The importance of listening: How statistical organisations could get a better understanding of their audiences?

October 2023
The OECD applies an evidence-based approach to its work

Our Approach

- Data Collection and Analyses
- Discussion and consultation
- Standard setting and policy guidance
- Implementation support
- Peer review

Our Values

OBJECTIVE: Our analyses and recommendations are independent and evidence-based.

OPEN: We encourage debate and a shared understanding of critical global issues.

BOLD: We dare to challenge conventional wisdom starting with our own.

PIONEERING: We identify and address emerging and long term challenges.

ETHICAL: Our credibility is built on trust, integrity and transparency.
The difference between measurement versus evaluation

**Measurement**
- Descriptive
- Focused on the past
- Examples: audience reach, number of followers

**Evaluation**
- Evaluative
- Provides an analysis to inform the future
- Captures strategic recommendations and future actions
At the OECD, our impact measurement framework is based on AMEC, with a strong focus on policy influence and qualitative impact.
UK Government Impact Framework

GCS Model

Communication Objectives

Organisation/Policy Objectives

Ongoing insight to inform delivery and future planning

Campaign evaluation & further insight to inform future planning

Stages:

Inputs

Outputs

Outtakes

Outcomes

Organisational Impact

Things you need to do track and/or achieve

What you do before and during the activity (e.g.):

- Planning
- Preparation
- Pre-testing
- Production

What is delivered/target audience reached (i.e.,):

- Distribution
- Exposure
- Reach

What the target audience think, feel or do to make a decision (i.e.,):

- Awareness
- Understanding
- Interest
- Engagement
- Preference
- Support

The result of your activity on the target audience (e.g.):

- Impact
- Influence
- Effects:
  - Attitude
  - Behaviour

The quantifiable impact on the organisation goals/ KPIs (e.g.):

- Revenue
- Costs reduction
- Complying actions (attitude/behaviour change)
- Retention
- Reputation

Organisational Impact

Select the right metrics from the framework to help you measure & evaluate the performance of your integrated communication activities.

Methods

Use a mix of qualitative & quantitative methods (e.g. surveys, interview feedback, focus groups, social media analytics, tracking).
World Bank Impact Framework

**Communication Activities such as:**
- Stakeholder Engagements
- Risk & Issue Management
- Campaigns
- Social Media
- Media
- Events

**... create:**
- Voice
- Reach
- Engagement

**... which strengthen reputation among target audiences:**
- Understanding
- Trust
- Sector Leadership
- Influence/Advocacy

**... that ultimately:**
- Influences policy change, regulatory action
- Delivers financial and political support for WBG
- Establishes the WBG as global thought leader

**... so the WBG can help:**
- End Extreme Poverty
- Boost Shared Economic Prosperity
This framework comes from the International Association for Measurement and Evaluation of Communications (AMEC) is used by many governments and IGOs.

<table>
<thead>
<tr>
<th>GOVERNMENT / ORGANISATION NAME</th>
<th>AMEC COMPLIANT</th>
</tr>
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<tbody>
<tr>
<td>GOVERNMENT OF THE UNITED KINGDOM</td>
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<td>GOVERNMENT OF CANADA</td>
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<td>UNITED STATES CENSUS BUREAU</td>
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<td>UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE</td>
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<td>EUROPEAN CENTRAL BANK</td>
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<td>EUROPEAN COMMISSION</td>
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<td>BILL &amp; MELINDA GATES FOUNDATION</td>
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<td>WORLD HEALTH ORGANISATION</td>
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<td>WORLD BANK</td>
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<td>EUROMED</td>
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<td>FOOD AND AGRICULTURE ORGANIZATION</td>
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<td>EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT</td>
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<td>NATO</td>
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<td>WORLD FOOD PROGRAMME</td>
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<td>UNESCO</td>
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Most valuable OECD contributions to issues for policy reform
Globally: Technical expertise is valued, but also significant opportunities to act as a connector

Overall, the OECD’s most valuable overall contributions relate to its expertise and knowledge. Beyond its technical support to countries, the OECD’s role as a connector (debates, cooperation platforms) is also emphasised. However, multi-stakeholder partnerships and project co-creation are considered as less valuable contributions for now.

Most valuable OECD contributions, all issues combined, all stakeholders, globally, 2019

- Offering evidence-based policy recommendations (e.g., through reports, etc.) 56%
- Providing data/statistics (including comparative data, rankings) 50%
- Convening policy debates/discussions 27%
- Providing a platform for peer-to-peer cooperation (e.g., best practice exchanges) 25%
- Co-creating development projects with key Partner States 14%
- Joining partnerships with other intergovernmental organisations/NGOs on specific topics 13%
- Don't know 5%
- Other 2%

Source: OECD Stakeholder Survey (GlobeScan, 2019)
Base: All stakeholders (n=4,426)
Question: Q9. From your perspective, what would you say is the most valuable contribution the OECD makes when it comes to the issue of [...]? Closed question, single choice
We also draw from UNECE’s work on measuring the value of statistics to identify the right indicators.
Challenge #1: audiences have limited attention and faced with an overload of information

**Divided Attention**

- Average human attention span in 2000: 13 Seconds
- Attention span of a goldfish: 9 Seconds
- Average human attention span in 2015: 8 Seconds
- Average attention span of an internet user: 3-5 Seconds

**Information overload**

- Perceived Opportunity
- Actual Opportunity

- Amount of Information:
  - Information One Can Consume
  - Information Available
Challenge #2: User expectations are changing, with demand for more engaging content

Interactive Dashboards

COVID-19 Dashboard by Johns Hopkins University

Visually Appealing Infographics

User Generated Data
Challenge #3: A vast data ecosystem with various players

What other organisations do stakeholders turn to for data? **Public Sector**

What other organisations do stakeholders turn to for data? **Private Sector**

Source: OECD’s COVID-19 Stakeholder Survey
Case Study: Use of OECD data in France's presidential election

Fact-checking articles drove most visitors to OECD web content with traffic exploding as the election day approached.

No. of OECD WEB Visitors from France coming from online news articles

- 25,195 users between Jan 2021 and Nov 2021
- 118,577 users between Dec 2021 and Apr 2022
How can we solve these challenges? By adding an architecture of listening which requires a paradigm shift.

Current State
(How Many Public Organisations Are Operating)

- Architecture of Speaking
- Data
- Websites
- Press Releases
- Social Media
- Emails

Ideal Future State
(What Public Organisations Should Aspire To)

- Architecture of Speaking
- Data
- Websites
- Press Releases
- Social Media
- Emails
- Social Listening
- User Research
- User Surveys
- Focus Groups
- A/B Testing

Paradigm Shift
How user research and listening can help
Increasing user satisfaction: Example from OECD’s Economic Outlook

Before Economic Outlook May 2018

After Economic Outlook June 2023

Audience Listening Web Pop-Up Survey

Results

93% Satisfaction Rate for Data Visualization

+52 Net Promoter Score (increase of +25 points)
Reaching new audience demand: Translated Data Portal Indicator pages

**BEFORE**

Links to English Data Portal from German Centre Page

**AUDIENCE LISTENING**

User Research

**AFTER**

Translated Indicator Pages

**RESULTS**

1.1+ million

Unique Visitors to New Indicator Pages

English Proficiency Index

Japanese

Spanish

German

Google Analytics
Listening to users via online experiments: A/B Testing of Sign Up Page

BEFORE
Newsletter Sign Up Page with Multiple Call to Action Buttons

AUDIENCE LISTENING
A/B Testing

AFTER
Simple Newsletter Sign Up Page

RESULTS
6% → 12%
Conversion Rate
### Informing design of new OECD website: UX personas

#### From Persona Clusters to UX Archetypes:

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<tr>
<th>Socio-Professional Profiles</th>
<th>Academics</th>
<th>Media</th>
<th>Policy Makers</th>
<th>Private Sector</th>
<th>Civil Society</th>
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<td>A A A A A A A A A A A A A A A</td>
<td>Researchers</td>
<td>B C Journalists</td>
<td>B C Legislative Staff Members</td>
<td>D CEOs</td>
<td>D General Public</td>
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<tr>
<td>A A</td>
<td>University Teachers</td>
<td>B Data Journalists</td>
<td>B Civil Service Employees</td>
<td>D Consultants</td>
<td>C D Engaged Citizens</td>
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<tr>
<td>A B</td>
<td>University Students</td>
<td>C Investigative Journalists</td>
<td>B Program Officers</td>
<td>C Parlamentarians</td>
<td>A IT Experts</td>
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<td>A B</td>
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<td>A B Statisticians</td>
<td>C Legislators</td>
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<tr>
<td>B</td>
<td>Analysts</td>
<td>B Mid-level Professionals</td>
<td>B Diplomats</td>
<td>C Ambassadors</td>
<td>C NGO Employees</td>
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<td>C Executive Directors</td>
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<td>C Senior Officials</td>
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#### UX Archetypes

<table>
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<tbody>
<tr>
<td>A. Expert Info &amp; Raw Data Seekers</td>
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<tr>
<td>Knowledge researcher / producer</td>
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</table>

| B. Comprehensive Knowledge Seekers |
| Information seeker & sharer |

| C. Digested Knowledge Seekers |
| Decision maker / Leader |

| D. General Understanding Seekers |
| Non-expert consumer |
Discussion Questions

1. How do participating organisations see their maturity level in terms of being “good listeners”?
   ➢ Who is your audience and what is your current understanding of their needs? What do you not know about your audience? What audience intelligence would you like to have?

2. Which opportunities do you see in building an “architecture of listening”, especially in the areas of impact measurement and user research?
   ➢ What question/s would you like to ask your audience?
   ➢ What are the area where you think we should do more to understand the usage of data?

3. In this journey, which are the capabilities that would benefit from international collaboration and coordination – or even, co-investment?
   ➢ Potential for joint research projects on specific audience groups, e.g. data journalists