Measuring
Corporate Communication

a **Balanced Scorecard** as a tool
for planning and assessing communication quality

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Why a balanced scorecard for communication?

- Professionalising communication management
- From promotion of communication to prioritising, overview
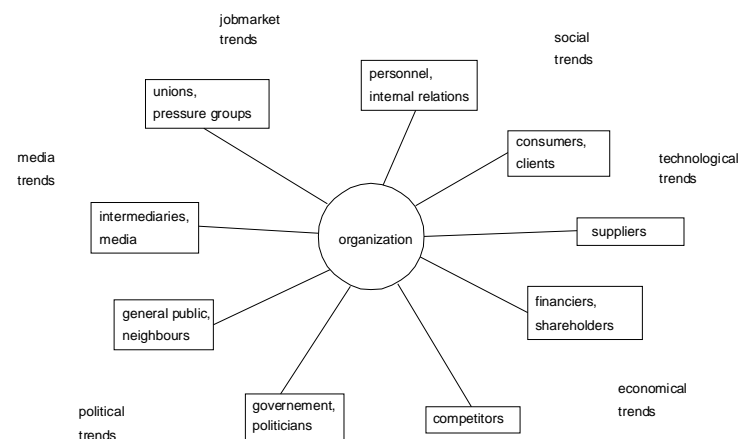
- Accountability
- Quality control

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Communication management

- One of the functional areas of an organization

- Strenghtening the basis for interaction with parties in the social environment

Field of forces, arena

jobmarket trends

social trends

media trends

technological trends

economical trends

political trends

personnel, internal relations

unions, pressure groups

consumers, clients

intermediaries, media

organization

suppliers

general public, neighbours

financiers, shareholders

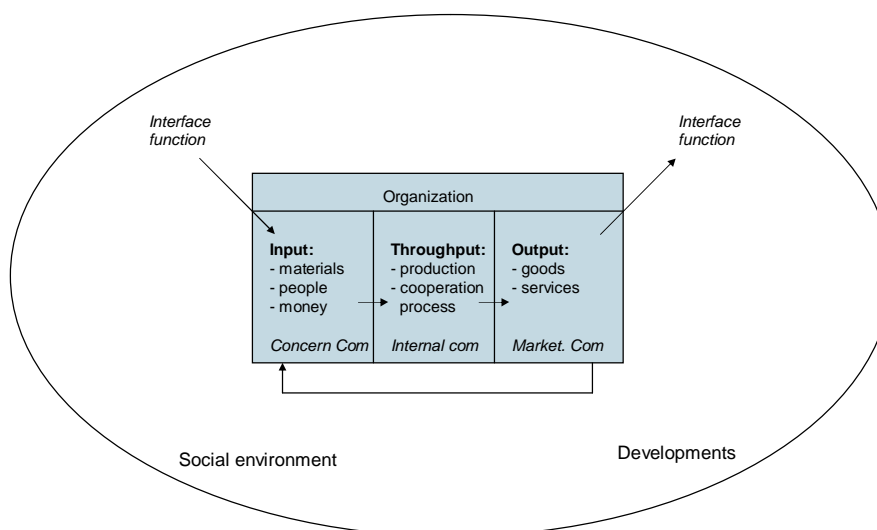governement, politicians

competitors

Communication contributes to:

- **_Input problems_**: people, finance, information (reputation, concern communication)
- **_Throughput problems_**: cooperation (internal communication)
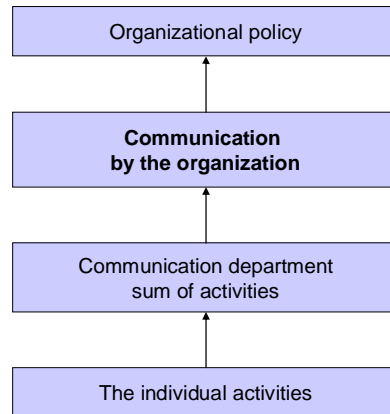- **_Output_**: products and services (marketing communication)

Key competence areas

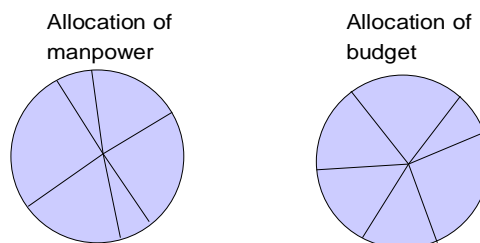# The contribution of communication to the organizational policy

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┌─────────────────────────────────┐
│       Organizational policy      │
└─────────────────────────────────┘
                 ▲
                 │
┌─────────────────────────────────┐
│          Communication           │
│        by the organization       │
└─────────────────────────────────┘
                 ▲
                 │
┌─────────────────────────────────┐
│    Communication department      │
│        sum of activities         │
└─────────────────────────────────┘
                 ▲
                 │
┌─────────────────────────────────┐
│       The individual activities  │
└─────────────────────────────────┘
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Communication quality

Allocation of manpower

Allocation of budget

Do we do the right things (choices made)?
+
Do we do them right (results, criteria)?

Quality dimensions

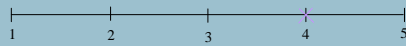| A. Concern communication	B. Marketing communication	C. Internal communication	D. Organization of communication
1. Clarity			
2. Environment orientation			
3. Consistency			
4. Responsivity			
5. Effectivity and efficiency			

OVERVIEW OF INDICATORS

	A. Concern communication	B. Marketing communication	C. Internal communication	D. Organization of communication
1. Clarity	clear positioning of the organisation	clear positioning of brands	information to staff is clear	communication vision is clearly defined
2. Environment oriented/ linkages	maintain networks for the organization's reputation	maintain networks for distribution and sales	communication reinforces commitment and supports change management	communication function is well embedded in the organization
3. Consistency	coherence with other functions and with other communication domains	coherence marketing mix, with R&D and with other communication domains	coherence with HR and with other communication domains	common startingpoints for communi-cation besides room for organizational units and/or communication domains
4. Responsiveness	monitoring and action based on issue management	monitoring and action based on market research, consumer trends and customer complaints	communication contributes to internal views on external changes, communication skills encourage internal responsiveness	feedback is used for innovation of communication
5. Effectiveness and efficiency	assess corporate image, cost efficient methods	assess brand images, cost efficient methods	internal communication audits cost efficient methods	assess communication quality, time management

Useful for:

- Professional reflection
- Team discussion
- Quick scan
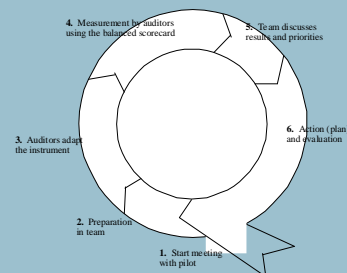- Structural quality control:
  assessment, based on facts available

|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

A quality system

- Setting standards, criteria
- Measuring
- Improvement
- Evaluation
- New targets

4. Measurement by auditors using the balanced scorecard
5. Team discusses results and priorities
3. Auditors adapt the instrument
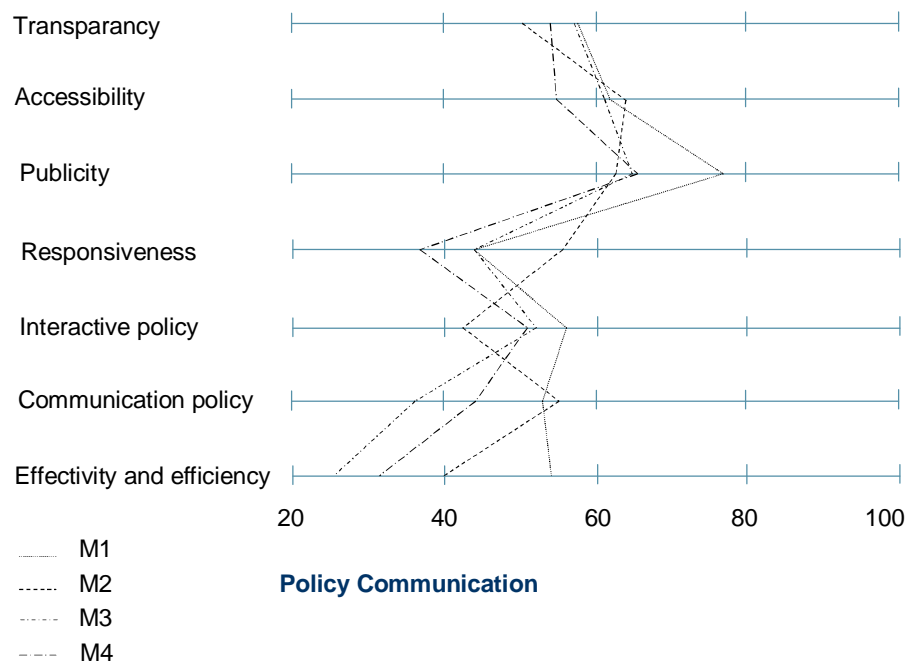6. Action (plan) and evaluation
2. Preparation in team
1. Start meeting with pilot

Case studies:
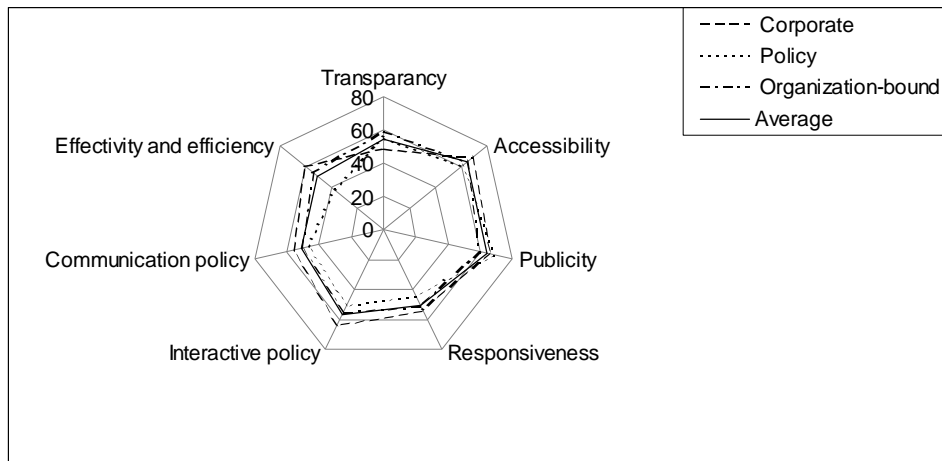
- What is the communication quality in 4 municipalities?

- How is the measurement method evaluated?

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	20	40	60	80	100
Transparancy					
Accessibility					
Publicity					
Responsiveness					
Interactive policy					
Communication policy					
Effectivity and efficiency					

——— M1
------- M2
–·–·– M3
–··–·· M4

Policy Communication

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Cobweb with quality dimensions

What is the communication quality in the municipalities?

- *Accessibility* and *Publicity* are high, older criteria than *Responsiveness*; *Transparency* needs improving

- *Corporate communication* has high scores; in *Policy areas* communication is not yet well integrated; much variation in *Internal communication*

How is the measurement method evaluated?

- Less time-consuming than expected
- *Timing* is key
- It lead to improvement plans and supported early stages of consensus
- Useful in *dialogue* with top managers
- More research is needed.

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