Strategic Communications Framework

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Origins

- Competitive environment
- Fake news / alternative fakes
- Strategic communications v’s dissemination practices
- Growing recognition of need to communicate
- High-level Group for the Modernisation of Official Statistics
Defining the Scope - sprint session Geneva

- What can we do to support each other in developing a strategic approach to communications?
- How do make this advice practical but adaptable to individual needs.
Strategic Communications Framework

Three tier approach:

• Assessing the statistical organisation
• Designing and implementing strategic communications
• Evaluating external communications
Assessing the Statistical Organisation
Figure 1. Considerations for branding a statistical organization
Communications Function Maturity Model

<table>
<thead>
<tr>
<th>Organisational Level / Leadership / Management Policy</th>
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<tbody>
<tr>
<td>Initial</td>
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<tr>
<td>- Management overview of need &amp; value of strategic communications</td>
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<tr>
<td>- Part-time responsibility exists. Only selected / ad hoc basis considered</td>
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<tr>
<td>- No reluctance to engage with media. No spokespeople</td>
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<table>
<thead>
<tr>
<th>Strategic Orientation</th>
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<tbody>
<tr>
<td>No Communications Strategy in place or communications processes in place</td>
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<td>No proactive engagement</td>
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<td>Media interactions only happen when inquiries received</td>
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<tr>
<th>Media Engagement</th>
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<tr>
<td>- Understanding and uncoordinated. - Key functions absent.</td>
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<tr>
<th>Processes</th>
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<tr>
<td>- No formal processes in place e.g. media relations/4Ps protocol, internal communications protocols</td>
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<tr>
<td>- No formal relationship between communications functions and statistical analysis with regard to the production of communications outputs identified</td>
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<tr>
<td>- Clearly defined production processes which combine statistical analysis with communications expertise, with regard to the production of communications outputs.</td>
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<tr>
<th>Technology</th>
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<tr>
<td>- No dedicated communications budget. - Sourcing and staffing ad hoc</td>
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<tr>
<td>- Staff in place</td>
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<td>- Budget in place</td>
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<thead>
<tr>
<th>Budget</th>
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<tr>
<td>- No formal measurements in place</td>
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<td>- No user satisfaction survey.</td>
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<th>Metrics</th>
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<tr>
<td>- Balanced analysis of quantity, cost, quality of engagements</td>
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Figure 4. Communication skill sets

- Stakeholder/relationship management (including online communities)
- Written and verbal communication
- Account management
- Stakeholder planning/mapping
- Monitoring and evaluation
- Government relations
- International relationship building and partnerships

- Social media strategy
- Social media monitoring and analysis
- Digital marketing and advertising (including search engine optimization)
- Engagement management (interaction with communities, influencers)
- Services delivery – social media can be used to answer client questions/client contact centre

- Web master
- Web design/User centered design
- Web analytics
- Web design
- Web writing and editing
- Web architecture
- Content management

- Research and analysis including market research
- Strategy development, implementation and evaluation (including government campaigns e.g. for Census)
- Behavioural economics

- Horizon scanning/environmental analysis
- Project and resource management, planning and organisation
- Public Relations
- Advertising

- Media monitoring and analysis
- Issues management
- Reactive media engagement (e.g. pitching stories, partnering)
- Data Journalism
- Event Management (e.g. press conference)

- Graphic design
- Photography
- Videography
- Video editing
- Animation
- Infographics
- Data visualisation

- Content writing – for various formats and channels including website, social media, media, scripts, blogs, data visualisation
- Speech writing
- Data analysis and story telling
- Editing and copywriting

- Account management
- Event management
- Procurement and contract management
- Channel identification and implementation
- Brand management and brand image
Designing and Implementing Strategic Communications
Designing and Implementing Strategic Communications

• “How to” approach: -
  - Referencing values and principles
  - Conducting an environmental scan
  - Defining communications objectives
  - Exploring audience segmentation
  - **Channels** and development of a content strategy
  - Guidelines for developing a crisis and issue management strategy
Figure 7. Crisis communications process example

**Establish Infrastructure**
- Charter a Crisis Communications Team (CCT)
- Assign roles and responsibilities
- Train OCT as needed
- Embed issue 8: threat identification in organization
- Develop relationships with stakeholders
- Institute environmental monitoring

**Establish Procedures**
- Review lessons learned from prior experiences
- Identify likely crises
- Define key audiences
- Plan scenarios
- Conduct simulation exercises
- Be prepared!

**Assess Threat**
- Investigate event (preliminary)
- Alert senior management
- Launch OCT

**Execute Plan**
- Triage: crisis, issue or neither
- Confirm or modify key audiences
- Confirm or modify strategy
- Confirm of modify standby statements
- Implement selected strategy

**Evaluate**
- Provide any follow-up information promised
- Review success of activities
- Derive lessons learned

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Evaluating external communications
Evaluation

• Types of KPIs
  • Activity based
  • Quantitative channel measures
  • Analytical - quantitative and qualitative combined

• Proof Principles

• Examples of Communications Evaluation
<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>COMMUNICATIONS ACTIVITIES</th>
<th>KEY PERFORMANCE INDICATORS</th>
<th>LESSONS LEARNED</th>
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</thead>
</table>
| To increase awareness of x issue. | » Stakeholder engagement undertaken  
   » Information sessions conducted  
   » Web copy updated  
   » Press release issued | » Number of media mentions  
   » Number of website hits | The approach must be multi-channel and key messages need to be fully integrated. |
Key Takeaways

• We have learning to share
• Communications strategies need to be flexible and tailored to individual organisation’s needs.
Thank You!