Measuring Impact on Communities Served

Scott Siderman, Manager
TokuSaku Consulting
October 8, 2018
Developing the Context
What is a Community?
What is a Community?

• Dictionary Definition: A group of people living in the same place or having a particular characteristic in common
• A Similar Definition: A group of individuals that are similar in specific ways relevant to marketing
• A Proposed Third Definition: A group of individuals that are similar in specific ways relevant to marketing that share a relationship to an organization and its goods and services.
Some Types of Communities

- City
- Tribes
- Businesses
- County
- Town
- Socio-economic

- Geographic
- Government
- Special Interests
- Religious
- Ethnic
- Gender
Some Criteria for Identifying Communities/Segments

- Respond in the same way
- React in a different way from other groups
- Large enough to invest in
- Have other similarities deemed significant with regard to operations
  - Ethnicity
  - Gender
  - Socio-economics
  - Relationship to your agency
  - Need comparable impact
- Align to particular goods and services
What is an Organization?
What is an Organization?

• Some popular definitions
  – A group of persons organized for some end or work; association. (Dictionary.com)
  – A company, business, club, etc., that is formed for a particular purpose. (Merriam-Webster On-line)
  – An entity, such as an institution or an association, that has a collective goal and is linked to an external environment. (Wikipedia)

• My preferred definition
  – A group of individuals that together have established shared values and interworking principles in order to best fulfill a market (customer) need by working in optimized core and enabling processes.
Organization as Core Processes
Measuring Impact
The LBG Measurement Model

**Inputs**: What’s contributed?
The resources a company provides to support a community activity.

**Outputs**: What happens?
The activities delivered, numbers reached, funds raised and business-related activity resulting from the contributions made.

**Impacts**: What changes?
The changes that happen to individuals, organisations and the company, in the short or longer-term, as a result of the activity.

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**The LBG framework**

**Inputs**
- **How**: Cash, time, in-kind, management cost
- **Why**: Charitable gift, community investment, commercial initiative in the community
- **What**: Issue addressed (education, health etc.)
- **Where**: Location

**Outputs**
- **Community outputs**: Numbers helped, activities held etc.
- **Leverage**: Additional funds raised
- **Business outputs**: Media coverage, awareness among customers, employees etc.

**Impacts**
- **Community impacts**: Change in beneficiaries, organisations and/or society
- **Business impacts**: Change in business performance
Impact: What is it and Why Measure it?

• Impact is
  – Change
  – Effect
  – Outcome
  – Benefit
  – Result

• Measure it to
  – Focus on problem you are tackling
  – See how you are doing and how to improve
  – Better plan next actions
  – Tell your story
    • Inspire others
    • Attract funding
    • Raise awareness
Four Domains to Measure

The Balanced Scorecard

- Financial
- Business Process
- Customer
- Learning and Growth
- Impact
- Performance
Organization as Core Processes
Measuring Community Impact: Questions to Answer

• What need are you trying to meet?
• What problem are you trying to tackle?
• Which community (or communities) will benefit?
• What impact do you anticipate the community will receive?
• What impact do you anticipate the members of the community will receive?
• How well does the member impact lead to the community impact?
• How will you measure?
  – Best measure
  – Actual measure
Outputs Drive Impact

- What are you delivering to the community?
- How are these goods and services (outputs) received and consumed by the community?
- How well are your outputs aligned with targeted community needs?
- Are they “moving the needle” toward achieving the impact you desire?
- Are there multiple processes contributing to impact?
Performance Predicts Output

• Which processes deliver outputs focused on the desired impact?
• What activities inside the processes are most influential in delivering these outputs
  – At the right time?
  – With high quality?
  – At appropriate cost?
## Examples in Three Dimensions

<table>
<thead>
<tr>
<th>Process</th>
<th>Output</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Speed</td>
<td>• Effectiveness</td>
<td>• Community members served</td>
</tr>
<tr>
<td>• Cost</td>
<td>• Ease of use</td>
<td>• Effectiveness</td>
</tr>
<tr>
<td>• Quality</td>
<td>• Frequency of use</td>
<td>• Customer/Participant Feedback</td>
</tr>
<tr>
<td>• Specific measures dependent on process design</td>
<td>• Time to adopt</td>
<td>• % of community using product</td>
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<tr>
<td></td>
<td></td>
<td>• Quantitative measure of project goals</td>
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<td>• Funder dictated</td>
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Process, Output, and Outcome Measures
Process, Output, and Outcome v2
The Challenge of Intermediaries

• The Challenge
  – They work on your behalf
  – They may consume your resources
  – Their goals may not be aligned with yours!

• Addressing the Challenge
  – Understand misaligned goals
  – Align outcome goals
    • Through grant terms
    • Through contract Statement of Work
    • Develop partnership or subprocess relationship
Process, Output, and Outcome v3
Multiple Agency Complexity

- The process of determining impact measures does not change
- Need to align to processes in each organization
- Requires collaboration without a “winner”
  - Retain focus on communities impacted
  - Collaboratively solving the problem
And Add Intermediaries …

• Same as last scenario
• Need to integrate intermediaries as in last scenario
• Coordination is **8 times more difficult**