

# Measuring and Communicating the Value of Public Affairs

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# Difficulties of Measuring Public Affairs

“If you can’t measure it,  
you can’t manage it.”

*-Engineering/financial paradigm*

“Not everything that is  
measured counts, and not  
everything that counts can  
be measured.”

*- Albert Einstein*



# Why Measure?

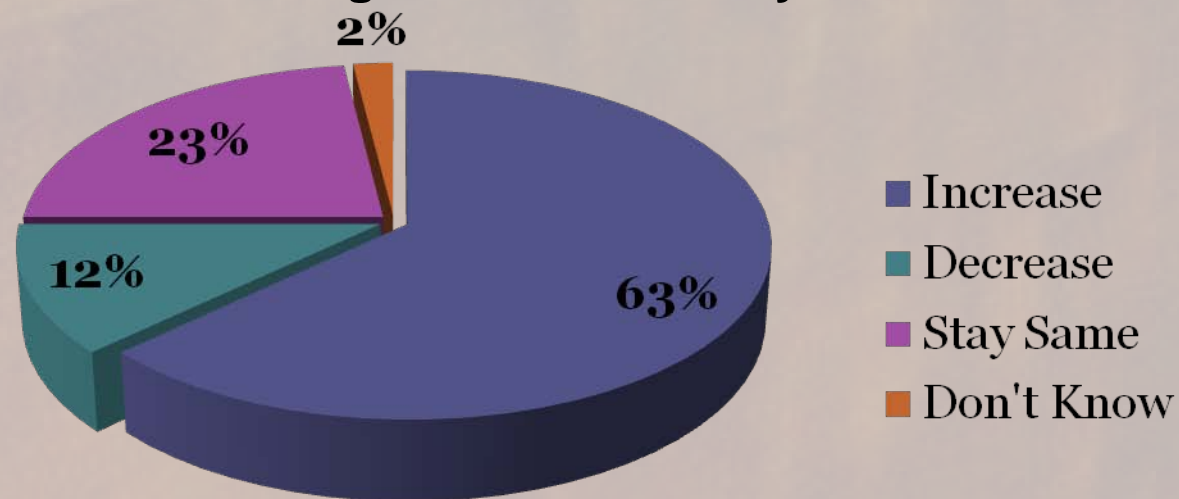
- Demonstrate value of department and activities (and be recognized for it)
- Monitor and improve reputation
- Showcase impact on organization and community
- Provide guidance for allocating resources
- Measure performance against objectives
- Increase efficiency
- Align and set goals
- Track performance over time to improve processes

**Second only to customers, government is likelier to affect companies' value than any other stakeholder.**

*-McKinsey Global Survey, 2010*

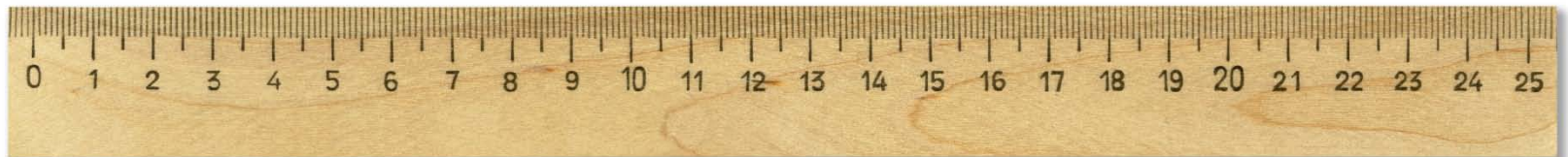


**How do you expect government involvement in your industry to change in the next 3-5 years?**



# Goals of Measurement

- Determine if what was delivered was important to **organization** and its strategy
  - Did it meet the business needs? Member needs?
  - Were internal customers satisfied?
  - Gain feedback, so others are bought in
- Determine if what was delivered was important to **external stakeholders** (government, media, customers, community partners...)
  - Did it meet the needs of partners?
  - Were they satisfied?



Best Place to  
Start?

Focus on VALUE

# First Step: Agree on Value Proposition

*Recognize emerging threats; Shape public policy;  
Focus skill, networks & resources on specific  
company and community issues.*

*–Paper products company*

*Manage public policy to impact company's license to  
operate and sell, financial position or public  
perception. – Chemical company*

*Protect the company's reputation and competitive  
position among key stakeholders. – Retail company*

# Other Value Drivers

- Freedom to operate
- Cost avoidance
- Market opportunity
- Market advantage
- Brand image/reputation
- Speed
- Productivity

# Basics of Measurement

- How does public affairs impact the organization's ability to compete?
- Agree on what's measured, how and who is accountable (set expectations)
- Fit measurement system to organization's culture
  - ROI, cost-benefit analysis, internal scorecards

# Ex: Setting Expectations

- Be **first company called** on matters of biotech in Mass.; infectious disease nationally
- **Lead** with **integrity, trust** and **judgment**
- Value peers (internal/external) by **seeking feedback**, coaching and support
- Exhibit **innovation** by identifying new policy opportunities, anticipating challenges and forecasting solutions
- Follow company **compliance** both in spirit & letter of law
- Forge **strategic relationships**
- Advance communication that fosters **alignment** across enterprise
- Demonstrate **business acumen** in providing profit protection/generation with outcomes that impact **ROI**

# Measurement Tools: Consider 360° Approach

- A starting point against which to improve
- Internal/external customer satisfaction surveys
- Reputational polling
- Employee engagement
- Benchmarking
  - Industry, similarly-sized organizations by revenue or employees, leaders in the field, competitors

# Example: Internal Stakeholder Survey

<b>Quality Indicator</b>	<b>Importance (1 to 5)</b>	<b>Performance (1 to 5)</b>	<b>Improvement over last year (1 to 5)</b>	<b>Does What Well?</b>	<b>Improve What?</b>
Policy Knowledge	5	2	4	Outstanding command of corporate- level issues	Lack of familiarity with state regs
Responsiveness to business needs	3	5	3	Easily reached via phone, email, Web	Frequently takes 2 days to get response
Ability to communicate effectively to business unit heads	5	5	3	Professional demeanor	Avoid “jargon” when discussing legislation

# PA Team Self-Assessment

- Ethics
- PAC fundraising
- Compliance
- Grassroots mobilizing
- Political education
- Coalition management
- Social media
- Public relations
- Issues management
- Direct lobbying (int'l, fed, state, local)
- Thought leadership
- Internal communications
- Senior executive engagement
- Storytelling ability
- Engaging influentials
- Third-party advocates
- Managing consultants
- Maximizing associations
- Media relations

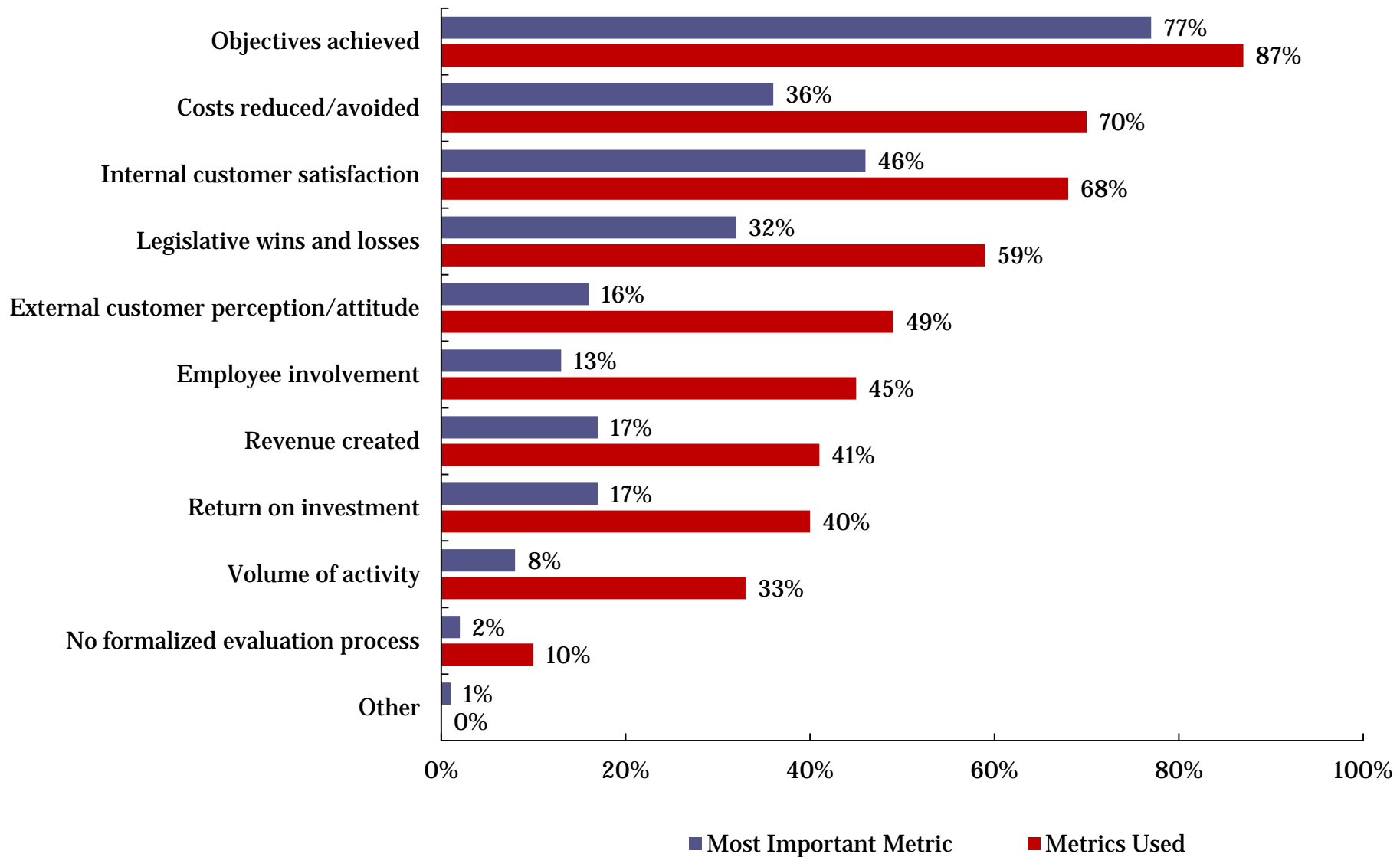
# Benchmarking Options

- [www.pac.org/publications](http://www.pac.org/publications)



- Consider informal benchmarks & focus groups
- Use trade associations; ASAE

# Performance Measurement Tools

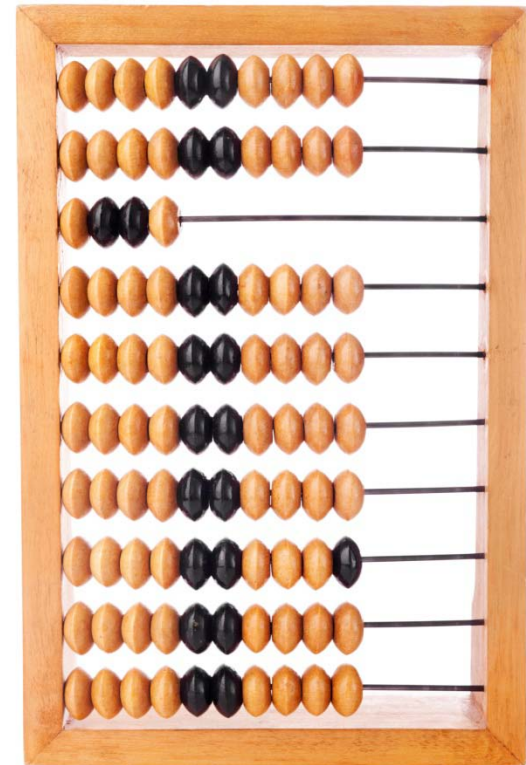


# Common Pitfalls

- Viewing measurement as the end, instead of the beginning (journey towards improvement)
- Focusing exclusively on legislative wins
- Abandoning relationship building because relationships aren't measurable
- Saying you can't quantify impacts of legislation/regulation

# The Distinction

- **Counting vs. Measuring**
  - Internal/local reference point vs. global reference
  - Where we are vs. where we're going
  - What data is vs. what it means
- **Outputs vs. Outcomes**
  - Inputs and outputs are activities
  - Outcomes = value produced
  - It's about moving the dial



# Focus Should be on Outcomes

Inputs	Outputs	Outcomes
5 newsletters; on time; on budget	Readership	Impact on behavior; increased understanding of issues
PA Web page up and current	Hits	Change in attitudes and awareness
# events organized	Attendance	Enhanced relationships
# news releases; placed stories	Coverage, recall	Changed opinions/ behavior of stakeholders
Develop sustainability report	Readership; awards	Impact on business behavior; reputation
# meetings with officials	Responses	Influence on policy

# *Tips on Communicating Value*



- Educate stakeholders constantly
- Relate measures to org. strategy
- Use quantitative and qualitative terms
- Track performance over time
- Relativity (peers, past...)
- Speak the language of management and other dep'ts – “bottom line impact & ROI”

Overshare updates and successes so that you become part of your organization's fabric.

# Communicating Value

## **WHO**

Key stakeholders (consider everyone)

## **WHAT**

Plan, goals, progress, needs, successes

## **WHEN**

Regularly: minimum quarterly

## **WHERE**

Everywhere your audience goes: Intranet, newsletters, email, meetings, conf. calls

# Communication Example: Measurement Dashboard

## **Activity Measures**

*Measures that reflect the central tactical areas of engagement*

- Strategic media relations
- Key influencer outreach
- Thought leadership / executive visibility
- Partnerships

## **Environmental Measures**

*Quantitative and qualitative measures to evaluate the volume and quality of media coverage and thought leadership*

- Media placements
- Coverage tonality
- Coverage of platform themes/messages
- Executive mentions/quotes

## **Perception Measures**

*Stakeholder research to understand how engagement is shaping opinions*

- Third-party reputation rankings and awards
- Proprietary research

## **ROI Measure (Essential)**

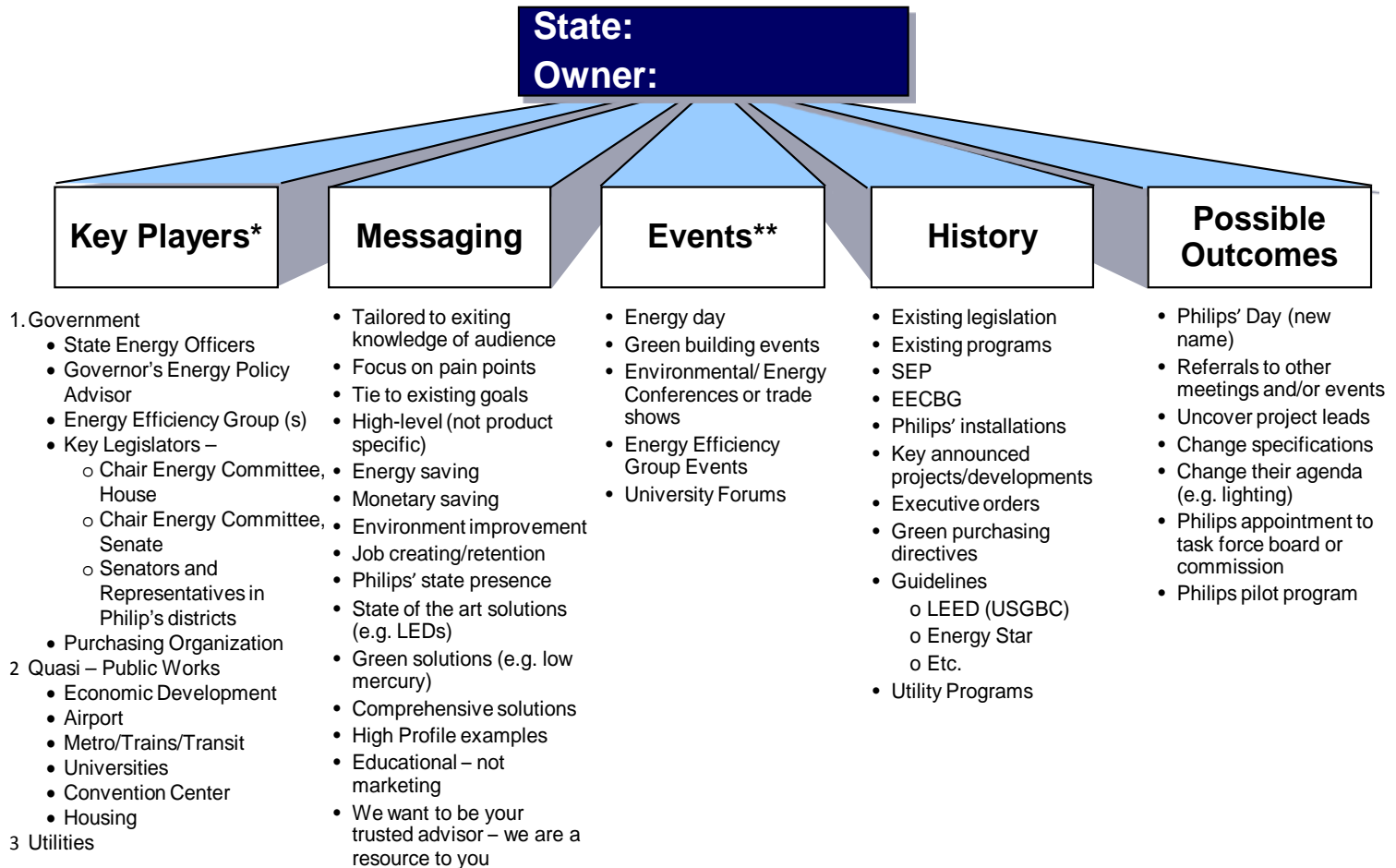
*Estimated revenue gain or protection*


- Estimated by reputable third-party/ internal stakeholders

# Communication Example

**PHILIPS**

## State Strategy Template



A photograph of two children fishing on a beach at sunset. The sun is low on the horizon, creating a bright, golden glow that reflects on the wet sand and water. The child on the left is bent over, reaching into a white bucket. The child on the right is standing and holding a fishing rod. The scene is captured in silhouette, emphasizing the shapes of the children and the bright light of the setting sun.

Secret #1: The Best Way  
to Show Value...



TOYOTA

# Ex: Senior Exec Engagement

- Goals: increase engagement & coordination
- Recruit executives – one-by-one - to participate in PA initiatives: appoint liaison
- Train them and create consistent templates
  - Exec, priority issues, government contacts, organizations, events, estim. time commitment
- Communicate regularly (progress & success)
- Accountability
- Reward high achievers (MVPs) and highlight them in executive communications

# Ex: Senior Exec Engagement



**Testimony of Rick Judson**  
**2013 Chairman of the Board,**  
**National Association of Home Builders**

**Before the**  
**Senate Judiciary Committee**  
**April 22, 2013**

**Hearing on**  
**S.744**

**The Border Security, Economic Opportunity, and Immigration Modernization Act**



**National Association of Home Builders** · 32,392 like this  
April 29 at 10:15am · 🌐



NAHB Chair Rick Judson discusses his recent testimony on immigration reform and its potential impact on the home building industry. <http://bcove.me/xjfaunvh>

**Housing Now - Episode 11 - Part 2: Interview**  
**with NAHB Chairman Rick Judson**  
[bcove.me](http://bcove.me)

NAHB Chairman Rick Judson discusses his recent testimony on immigration reform and its potential impact on the home

Like · Comment · Share

👍 3 people like this.

5

Secret #2: When there's even a small success...





- Short **articles** highlighting leg/reg successes, cross-functional players and impacts
- **Updates** at every major org-wide meeting
- **Photos** from facility visits, grassroots events, exec. lobbying, delivering testimony, townhalls
- **Video** highlighting success and impact

My favorite:

<http://www.youtube.com/v/5xdv7dEZebw>

# Ex: AHA 2012 Annual Report



*American Heart Association volunteers and staff made a major impact in communities across the nation this fiscal year. Some went to Washington, D.C. to fight for heart-healthy public policies. Some pushed for new measures in state capitols. And others helped develop community-based programs to fight cardiovascular diseases and stroke.*

## **Federal Advocacy**

We made prevention a cornerstone of our public policy agenda and increased our efforts to limit the growing health and financial burden of cardiovascular diseases. CEO Nancy Brown called for an increased focus on prevention at the National Press Club in Washington while discussing the landmark policy statement *Forecasting the Future of CVD in the United States*. The report projects a tripling of the costs of cardiovascular diseases over the next 30 years.

We also advocated successfully for the Child Nutrition Act, which increases funding to improve nutrition standards for government school-based food programs, establishing strong nutrition standards in schools and strengthens school wellness policies.

We supported and helped design new federal standards requiring healthier school meals. You're the Cure advocates sent almost 25,000

messages to Congress supporting the changes. More than 330 advocates helped further our efforts to advance federal heart disease and stroke prevention policies in person at You're the Cure on the Hill 2011, our federal lobbying day event.

## **State and Local Advocacy**

We helped bring about public policy change on the state and local levels as well.

Arizona, Georgia, Nevada, North Dakota and South Carolina enacted policies improving state stroke systems of care by recognizing primary stroke centers. Iowa successfully defended its law requiring CPR training for high school graduation. And a new Minnesota law strengthens CPR training in daycare settings.

The North Dakota Legislature approved funding for Mission: Lifeline and Rural EMS. WISEWOMAN programs were funded in Rhode Island and Missouri. The state-based programs help insured and under-insured low-income women avoid heart disease and stroke through preventive health services, referrals to healthcare providers, lifestyle counseling and interventions.

Delaware, Kansas and Massachusetts have new laws eliminating trans fat in school foods. Louisiana, Minnesota, North Dakota and Tennessee all passed laws clarifying liability limits for school districts when they open facilities to the public for recreation and physical activity.

## **Advertising campaign**

We influenced behavior change by using an array of targeted and emerging technology. The campaign resulted in more than 115 million impressions. Our engaging Facebook page gained more than 90,000 new fans and our Twitter site had more than 10,000 followers.



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## PETITION DROP OFF



# Don't forget to capture and share images of your success.



*We* **FREE**  **HOBBY**

Southwest employee Norma Martinez, who has worked 35 years at the airline, celebrates during the Houston City Council vote to allow Southwest Airlines to expand the city's William P. Hobby Airport for international service.

**STEPHEN M. KELLER, SOUTHWEST AIRLINES 2012.**

# Questions?

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