</tr>
<tr>
<td>Middle East-Africa</td>
<td>6</td>
<td>2%</td>
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The 10-15 minute online survey was distributed from 14 March 2017, through 26 April 2017, by Braun Research, Inc. and has a margin of error of +/- 5.5 percentage points at the 95% confidence interval.
Executive Summary of Key Findings
State of conducting research and measurement

- NGO communications professionals believe measurement/evaluation of communications is non-negotiable today, and crucial to making the most of their limited funds.
  - Around three-quarters (71%) of NGO communications professionals believe measurement/evaluation of communications is non-negotiable today.
  - About half (45%) of NGOs agree that securing new funding and donations is the number one operational challenge they are facing today.
  - And they understand the importance of measurement in driving this fundraising and allocating funds properly, as eight-in-ten agree that it is important in driving fundraising efforts (81%) and are vital for making sure their organization is making the most of their limited funds (83%).

- Not-For-Profit communications professionals find their organization effective at measuring performance in a wide range of areas, ranging from societal impact to volunteer or fundraising efforts.
  - About eight-in-ten (82%) not-for-profit communications professionals find their organization effective in measuring their performance in driving its mission overall.
  - Interestingly, slightly more NGOs rate their measurement of communications efforts (82%) and societal impact (80%) more effective than their measurement of volunteer efforts (75%), fundraising efforts (76%).
State of conducting research and measurement (cont.)

- Measuring and evaluating communications appears to be gaining support, as most Not-For-Profit communications professionals find it more important than in the past.
  - Three quarters (75%) of Not-For-Profit communications professionals say measurement and evaluation of communications is more important today than it was five years ago.
  - Around the same number (80%) agree that measurement, research and data analytics are essential to navigating the new trends in communications best practices.
  - Social media (12%), people being more connected (8%), and more competition (7%) were named the top reasons why communications measurement is more important today than in the past.

Top leadership support for communications measurement

- Top leadership appears to be not only highly supportive of communications measurement but also expecting it from their employees.
  - Eight-in-ten (80%) of Not-For-Profit communications professionals state their organization’s CEO/Chairman is a believer that measurement is important, while seven-in-ten (73%) say top leadership (c-suite) regularly reviews communications measurement data.
  - What is more, top leadership relies on communications research and measurement when deciding how to allocate funds in about seven-in-ten (70%) organizations.
What NGOs are Measuring and How

• Despite the importance of measurement being recognized across NGOs and a perception of doing it effectively, there is still room for improvement in what NGOs are measuring and how, and further education and learning are needed.
  • When asked specifically about the metrics they track, only about half or fewer NGOs say they track key specific metrics:
    o Outputs: social media mentions (43%), website activity (47%), volume traditional media placements (32%)
    o Outcomes: target audience awareness (49%), key message penetration of social media mentions (28%), perceptions among target audiences (38%)
    o Business results: amount of money donated (51%), number of people and/or animals saved/helped (50%),
  • Even fewer select tracking metrics important to measuring the societal impact of their organizations, such as improvement of health outcomes (41%), economic returns (28%), crises resolved (25%), which are essential to proving the impact communications has on NGOs’ overall mission.

• NGOs show some initiative in new and innovative research and measurement, but more is needed.
  • About half (45%) of NGO communications professionals state that their organization is conducting or experimenting with innovative research and measurement.
    o The most frequent innovations in measuring and evaluating communications are using social media and conducting surveys or interviews.
  • The same amount though are unsure (30%) or do not conduct or experiment (25%) with any new ways for measuring and evaluating communications in their organization.
Detailed Results:
Importance & Usage of Communications Measurement
Measuring and evaluating communications appears to be gaining support, as most Not-For-Profit communications professionals find it more important now than in the past.

- Three-quarters believe measurement/evaluation of communications is non-negotiable today (71%), and it is more important today than five years ago (75%).

**Compared to five years ago, how much more or less important do you think measurement/evaluation of communications is?**

- Much less important: 6%
- Somewhat less important: 7%
- No change: 12%
- Somewhat more important: 31%
- Much more important: 43%

Important: 75%
Top leadership is not only highly supportive of communications measurement but also expecting it from employees today.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree (%)</th>
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<tr>
<td>My organisation's CEO/ Chairman is a believer that measurement is important.</td>
<td>80%</td>
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<td>We need to conduct measurement to prove the value communications professionals have as strategic leaders in the organisation.</td>
<td>76%</td>
</tr>
<tr>
<td>My top leadership believes measurement is critical to assess performance of my communications team against our budget.</td>
<td>74%</td>
</tr>
<tr>
<td>My top leadership (c-suite) regularly reviews communications measurement data.</td>
<td>73%</td>
</tr>
<tr>
<td>I believe measurement/evaluation of communications is non-negotiable today.</td>
<td>71%</td>
</tr>
<tr>
<td>My top leadership relies on communications research and measurement when deciding how to allocate funds.</td>
<td>70%</td>
</tr>
<tr>
<td>My top leadership believes measurement/evaluation of communications is non-negotiable today.</td>
<td>69%</td>
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Q13. How much do you agree or disagree with each of the following statements? (n=323)
Not-For-Profit communications professionals find their organization effective at measuring performance in a wide range of areas.

- **82%** of not-for-profit communications professionals find their organization effective in measuring their performance in driving its mission overall.

- Interestingly, slightly more NGOs rate their measurement of communications efforts (82%) and societal impact (80%) more effective than their measurement of fundraising (76%) and volunteer efforts (75%).
Detailed Results:
Barriers and Improvement to More Frequent Measurement
Organisations face a myriad of challenges today, with securing funding and building trust on top.

Q1. Which, if any, of the following are the TOP operational challenges your organisation is facing today? Please select top five challenges. (n=323)  
Q2. How important do you think measurement is in driving the mission of your organisation as it relates to each of the following areas? (n=323)  
Q6. How much do you agree or disagree with the following ... (n=323)

Top Five Operational Challenges Organisations Are Facing Today

- Securing new funding/ donations: 45%
- Building trust and strong reputation among your target audience: 37%
- Competition from other organisations: 32%
- Ensuring most effective use of funds: 31%
- Shortage of volunteers/ staff: 30%

45% of NGOs agree that securing new funding and donations is the number one operational challenge they are facing today.

They understand the importance of measurement in driving this fundraising and allocating funds properly:

- 81% agree that it is important in driving fundraising efforts
- 83% agree that it is vital for making sure their organization is making the most of their limited funds
While many NGOs are already adapting, there is room for improvement in what they are measuring and how.

Is your organization conducting or experimenting with any new ways for measuring/evaluating communications?

45% state that their organization is conducting or experimenting with innovative research and measurement.

Only about half or fewer NGOs say they track key specific metrics, such as:

- **Outputs**: social media mentions, website activity, volume media placements
- **Outcomes**: target audience awareness, key message penetration of social media mentions, perceptions among target audiences
- **Business results**: amount of money donated
- **Societal results**: improvement of health outcomes, economic returns, crises resolved
Thank You!

Continuing to grow!

For more information about joining the Non-Profit Group please contact:

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