

# Taking the Mystery Out of Measurement

Putting together a measurement strategy that takes your communications to the next level.

Presented by:

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The background of the slide is a dark, textured surface covered with numerous question marks of varying sizes and shades of gray and gold. One question mark in the upper left is a lighter, more prominent white color.

How do you **measure**  
communications?



**Stop communicating**  
in a vacuum.



Without a measurement strategy your organization will suffer from ...

## **The Communication Illusion**

- Consider distributing as a form of communicating
- Create bad content
- Audiences feel a disconnect
- Send the wrong message



A close-up photograph of a chessboard with alternating light and dark squares. Several chess pieces are visible: a white knight on the left, a dark king in the center, a white queen on the right, and various pawns. The pieces are made of wood or a similar material. The background is slightly blurred, focusing attention on the pieces and the text overlay.

# Strategic Measurement

Are your communications making a difference? Finding a way to always know what works and what doesn't with your audiences.

# Avoid the 'Cookie Cutter' Communications Approach







Immerse yourself in your audience's world

The background of the slide is a photograph of a modern office space. It features a white rectangular table with several black chairs that have light-colored wooden legs. On the table, there is a laptop, a red folder, and a small white cup. On the wall behind the table, there are three framed posters with blue backgrounds and white text. The floor is a dark, polished concrete.

Your  
awesome  
pension  
posters

Your  
awesome  
retirement  
Infographic

Your  
awesome  
benefits  
email  
update

# Communicator's Vision

If you provide content, they're using it or seeing it!





# Reality

What posters? What email? What are you talking about again?





**One-size** communications  
does **not** fit all





Connect with  
your audiences  
by creating  
profiles



# Create an audience profile in four easy steps:

- Step 1: Define your audience segments:
  - Who are they? How would you describe or categorize the people that make up your audiences?
  - Where do they work?
  - What are their schedules?
  - What are their age groups?
  - What is their experience level?





# Create an audience profile in four easy steps:

- Step 2: Define their communication habits and behaviors:
  - Online or offline?
  - When are they likely to access communications?
  - Communication/channel preferences?
  - Comfort levels with interacting online?
  - Do they meet regularly throughout the year?



# Create an audience profile in four easy steps:

- Step 3: Define your communication challenges. What are your biggest obstacles to communication?
  - Turnover Rates
  - Schedules/shifts
  - No online access
  - Lack of channels
  - Complicated topics
  - Lack of urgency/awareness around your topics





# Create an audience profile in four easy steps:

- **Step 4: Define your motivators**
  - What motivates your audiences so you can connect with them on a more emotional level?
  - What are the main benefits/hooks?
  - Why should they care?



The result?

Targeted, relevant  
communications in the right  
channels at the right time





Don't make  
decisions based off  
of **metrics alone.**



# Bring **balance** to your measurement strategy

## METRICS

EMAIL METRICS  
WEBSITE METRICS  
MOBILE METRICS

## BEHAVIOR

SURVEY DATA  
FOCUS GROUP/INTERVIEW INSIGHTS  
PULSE SURVEY DATA







How do you measure behavior?



Know. Feel. Do.

# Define your Behavior Statements

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- **Mission:** To help feed the world through integrity, quality, commitment and innovation.
- If we're successful in communicating this, what will employees **know, feel and do?**



JOHN DEERE





# Define your **Behavior Statements**

- **Mission:** To help feed the world through integrity, quality, commitment and innovation.

## **KNOW**

- Understand the impact
- Their work matters and makes a difference
- Decisions we make directly affect people's lives and livelihood
- Not fluff, based on work objectives

## **FEEL**

- Passion and pride
- Excited about the future
- Empowered to contribute and lead
- Come to work with purpose
- Informed about the business.

## **DO**

- Talk about what we do across the company, not just within their silo
- Feel an emotional connection from all areas of the organization.
- Advocates and ambassadors for the organization
- Share stories, ask questions and participate!

**You've identified behaviors we are looking to measure!**

# Build your Behavior Statements:

**Mission:** To help feed the world through integrity, quality, commitment and innovation.

Strongly Disagree | Disagree | No opinion | Agree | Strongly Agree

- We are an innovative company.
- What we do as an organization helps to feed the world.
- We contribute to the challenge of the rising demand for food worldwide.
- We are committed to providing employees with knowledge and training.
- I understand how my specific role contributes to our mission.
- I am likely to share stories of how my team or I contribute to our mission.
- I have confidence in our future as a company.

Why do these work?  
You've just created a  
**consistent way** to  
measure success!

# Your Measurement Tools

1. Surveys
2. Focus Groups & Interviews
3. Social Forums
4. Ongoing insights



# Rules of Surveys

- Keep 'em short!
- Clear and direct questions: **no jargon.**
- Only ask about things that you can change.
- Keep it simple
- If at all possible, give easy access!



# Use quick polls and rating tools



I would recommend this article to a colleague.

☐ Yes ☐ No

This article helped me understand our new product line.

☐ Yes ☐ No

This article was easy to understand

☐ Yes ☐ No



**Quick Poll**

**New Website**

What do you think of our new website?

- ☐ Wow, it's really great!
- ☐ Well, it's ok, I guess
- ☐ Hmm, I'm not really sure
- ☐ I don't like it much

**Vote!**

Results 2008-10-31





How to create the best questions:  
Ask yourself, 'What does success mean?'

1. I feel connected to our customers.
2. I feel informed about how the company is growing.
3. I feel more connected to my coworkers and leaders.
4. I feel informed about product and service updates.
5. The company meetings are an effective use of my time.

A woman in a striped shirt stands and presents to a group of four people seated in a meeting room. A whiteboard with diagrams is behind her. The room has large windows and a water cooler.

# Focus Groups and Interviews

Get the **why** behind the numbers



# Rules of Focus Groups and Interviews

- Make it convenient
- Respect their time
- Work with managers and supervisors and leaders
- Again, know them before you get there
- Dress accordingly
- Don't be afraid of virtual groups!







# The Details

- Structured discussion led by a moderator
- Small groups—8 to 12 people, top; 5-8 if virtual.
- Participants have a general idea of what the discussion will be but do not get a copy of questions
- 45 minutes to one hour works best; 30-45 minutes if virtual.
- Virtual groups: test the technology and provide easy access tips. Request they bring something to take notes/write down answers.
- Collect the quotes!



Dear Company Name Employee:

Let your voice be heard. The COMPANY NAME communications team is conducting a series of staff focus groups. The purpose of the focus groups is to hear your opinions about COMPANY NAME's internal communications tools.

Are you satisfied with the communications you receive? How can we improve? What information is the most relevant to you? Are you getting the information you need to help you in your job and feel connected with the rest of COMPANY NAME?

Participants have been selected randomly and your feedback will be completely anonymous. We will use the results from the focus groups to ensure that everyone in COMPANY NAME is receiving consistent, accurate, relevant and timely information on an ongoing basis.

We know that everyone is busy, so we are keeping the length of the focus groups to a minimum. Your session should last approximately 45 minutes to one hour. Your focus group will be held:

Date:

Time:

Location:

**Space is limited, so please R.S.V.P. by [DATE] to NAME at EMAIL. If you cannot attend, it is important that we know so that we can invite someone else to take your place.**

Once you RSVP, we'll send a meeting confirmation to your calendar.

Your participation is important, as it represents the views of many employees. We know how valuable your time is, so we thank you in advance for taking the time to support our communication efforts.

Sincerely,

NAME  
Corporate Communications

# Effective Focus Group Questions

- On the note card in front of you write down the first two or three words that come to mind when you think of pension communications.
- What is one topic you think you need to better understand to benefit from your pension?
- Give me an example of an instance where you felt you weren't getting the information you need.
- What are your favorite ways to get news and information? What is it about those channels that appeal to you most?



## Focus Group Discussion Guide Sample

### I. Opening Remarks (2 Minutes)

Thanks for coming today. The goal of today's meeting is to understand if the internal communications and news you currently receive is effective, relevant and valuable to you. There are only a few basic rules to keep in mind while participating today:

- a) Everyone is expected to be an active participant.
- b) There are no "right" or "wrong" answers.
- c) Speak freely but remember not to interrupt others while they are talking.
- d) Note taking is for reporting purposes only and will be used for analysis. Names are not attached to the notes.
- e) All feedback today will remain anonymous. In order to maintain anonymity, I just ask that anything that is said during our session is not repeated outside of our session.

### II. Introductions (2 Minutes)

~~Before~~ we start, I'd like to go around the room and have everyone introduce themselves and tell us what your position is and how long you've worked here.

### III. Interactive Exercise (10 minutes)

~~Think about the different ways that you receive internal news.~~ Write down the first two or three words that come to mind when you think of them. How would you describe them, or the information you receive from them?

### IV. Communication Vehicles Review (20 Minutes)

We're going to take some time and review some specific vehicles your communication team is using to communicate with you.

#### ALL GROUPS:

**Intranet site:** How many people visit the site on a frequent basis? What do you like about it? What's useful? What kind of information grabs your attention when you're on this site? ~~If you don't use it, why not?~~ Do you think there's enough interaction on this site? If there were an opportunity to interact more by leaving comments, using like buttons or ratings, etc., would you use these tools? Would you ever access this site from home? How about a mobile device? Do feel that new media such as video, blogs or podcasts would be nice features to see on the site?

#### FRONT LINE EMPLOYEES:

Which vehicles do you refer to the most to get news? Do they provide you with the information that is important to you? Can you give me an example of the types of information you find important? How often do you use any of these vehicles, ~~What's~~

It's an ongoing  
focus group!

# Social Networks





TeacherPensions.org

Home

Posts

Reviews

Photos

Community

About

Create a Page

Like

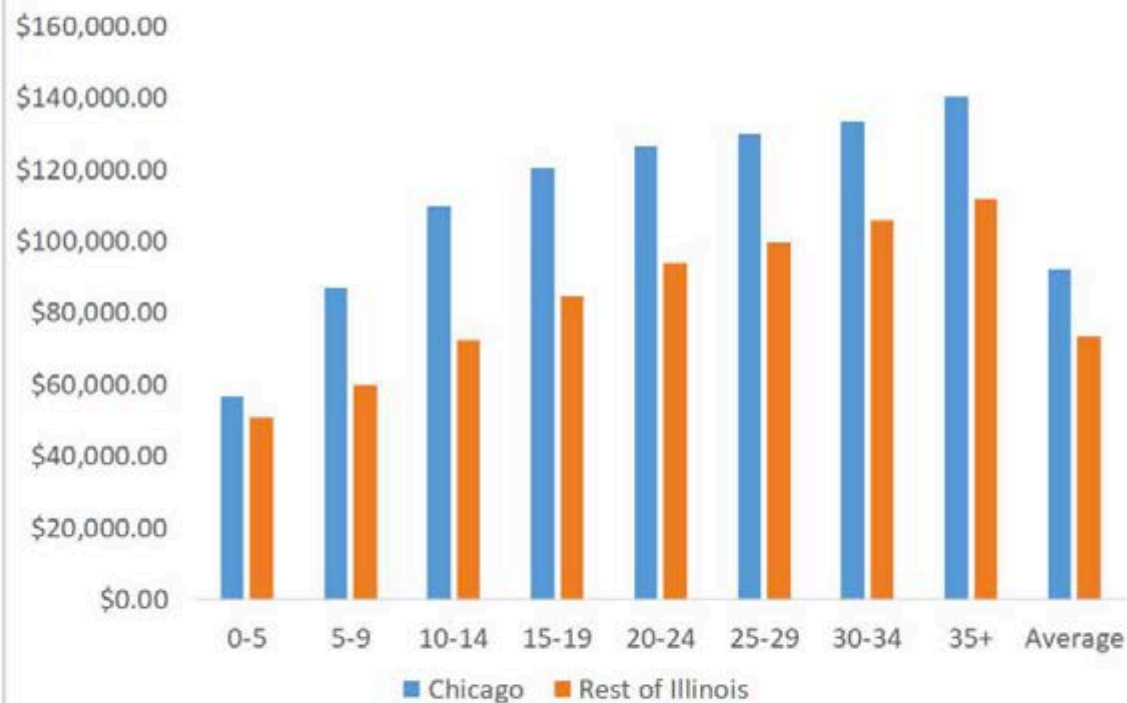
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Total Compensation By Years of Experience, Chicago Versus Other Illinois School Districts



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**Joe Persico** A pension is not commensurate to how much you put in as part of a teacher's benefit federal employees work 30 and out and get a pension it's not just a teacher there's a lot of Pensions out there it used to be everybody had a pension now you guys are thinking the teachers are bad because they have a pension that's enough for them to live on

Like · Reply · 1d



1



**Ryan John** Incredibly misleading when you compare the cost of living in Chicago with the cost of living in downstate Illinois

Like · Reply · 1d



1



**Mark Armstrong** Especially the lack of the city and state matching what they take out of teacher paychecks

Like · Reply · 4d



**Mark Mercer** And are they paying 9% like the CPD. OR wait is it 2%. Give the raise and equal pension payment for all city workers

Like · Reply · 5d



2



2 Replies



**Dale Harding** No teacher should have a pension income higher than the active working, median income of a regular citizen. Always thought that they were just greedy, entitlement seeking people.

Like · Reply · 3d



5 Replies



**Martin William** Any public pension is THEFT



# Talk with your leaders:

- What are the must-knows? What are the topics our audiences NEED to know in order for our communications to be successful?
- What are the biggest challenges to communicating to our audiences?
- Are there any communication opportunities?
- What is the leadership role in communicating?





# Virtual Communication Board

Targeted feedback, when you need it





## How a Virtual Communication Board Works:

- Completely voluntary
- Put out the call for volunteers via regular channels
- Ask them once a month for their opinion via email or online forum
- If they have something to offer, they can
- If they don't, they can skip this round
- You get constant advice on campaigns, new tools, executive communications, hot issues, etc. **from each audience segment you've defined!**

The background of the slide is a dark blue, textured surface composed of interlocking puzzle pieces. In the center, a hand is shown placing a single puzzle piece into a larger, partially assembled structure. The hand is positioned at the top right, with fingers visible, and the piece being placed is a light blue color, contrasting with the darker blue of the other pieces. The overall image conveys a sense of completion and integration.

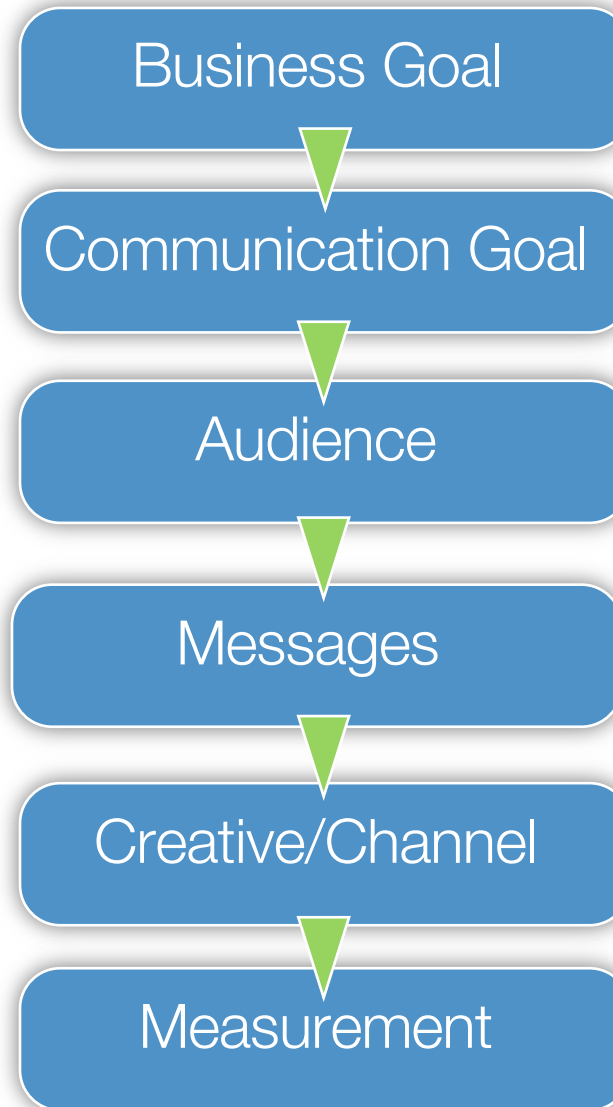
# Pulling it all together

Using your data to help to communicate effectively





# The Strategy Ladder



# The Strategy Ladder: Customize information for your audience(s)



What business goal is your communication effort supporting?

Drill down a bit further and define what you are specifically trying to accomplish with your communication piece as it relates to the business goal.  
Are you trying educate? Motivate?

Define which audience (s) you're trying to reach. Be as specific as possible -- this affects your messages and creative.



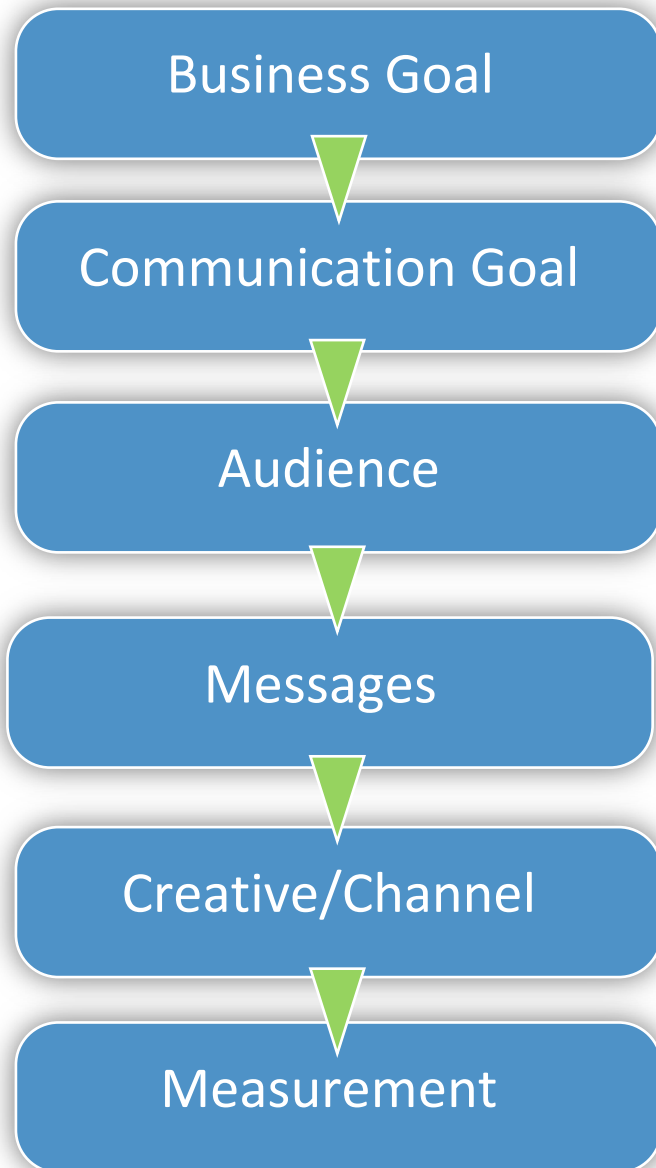
# Write for your Audience — what will make your content relevant?



- Who does your message affect? Who needs to see your content? Does it *really* have to go to everyone?
- What do you want them to **do** after seeing your content? What behaviors are you trying to affect?
- What do they need to see or hear in order to achieve your desired behavior? Does your messages need to be tweaked for each audience segment receiving it?
- What's the **best way** to get your message to your audience? What channels will be most effective? What do they have access to?



# The Strategy Ladder: Customize information for your audience(s)



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Define which audience (s) you're trying to reach. Be as specific as possible -- this affects your messages and creative.

What specific messages do you want your audience(s) to hear?  
Does this change depending on the audiences defined?

What's your creative angle and channel for each audience? How will you grab attention, while supporting your business and communication goals?

Define what success means for this communication piece and the best way to measure success.



# The Typical Way

[www.illinois.gov](http://www.illinois.gov)

**FACT SHEET**

— From the Department of Government Relations —

**Budget Impact on Pensions FAQ**

**1. Where there pension changes in the new FY 18 State budget?**

Yes, there were changes made to pensions in SB 42, one of the three budget bills that make up the FY18 State budget.

**2. How does SB 42 impact pensions?**

Within Senate Bill 42, the budget implementation bill, the General Assembly created a third tier for new hires under most pension systems, including State Universities Retirement System (SURS), Teachers' Retirement System (TRS) and State Employees' Retirement System (SERS). The Illinois Municipal Retirement Fund (IMRF) is not included. This third tier attempts to fix some of Tier II's problems. There are several other significant components of the proposal that improved upon the current pension system and several counterproductive ideas that were omitted, for example, a consideration option for Tier I members.

**3. Does the new pension proposal create a third tier?**

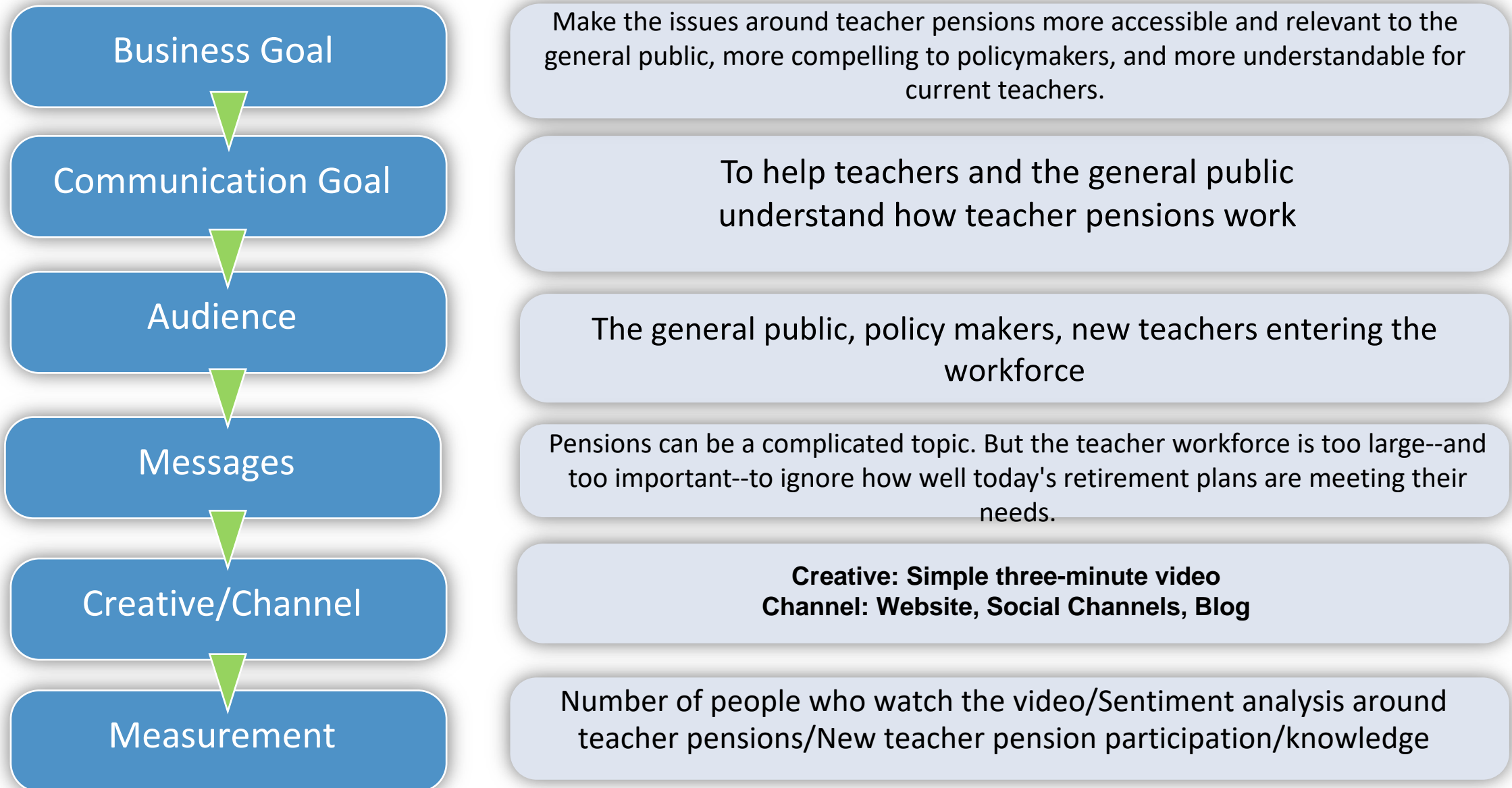
Yes. SURS and TRS members who first become participants of the pension systems on or after a to-be-determined implementation date (likely no earlier than July 1, 2018) will have the option to:

- 1) Be in a new hybrid benefit, known as Tier III, or
- 2) Elect to be part of the current Tier II.

Also, existing Tier II members will have the option of joining Tier III. The retirement systems shall establish procedures for making these elections which, once made, will be irrevocable. The Tier III plan is a combined defined benefit (DB), often referred to as a pension plan, and defined contribution (DC) plan. Under the DB part, the member's contribution will be no more than 6.2 percent of salary, but may be less depending upon a system's determination of the annual normal cost of benefits. The member's contribution drops from the 9 percent of salary required under Tiers I and II. Beginning with the 2020-21 year, all employer costs (normal and any unfunded liability) for a Tier III member will be picked up by the member's employer and not the state (prior to that date, the state will contribute 2 percent of each Tier III member's salary to each system with the Tier III member's employer picking up the rest, if any exists). Under the DC part, the member must minimally contribute 4 percent of salary, while his/her employer must contribute at least 2 percent and could contribute up to 6 percent of salary.



# The Strategy Ladder







# It's worth the work!

- Win your audiences' attention
- Your audiences feel acknowledged and that you care
- You can demonstrate that your communications are helping your organization
- You make a difference!







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