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 monitoring versus evaluation

**Monitoring**
- 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.

The resources and activities we pursue to implement the communication strategy...

...reach and engage our target audience...

...which influences their perception and action...

...to create an enabling environment...

...for OECD’s policy impact and the delivery of its mission.
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

**INPUTS**

**OUTPUTS**

**OUTCOMES**

**COMMUNICATION IMPACT**

**ORGANIZATIONAL IMPACT**
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

- Graph showing the amount of information available vs. the amount one can consume from 1950 to 2010.
Challenge #2: User expectations are changing, with demand for more engaging content

- Interactive Dashboards
- Visually Appealing Infographics
- User Generated Data
Challenge #3: A vast data ecosystem with various players

Source: OECD’s COVID-19 Stakeholder Survey
How can we solve these challenges? By adding an architecture of listening which requires a paradigm shift.
How user research and listening can help
Increasing user satisfaction: Example from OECD’s Economic Outlook

BEFORE
Economic Outlook May 2018

AUDIENCE LISTENING
Web Pop-Up Survey

AFTER
Economic Outlook June 2023

RESULTS

93%
Satisfaction Rate for Data Visualization

+52
Net Promoter Score
(increase of +25 points)
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:

<table>
<thead>
<tr>
<th>Persona Clusters</th>
<th>Academics</th>
<th>Media</th>
<th>Policy Makers</th>
<th>Private Sector</th>
<th>Civil Society</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio-Professional Profiles</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td><strong>A</strong> Researchers</td>
<td><strong>B/C</strong> Journalists</td>
<td><strong>Policy Making Experts</strong></td>
<td><strong>Policy Making Leaders</strong></td>
<td><strong>D</strong> CEOs</td>
<td><strong>D</strong> General Public</td>
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<td><strong>A</strong> University Teachers</td>
<td><strong>B</strong> Data Journalists</td>
<td>Legislative Staff Members</td>
<td>Ministers, Secretaries &amp; Commissioners</td>
<td><strong>C</strong> Consultants</td>
<td><strong>C/D</strong> Engaged Citizens</td>
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<td><strong>A/B</strong> University Students</td>
<td><strong>C</strong> Investigative Journalists</td>
<td>Civil Service Employees</td>
<td>Parliamentarians</td>
<td><strong>A</strong> IT Experts</td>
<td><strong>C</strong> NGO Employees</td>
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<td>Legislators</td>
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<td>Ambassadors</td>
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### UX Archetypes

- **A. Expert Info & Raw Data Seekers**
  - Knowledge researcher / producer

- **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