

## The Balanced Scorecard

The dimensions indicate the factors needed for success. They are made concrete in performance indicators for each communication domain. Fine-tuning the tool to suit the organisation concerned will require adjustments and additions.

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### A Indicators for concern communication

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#### A1 CLARITY

Aspects:

##### a The organisation's positioning is clear

Explanation:

- . The organisation's presentation is recognisable and distinctive.
- . The positioning in relation to comparable organisations is clear and outlined in a brand manual.
- . Employees have affinity with the characteristics that the organisation uses to represent itself; these are a good representation of what the organisation stands for in the eyes of the staff.

##### b Communication instruments contribute to a clear positioning of the organisation

Explanation:

- . There are communication instruments available for concern communication and these include financial and employment communication (i.e. a website, annual reports, publications, corporate campaigns).
- . The communication instruments for concern communication advance the desired positioning of the organisation; the organisation's most important characteristics are clearly represented by them.
- . The communication instruments are clear and accessible, address information requirements and concur with the directives of the brand manual.
- . The house style upholds the positioning and suits the intended identity structures; the house style is laid down in a house-style manual and is accessible to people in the organisation.

#### A2 ENVIRONMENT ORIENTATION

Decide which relationship groups are important for the organisation (below we give six examples, choose about four based on relevance). Then assess whether those networks that are important to the reputation of the organisation are being well taken care of. For example, have the relevant contact persons or account managers been assigned and equipped for the job? Have contact opportunities, facilities and services been offered? Is research done to find out what these relationship groups themselves think of the way in which the relation is maintained?

Aspects:

##### a Media relations are well maintained

Explanation:

- . Intake and responses to enquiries from the press are handled quickly and efficiently.
- . In media contacts the approach is pro-active and facilities/ service levels are adequate.
- . Any mistakes appearing in the media are quickly rectified through direct contact.
- . Spokespersons are sufficiently trained.
- . Press policies are laid down on paper.

##### b Financial relations are well maintained

Explanation:

- . Regulations pertaining to listed companies, where applicable, are adhered to.
- . Analysts are approached professionally and openly.
- . Information is clear and transparent and any information needs that may arise are anticipated.

**c Relations with the government and politicians are well maintained**

Explanation:

- . Political developments are followed actively (nationally, locally and/or internationally, depending on the interests of the organisation).
- . Topical political agendas are addressed through lobbying; developments and information requirements that can be expected are anticipated.

**d Relations with interest and pressure groups are well maintained**

Explanation:

- . Attitudes towards lobby and pressure groups are not reactive but proactive.
- . Communication strategies are well thought-out.

**e Relations with the general public are well maintained**

Explanation:

- . The organisation is open to questions from the public, it is accessible.
- . Procedures are customer friendly. For example, queries and other requests (specify) are handled quickly through e-mail.

**f Labour market relationships are well maintained**

Explanation:

- . There are regular contacts with intermediaries (e.g. unions, educational institutes) and these are supported by a database.
- . Well-thought-out activities for potential employees are developed, for example in conjunction with educational institutes.

**A3 CONSISTENCY**

Aspects:

**a There is coherence with other functional areas**

Explanation:

- . There is coherence with finances about financial communication.
- . There is coherence with human resources about staff communication.
- . There is coherence with the legal department.
- . It is clear where responsibilities lie.

**b There is coherence with other communication activities**

Explanation:

- . Communication activities that have taken place in the past are taken into consideration (for example, when a change of name is effected, helping relationship groups understand that this new name refers to the same organisation); evaluations that were made in the past are included in new plans.
- . There is coherence with marketing communication about branding, and with internal communication about organisation news.
- . In all of this, it is clear where responsibilities lie.

**A4 RESPONSIVENESS**

Aspects:

**a Monitoring is organised and based on issue management**

Explanation:

- . Issues are identified and tracked through monitoring.
- . Where important issues are concerned, reporting in the media is tracked using content analysis.
- . Dossiers are opened for important issues and persons responsible are appointed to handle them.

**b When decisions to act are made, the consequences for communication are taken into account**

Explanation:

- . When decisions to act are taken as a result of an issue, there is contact between managers and communication experts.
- . In their decision-making process, managers include any consequences for communication that they anticipate; they do this with the help of advice from communication experts.

**A5 EFFECTIVENESS AND EFFICIENCY**

Aspects:

**a Corporate image is assessed**

Explanation:

- . The corporate image is assessed with the external relationship groups that are important to the organisation.
- . Besides attitudes, the research also investigates primary impressions, perceptions and preferences.
- . The research findings are used to decide policy.

**b Effective and cost-conscious work methods are used**

Explanation:

- . Communication research is conducted where there are important problems (prioritising).
- . Pre-tests and post-tests are used for concern communication instruments; lessons are also drawn from experience.
- . Procurement for subcontracting and communication productions is cost conscious.

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**B Indicators for marketing communication**

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**B1 CLARITY**

It must be decided beforehand whether all the brands or business units are included or only some of them.

Aspects:

**a The positioning of the brands is clear**

Explanation:

- . The presentation of the brands is recognisable and distinctive in comparison to other brands (unless it is a me-too brand that is trying to emulate the competition).
- . The brand positioning is laid down in a brand manual (brand history and development path, proposition, communication style, requirements for style and visuals, etc.) and top management supports the major decisions prescribed in the manual.
- . The positioning is reviewed regularly.

**b Communication activities are distinctive and appealing**

Explanation:

- . Sufficient communication instruments are put in place to promote brand recognition. These instruments target distribution channels and customers and include, for example, advertising campaigns, point of sale material and information on the Internet.
- . The communication instruments are distinctive and appealing and fit within the framework laid down by the brand manual.

**B2 ENVIRONMENT ORIENTATION**

Decide which relationship groups are important for distribution and sales (below we give two examples). Then decide for each of these groups whether the relationships are being well taken care of. For example, have the relevant contact persons or account managers been assigned and equipped for the job? Have contact opportunities, facilities and services

been offered? Is research done to find out what these relationship groups themselves think of the way in which the relations are maintained?

Aspects:

**a Relations with end-users are well maintained**

Explanation:

- . Sufficient attention is paid to the needs of these relationship groups. Customer satisfaction research is conducted.
- . The relationship is supported by activities such as account management, customer relationship management and telephonic customer service. It is also supported by tools such as customer cards, customer magazines and events. Research is used to support this.

**b Relations with the distribution chain are well maintained**

Explanation:

- . Sufficient attention is paid to the needs of relationship groups such as distributors, retailers and intermediaries. Research is conducted among partners/ retailers.
- . The relationship is supported by activities such as account management, information and facilities for partners, sales promotions, loyalty programmes and events. Research is used to support this.

**B3 CONSISTENCY**

Aspects:

**a There is coherence with other elements of the marketing mix and R&D**

Explanation:

- . Use of communication is compatible with product properties and packaging, distribution and pricing structures.
- . There are regular contacts with Research & Development (R&D).

**b Subcontractors work in line with the communication policy**

Explanation:

- . Close contact is kept with agencies that have been subcontracted to carry out work.
- . In briefings, the desired positioning for brands is explained.

**c There is coherence with other communication activities**

Explanation:

- . Communication activities that have taken place in the past are taken into consideration, for example when a follow-up campaign is launched; evaluations that were made in the past are included in new plans.
- . Marketing communication keeps in contact with concern communication, i.e., branding and media contacts, as well as with internal communication, i.e. involve the staff.

**B4 RESPONSIVENESS**

Aspects:

**a Monitoring and action are organised and based on market analysis**

Explanation:

- . Market analysis gives insights into the position of brands vis-à-vis the competition (this must be linked to B 4b).
- . Communication of competitors is tracked with one's own positioning in mind (benchmarks are conducted).

**b Monitoring and action are organised and based on analysis of consumer habits and complaints**

Explanation:

- . Consumer behaviour towards the products and services is tracked using databases. Trends are analysed using consumer panels.
- . Ways to improve products and services, but also communication, are obtained from customer complaint reports.

**B5 EFFECTIVENESS AND EFFICIENCY**

It must be decided beforehand whether all the brands or business units are included or only some of them.

*Aspects:*

**a Brand image is assessed**

Explanation:

- . Brand images are assessed regularly by end-users, intermediaries and partners in the distribution chain.
- . Besides attitudes and perceptions, the research also investigates brand-positioning vis-à-vis the competition.
- . The research findings are used to review communication and other marketing mix elements.

**b Effective and cost-conscious work methods are used**

Explanation:

- . It is clear how priorities were established; lessons are also drawn from previous experience.
- . Procedures for subcontracting campaigns and media placement are cost conscious.

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**C Indicators for internal communication**

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**C1 CLARITY**

*Aspects:*

**a Information for staff is clear**

Explanation:

- . Staff are given information about policies, tasks and social issues; this information is generous, complete, and easy to understand.
- . They are given information punctually, or they can find it themselves easily.

**b Internal communication tools are user-friendly**

Explanation:

- . Internal communication instruments, such as intranets, are user-friendly.
- . Communication bulletins contain up-to-date information.

**C2 ENVIRONMENT ORIENTATION (Internal environment)**

*Aspects:*

**a Communication reinforces commitment**

Explanation:

- . Communication reinforces commitment to the organisation as a whole.
- . Communication activities encourage bottom-up communication and interaction, i.e., there is room for staff contributions, internal meetings and events.

**b Communication experts support change management**

Explanation:

- . It is standard practice for managers to use the expertise of communications experts for support and advice during processes of change.

- . During the processes of change, communication is thorough. The process takes place in stages and is supported by communication means and interaction.
- . It is clear how decisions were made if communication expertise during processes of change is subcontracted.

**C3 CONSISTENCY**

*Aspects:*

**a There is coherence with the human resources department**

Explanation:

- . Contacts with human resources in particular are good.
- . There is co-operation to realise employment-communication and internal communication during processes of change.

**b There is coherence with other communication activities**

Explanation:

- . Communication activities and information given in the past are taken into consideration, for example, by ensuring that there is an overlap between information issued in the past and later on. Evaluations that were made in the past are included in new plans.
- . There are clear procedures for the timing of information issued to staff vis-à-vis financial relations and the media.
- . Attention is paid to the staff in crisis communications, including aftercare.

**C4 RESPONSIVENESS**

*Aspects:*

**a Communication skills promote responsiveness**

Explanation:

- . Communication skills are part of the training and assessment of those in managerial positions.
- . The same applies to staff members who interface with customers.

**b Communication contributes to internal perceptions of external changes**

Explanation:

- . Staff members are given information or exchange information about developments in external relations and other changes in the environment.
- . This information is made relevant within the organisation.

**C5 EFFECTIVENESS AND EFFICIENCY**

*Aspects:*

**a Internal audits are carried out on internal communication**

Explanation:

- . The appreciation of internal communication is assessed.
- . Internal communication instruments are included in these investigations, or they are tested separately.

**b Internal image is assessed (internal perceptions)**

Explanation:

- . Internal image research is conducted to assess how staff perceive the organisation.
- . Besides attitudes and perceptions, preferences are also researched.
- . This research may be integrated in a broader staff satisfaction research project into working conditions.

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**D Indicators for the organisation of communication**

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**D1 CLARITY**

*Aspects:*

**a The communication vision is clear**

Explanation:

- . The communication vision is defined.
- . Top managers uphold and promote the communication vision.

**b It is clear how communication contributes to the operation**

Explanation:

- . In the vision, it is clear how communication supports the organisation, for example, how communication contributes to financial and non-financial goals, also known as intangible assets.
- . Communication should be used as a management tool and not only as a set of communication means.

**D2 ENVIRONMENT ORIENTATION**

*Aspects:*

**a The function of communication is incorporated in the organisation**

Explanation:

- . Communication experts know the priorities of organisational policies.
- . Top and middle management are aware of the potential and the limitations of the communication function.

**b The position in the hierarchy works well**

Explanation:

- . Communication managers are part of the dominant coalition and take part in management meetings.
- . Organisational procedures are efficient, i.e., there are few intermediate steps when reporting to top managers.

**c Top managers are actively involved**

Explanation:

- . Communication managers are considered by other managers to be equal partners.
- . Managers feel actively involved in communication and communication experts reinforce this feeling.

**D3 CONSISTENCY**

*Aspects:*

**a Communication policies are agreed at central level as well as at business unit level**

Explanation:

- . Agreements are made between the central communication department (for example the holding company) and divisions or business units.
- . It is clear what the responsibilities are and what the views are about what should be dealt with centrally and what can be dealt with at division level.
- . Linked to this are the common starting points for communication, which leave more or less room for organisational divisions or business units.

**b There are agreements about communication policies for the communication domains**

Explanation:

- . Agreements are made between the concern, internal, and marketing communication sections, and their respective responsibilities are clear.
- . There are common starting points that apply to all communication domains, for example identity structures and frameworks that apply to house-styles.

**c There are agreements about communication when working with other organisations**

Explanation:

- . Agreements are made about communication when working with other organisations, e.g. joint ventures and public-private partnerships.
- . These agreements, which may vary in scope, involve work methods and house style among other things.

**D4 RESPONSIVENESS**

Aspects:

**a Feedback is used for innovation in communication**

Explanation:

- . The professionalism of the communication departments is supported by an information management system so that knowledge is not lost if a member of staff leaves. The organisation is continually learning, the department constantly builds on prior experiences and does not have to keep reinventing the wheel.
- . The growth in expertise of individual communication experts is linked to developments that are relevant to the department.

**b Exchange of information and internal mobility are actively encouraged**

Explanation:

- . The departments make use of knowledge development in the profession.
- . Communication experts in various business units exchange their experiences, as do people working in concern, internal and marketing communication sections.
- . To improve the quality of communication, interaction and internal mobility are stimulated among communication experts.

**D5 EFFECTIVENESS AND EFFICIENCY**

Aspects:

**a The quality of communication management is assessed**

Explanation:

- . The quality of communication management is monitored.
- . Assessments use balanced scorecards such as this.

**b Communication research is used**

Explanation:

- . Communication research is conducted to increase effectiveness.
- . This research includes pre-testing and post-testing of communication instruments (monitoring has been mentioned under responsiveness).

**c Communication experts work with targets**

Explanation:

- . Work is carried out according to plans; because the environment is dynamic, these plans should not be detailed, but they should rather convey the broad outlines to be adjusted in stages and worked out in detail as the plan unfolds.
- . Priorities should be carefully weighed and based on previous experiences.

**d Cost-conscious work methods are used**

Explanation:

- . Work procedures are cost conscious when it comes to employing human resources; decisions to subcontract work should also be cost conscious.
- . Work procedures are cost conscious when it comes to applying budgets, e.g., time management, decisions about buying communication productions.

**REPLY FORM**

**Respondent name or category code: .....**

Draw a circle around the score you believe is appropriate.

**A. Concern communication**

1a. 1 . 2 . 3 . 4 . 5      1=very weak, 2=weak, 3=sufficient, 4=good, 5=very good

1b. 1 . 2 . 3 . 4 . 5

2a. 1 . 2 . 3 . 4 . 5

2b. 1 . 2 . 3 . 4 . 5

2c. 1 . 2 . 3 . 4 . 5

2d. 1 . 2 . 3 . 4 . 5

2e. 1 . 2 . 3 . 4 . 5

2f. 1 . 2 . 3 . 4 . 5

3a. 1 . 2 . 3 . 4 . 5

3b. 1 . 2 . 3 . 4 . 5

4a. 1 . 2 . 3 . 4 . 5

4b. 1 . 2 . 3 . 4 . 5

5a. 1 . 2 . 3 . 4 . 5

5b. 1 . 2 . 3 . 4 . 5

**B. Marketing communication**

1a. 1 . 2 . 3 . 4 . 5

1b. 1 . 2 . 3 . 4 . 5

2a. 1 . 2 . 3 . 4 . 5

2b. 1 . 2 . 3 . 4 . 5

3a. 1 . 2 . 3 . 4 . 5

3b. 1 . 2 . 3 . 4 . 5

3c. 1 . 2 . 3 . 4 . 5

4a. 1 . 2 . 3 . 4 . 5

4b. 1 . 2 . 3 . 4 . 5

5a. 1 . 2 . 3 . 4 . 5

5b. 1 . 2 . 3 . 4 . 5

**C. Internal communication**

1a. 1 . 2 . 3 . 4 . 5

1b. 1 . 2 . 3 . 4 . 5

2a. 1 . 2 . 3 . 4 . 5

2b. 1 . 2 . 3 . 4 . 5

3a. 1 . 2 . 3 . 4 . 5

3b. 1 . 2 . 3 . 4 . 5

4a. 1 . 2 . 3 . 4 . 5

4b. 1 . 2 . 3 . 4 . 5

5a. 1 . 2 . 3 . 4 . 5

5b. 1 . 2 . 3 . 4 . 5

**D. Organization of communication**

1a. 1 . 2 . 3 . 4 . 5

1b. 1 . 2 . 3 . 4 . 5

2a. 1 . 2 . 3 . 4 . 5

2b. 1 . 2 . 3 . 4 . 5

2c. 1 . 2 . 3 . 4 . 5

3a. 1 . 2 . 3 . 4 . 5

3b. 1 . 2 . 3 . 4 . 5

3c. 1 . 2 . 3 . 4 . 5

4a. 1 . 2 . 3 . 4 . 5

4b. 1 . 2 . 3 . 4 . 5

5a. 1 . 2 . 3 . 4 . 5

5b. 1 . 2 . 3 . 4 . 5

5c. 1 . 2 . 3 . 4 . 5

5d. 1 . 2 . 3 . 4 . 5