Disruptive Communication

Measurement, evaluation and insights in the Age of Change

amec Global Summit on Measurement

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RESEARCH DIRECTOR

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Ketchum Global Research & Analytics

Who We Are

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

Oxfam International

unicef

Cleveland Clinic

THE RIGHT LIVELIHOOD AWARD

AMNESTY INTERNATIONAL

Cancer Council Australia

WFP wfp.org World Food Programme

Owl RE

Cancer Council NSW

BILL & MELINDA GATES foundation

Ketchum Ketchum Global Research & Analytics

Last Year…

Surveyed NGOs to benchmark perceived importance of communications measurement and understand barriers

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."

This Year…

Surveyed 323 NGO communications/PR professionals around the world

Geography	N/n Size	%
Asia-Pacific	102	32%
Europe	90	28%
North America	68	21%
Latin America and the Caribbean	57	18%
Middle East-Africa	6	2%

Goals

Assess how the importance of communications research/measurement is changing

Explore how NGOs are managing disruptive changes in the industry

Communications Measurement is **Non-Negotiable** Today

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

Expected by Top Leadership

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

- **80%** state their CEO/Chairman is a believer that measurement is important
- **73%** say top leadership (c-suite) regularly reviews communications measurement data
- Top leadership relies on communications research and measurement when deciding how to **allocate funds** in about seven-in-ten (70%) organizations

Need for More Innovative, Consistent Measurement

Still room for improvement in what NGOs are measuring and how – Diverse, inconsistent set of metrics tracked, not enough innovation

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

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

Innovative Research at Cleveland Clinic

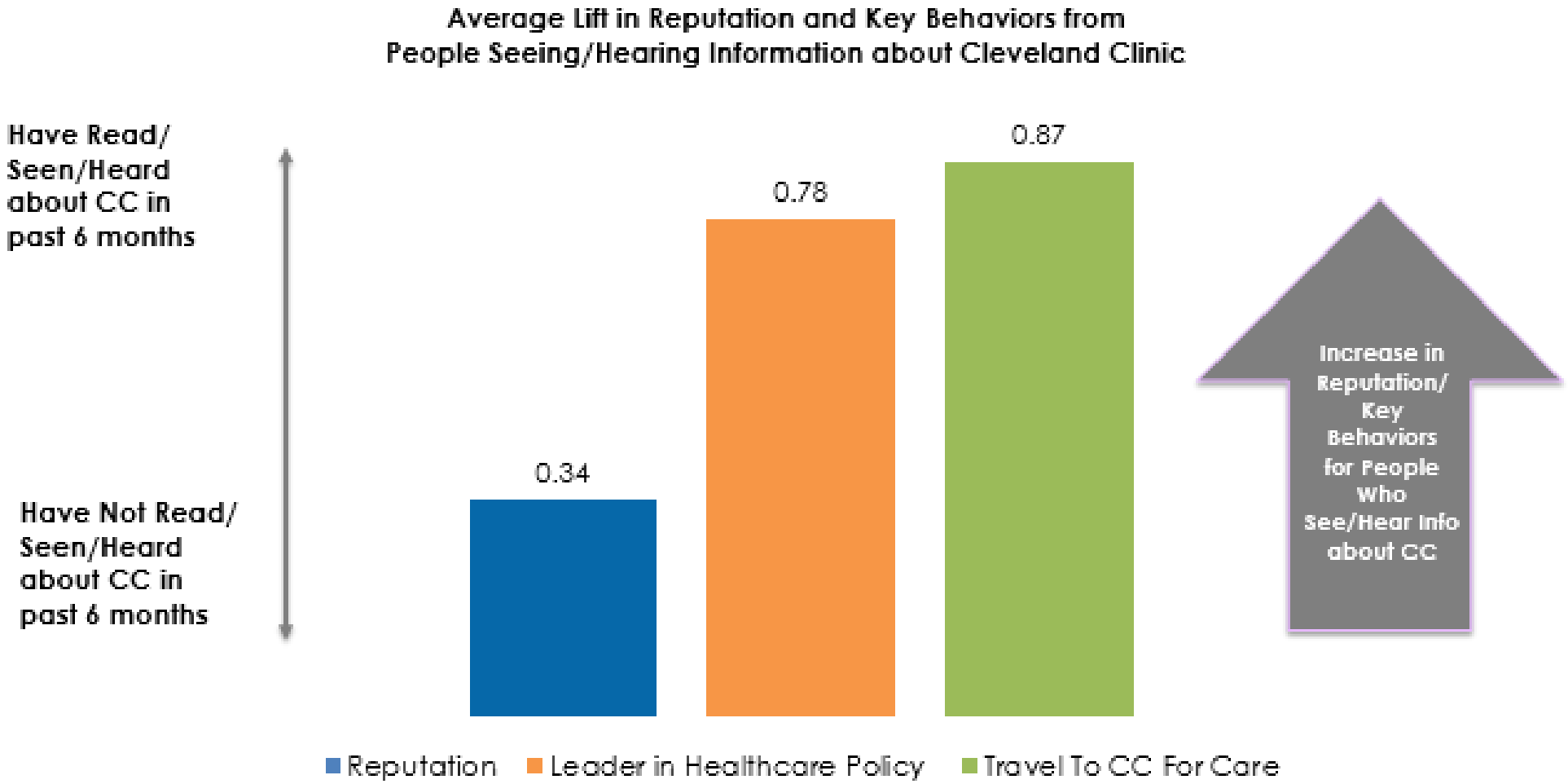
Cleveland Clinic

COMMUNICATIONS MEASUREMENT JOURNEY:

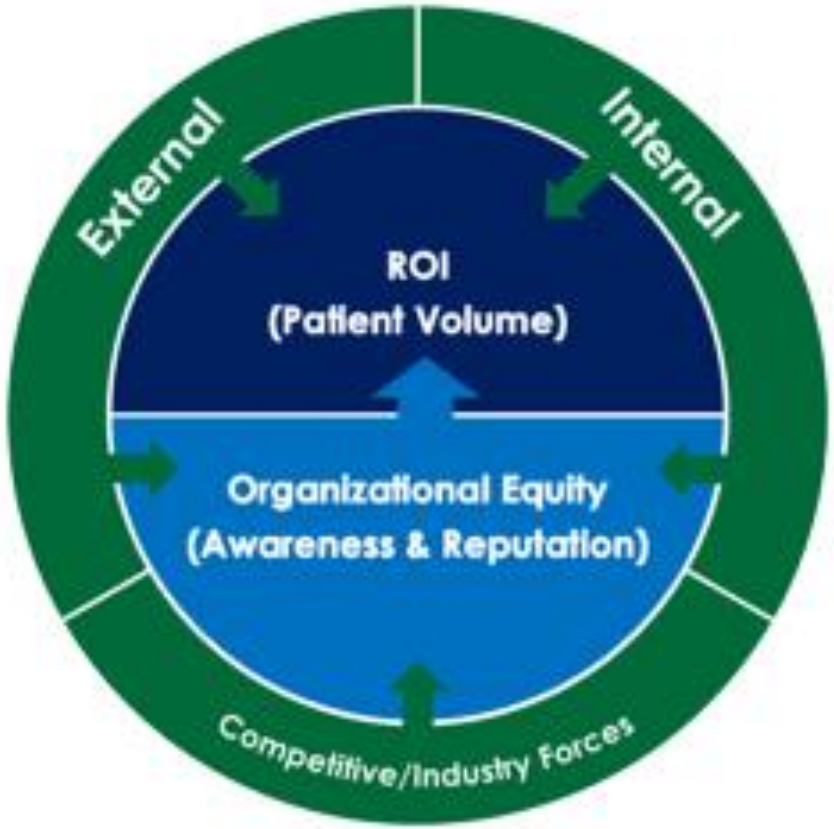
THE SABRE AWARDS NORTH AMERICA

FOR SUPERIOR ACHEIVEMENT IN MEASUREMENT & EVALUATION

Proving Impact of Communications In Closing Gaps With Competitors



Three Years of Tracking Research to Develop Optimal Communications Strategy



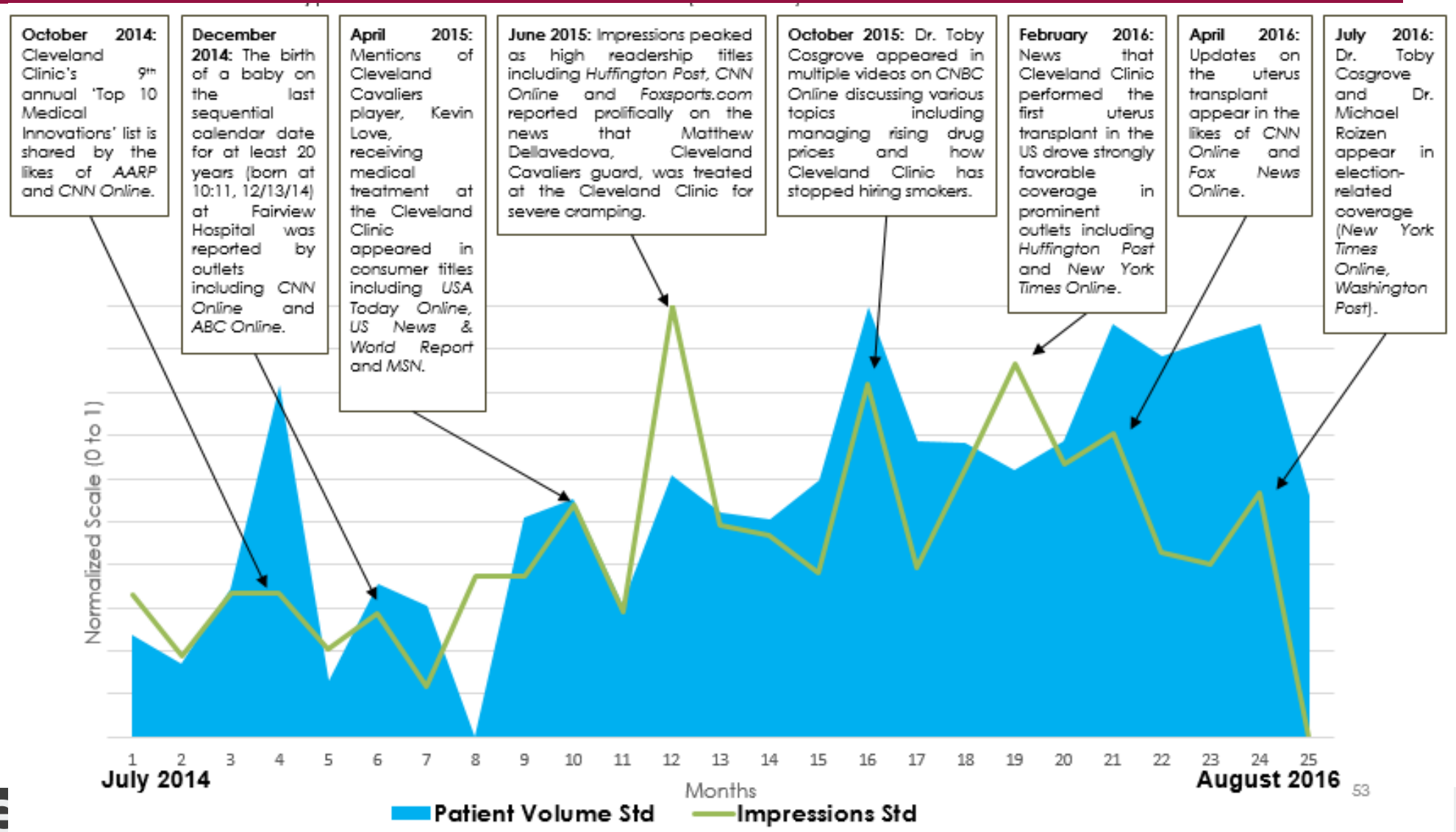
Messages

Quality of Care
Industry Leader
Trustworthy
Collaborative
Influences Policy
Transparent

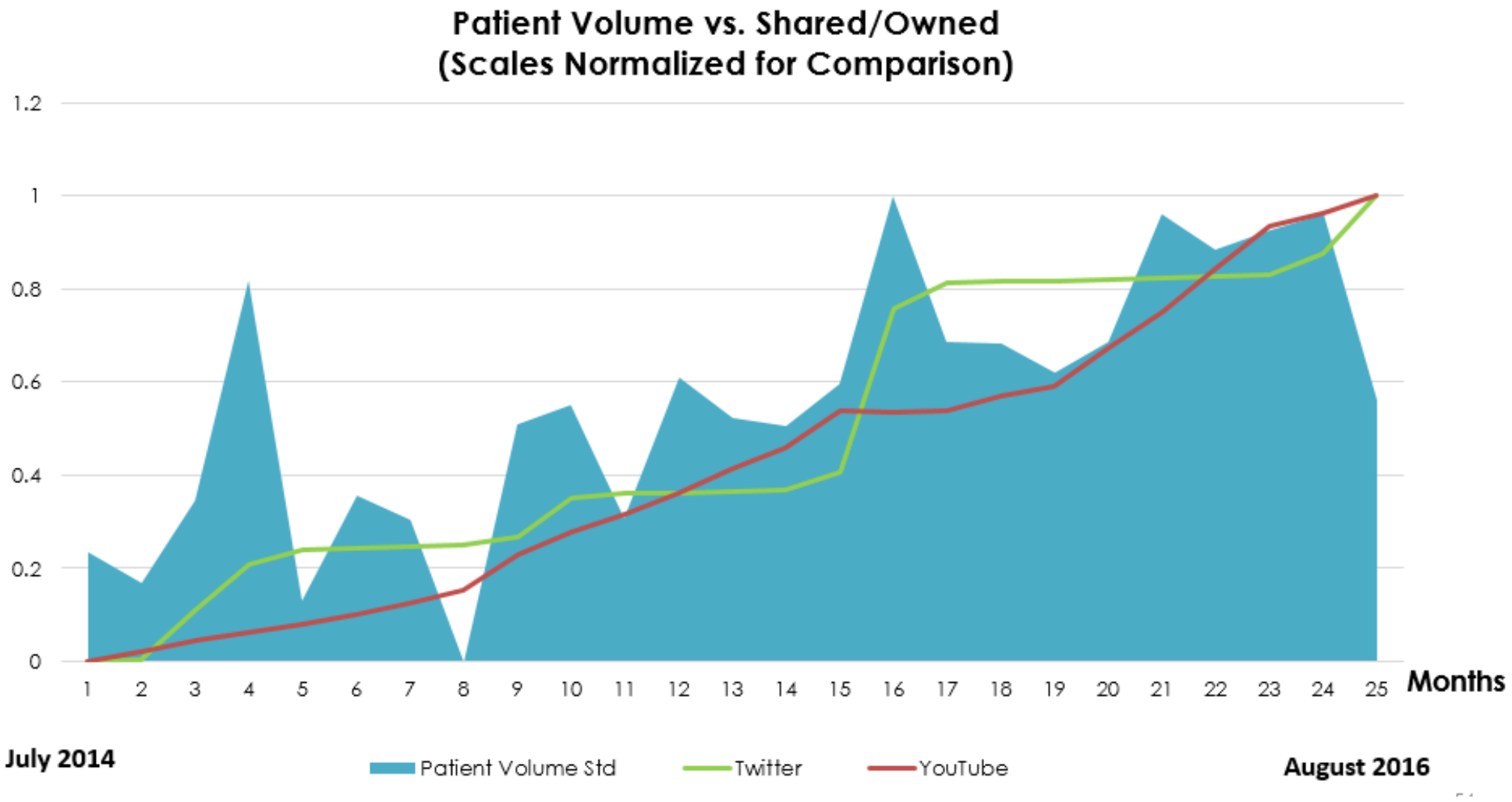
Messengers

Friends
Doctors (Inside and Outside Cleveland Clinic)

Determining Right Channels: Linking *Traditional Media* Outputs to Business Results



Determining Right Channels
Linking *Social Media* Outputs to Business Results



Power of Innovative Research/Measurement

Drug Shortages Forcing Hard Decisions on Rationing Treatments

Such shortages are the new normal in American medicine. But the rationing that results has been largely hidden from patients and the public.

By SHERI FINK JAN. 29, 2016

A mitral valve repair being performed at the Cleveland Clinic. Operations like this have felt the effects of drug shortages.

"Based on findings that transparency on key health care issues and positioning the Clinic as a leader in health care, are key drivers for reputation and patient volume, we have made a decision to provide deeper access to the New York Times reporter who recently did the front page story on drug shortages that impact all hospitals across the United States."

Eileen Sheil, Executive Director
Corporate Communications, Cleveland Clinic

Power of Innovative Research/Measurement

Over last three years, significant improvements in:

- Brand Awareness
- Likelihood to Travel to Clinic for Care
- Likelihood to Refer to Clinic as Leader

→

U.S. Patient Volume : +7%

*"Over the past five years, Cleveland Clinic has worked hard to measure how PR drives national awareness and patient volume. We developed our narrative to be more consistent with telling our story and used research to determine target audiences most likely to travel to the Clinic for care and focused on media markets where these targets live.... Recently, we've been able to identify a strong correlation of PR activities related to patient revenue. In addition, we've also been able to show that social media, especially Twitter and YouTube, are even more strongly correlated....**A key thing to remember is that measuring public relations is a journey. It doesn't happen overnight. It's a lot of work, well worth it, and quite exciting, actually. We've demonstrated that getting the right message to the right audience - at the right time - does make a difference.**"*

Eileen Sheil, Executive Director
Corporate Communications, Cleveland Clinic
As quoted in PRWeek December 9, 2016

Thank You & Next Steps

Developing full report of survey results to distribute amongst AMEC members and externally during Measurement Month

Continuing to grow! For more information about joining the Non-Profit Group please contact:

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