



Ensuring effective steering of the dissemination function

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We provide high quality statistics and data for Europe

...but this is not enough

We need to be visible and attractive!

Communicate effectively and make official statistics better known

To better communicate we need to understand the detailed results of our communication actions

Why monitoring?

- Tool to improve
- Transparent & efficient management of public funds
- Competing for attention in an environment saturated with information

Statistical organisation can only accomplish their mission if our statistics reach their target audience



Monitoring is not only about comparing numbers but understanding what works and why

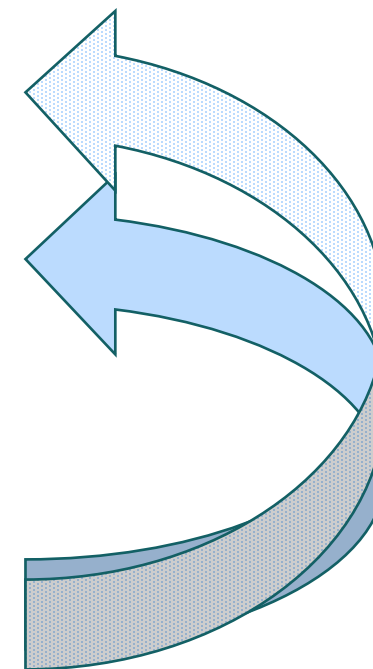
Actionable monitoring

Fix objectives

Monitor

Conclude

Take action



Organisational difficulties

- As statistical organisations, we have a multitude of dissemination products
- We cannot focus on few big communication campaigns to evaluate
- A lot of data to be collected and analysed to draw useful conclusions
- Need for training & resources to interpret data
- « We are communicators, not controllers »

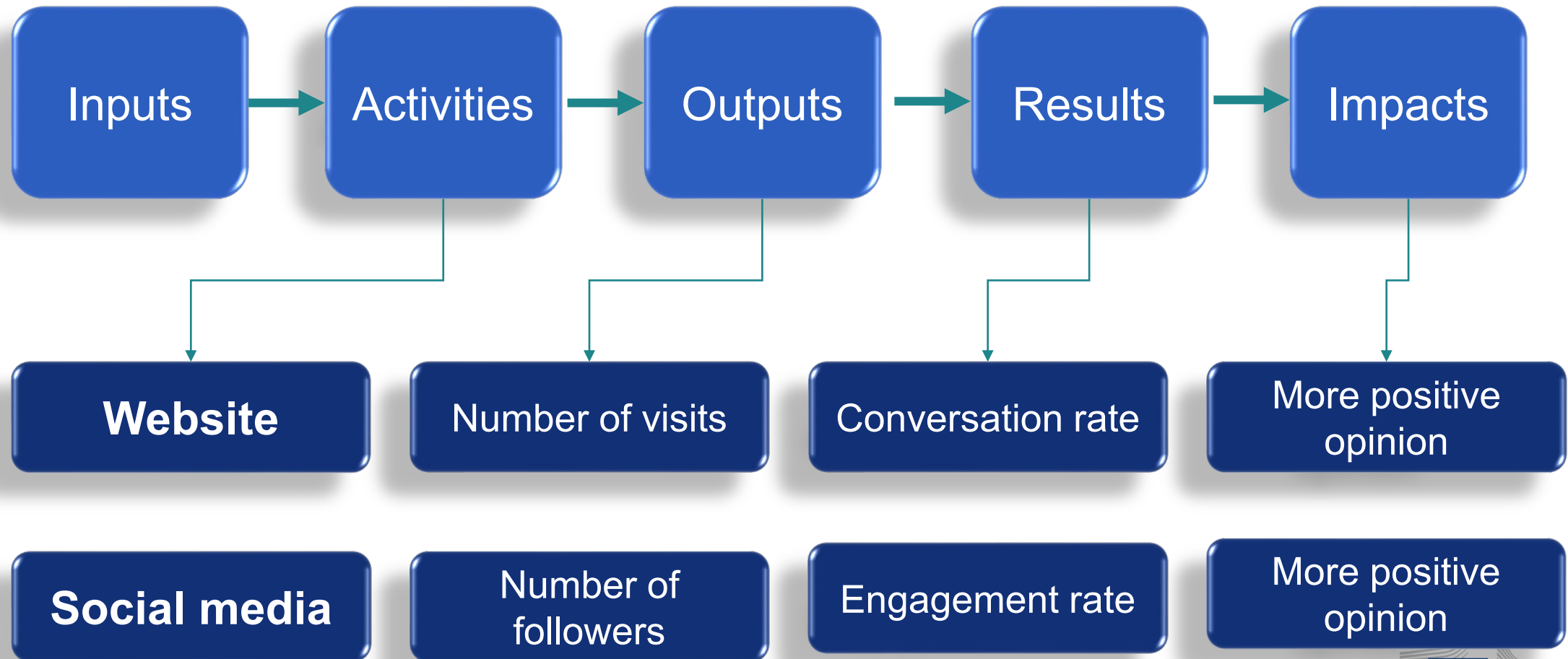
Link to strategy

« Rather than collecting lots of data, the trick is to distinguish what is crucial for your organisation and its communications. »

Betteke van Ruler and Frank Körver (2019)

- We can only measure if we know what we want to achieve
- What are our objectives and our target audiences?
- Difficulty to serve all target audiences for all statistical themes
- Overall growth in clicks versus serving different target audiences

EC communication indicators



Qualitative monitoring

« You need to know what's happening, and the numbers help a lot. But if you only look at the numbers, you don't get anywhere. You need to be able to read beyond the numbers»

José Muñoz, Hyuandai Motors

- Qualitative indicators just as important as quantitative indicators
- Difficult to gather
- Issue of comparability
- Importance of aggregating data in management report to be able to draw actionable conclusions
- User satisfaction survey
- User research & usability testing
- Limited other user feedback (feedback button, user support)

Benchmarking: Challenges & opportunities

Evaluation insights are not used enough for reflection and improvement:

- Used for evaluating success of communication activities & planning of upcoming activities
- A bit less for explaining value of communication activities and reflecting on objectives and direction of communication strategies
- Even less for leading teams & steering the activity

Benchmarking: How?

- Requires comparable data
- Benchmarking against ourselves
- Challenge to find meaningful benchmarks outside the organisation
- Benchmarking within the European Commission → Monitoring network
- Benchmarking with peers to identify trends?

Monitoring as a basis for yearly dissemination planning

- Regular monitoring for channels and key products
- Dig deeper on other products for specific needs/actions
- Difficult to discontinue existing products
- « Stovepipe approach » by statistical production units
- Need to monitor on a regular basis

Beyond reach: Value-oriented communication

- Focus on reach insufficient to strategically manage dissemination/ communication function.
- Long-standing discussion in academia has increasingly shifted to intangibles.
- An organisation's success depends on intangibles such as reputation and trust. i.e. success factors which can be significantly influenced by dissemination/ communication.
- Rôle of dissemination/ communication has become more important (and will continue to do so)

Beyond reach: Communication controlling

- Relatively young discipline
- « Controlling » in the sense of steering/actionable monitoring:
- Full management cycle comprising the planning, implementation, monitoring and evaluation of an organisation's communication activities.
- Pre-requisite:
 - Create a link between strategy and communication/dissemination
 - Translate corporate strategy into communication activities/goals that are important and meaningful to senior management

Value link example for Podcasts

- **Input:** Efficient allocation of human and financial resources
- **Internal output:** Efficient production and sufficient quality of podcasts in line with user expectations
- **External outputs:**
 - Availability of podcasts on different platforms
 - Promotion (material) for different target groups
- **Direct outcome:**
 - Users are aware of the new product
 - Stimulation of interest in the new product
- **Indirect outcome:**
 - Eurostat has a modern dissemination offer, is perceived as a modern organisation
 - Eurostat addresses a different target audience interested in Podcasts
- **Outflow:** Intended views of podcasts

To conclude

- Abundance of methods, tools & indicators
- Key is the right selection of a few meaningful & comparable indicators → link to strategy
- Focus on quantitative indicators
- Need to go beyond reach
- Monitoring not as a yearly exercise but to effectively steer the dissemination function
- Need to understand what works and why

Thank you



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