

Communications and Marketing Benchmark 2008

A Survey conducted by CharityComms July 2008

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Content

S3 Survey aims

S4 Methodology

S5 Sample

S6-11 Section1: Job roles and responsibilities

S12-25 Section 2: Department structures and resources

S26-47 Section 3: Attitudes

S46-51 Comments

Survey aims

- The Communications and Marketing Benchmark 2008 aims to capture data from the communications and marketing departments of charities and not-for-profit organisations from across the UK
- More specifically it aims to provide some evidence about the investment that organisations are making in communications.
- It also aims to look at the structures of communications and marketing departments as well as the different job roles and responsibilities within these
- And lastly it aims to capture the attitudes of staff responsible for communications

Methodology

- The benchmark was free to take part in this year
- Fieldwork was carried out in April and May 2008
- The survey was conducted online and was promoted to CharityComms and nfpSynergy online mailing lists
- 286 people took the survey
- Not all respondents answered every question, therefore we include a base rate on each slide. Where we don't include a base rate, we have included in the charts, the number of people who have not answered the question.

Sample

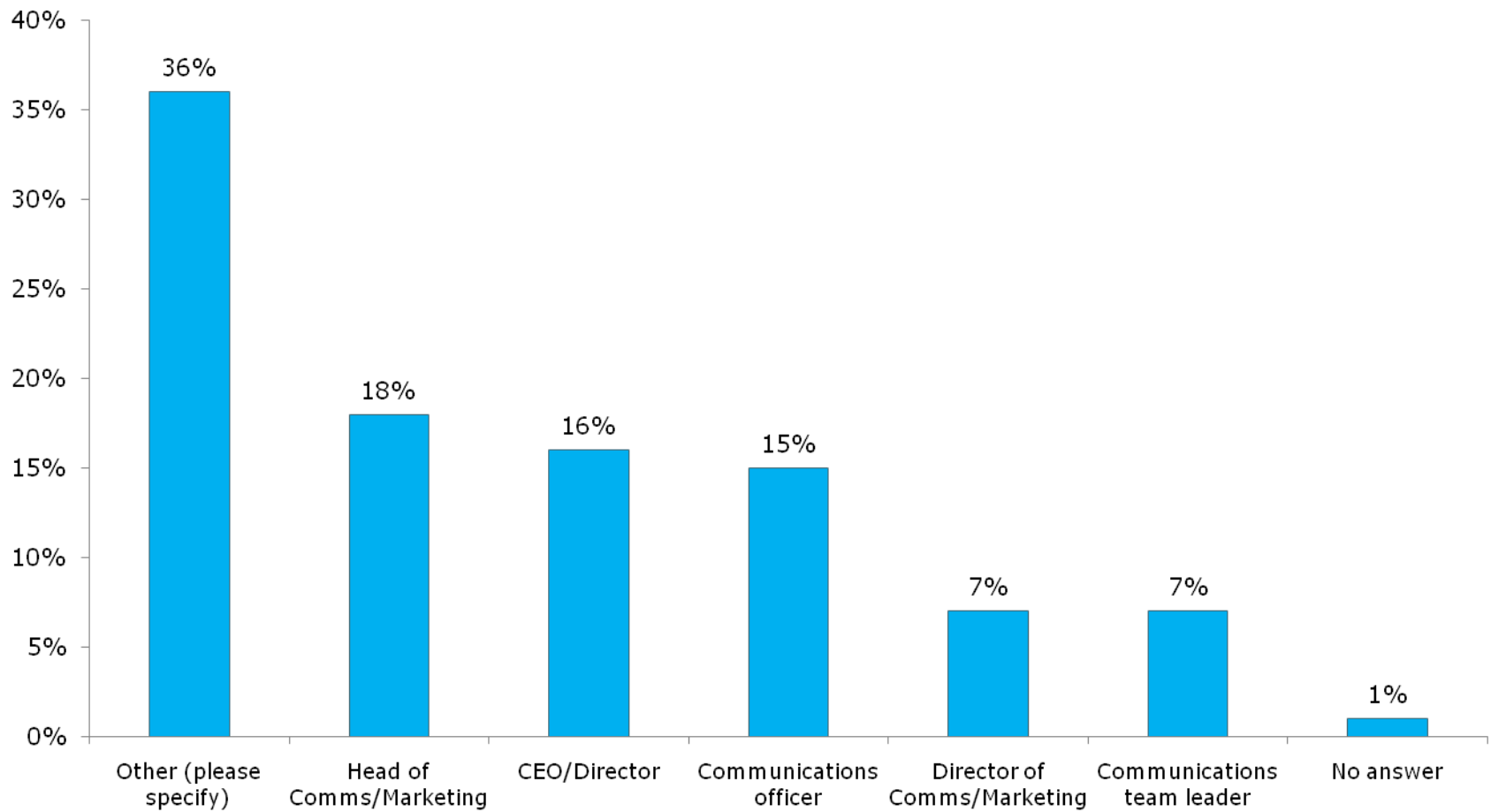
The survey was streamed by size of communications team. Each stream answered a slightly different set of questions in order to maximise the relevance of questions. There were three streams:

- 1) Organisations with over 20 people working in a communications role. We refer to these organisations as “large”
- 2) Organisations with 6-20 people working in a communications role. We refer to these organisations as “medium-sized”
- 3) Organisations with up to 5 people working in a communications role. We refer to these organisations as “small”

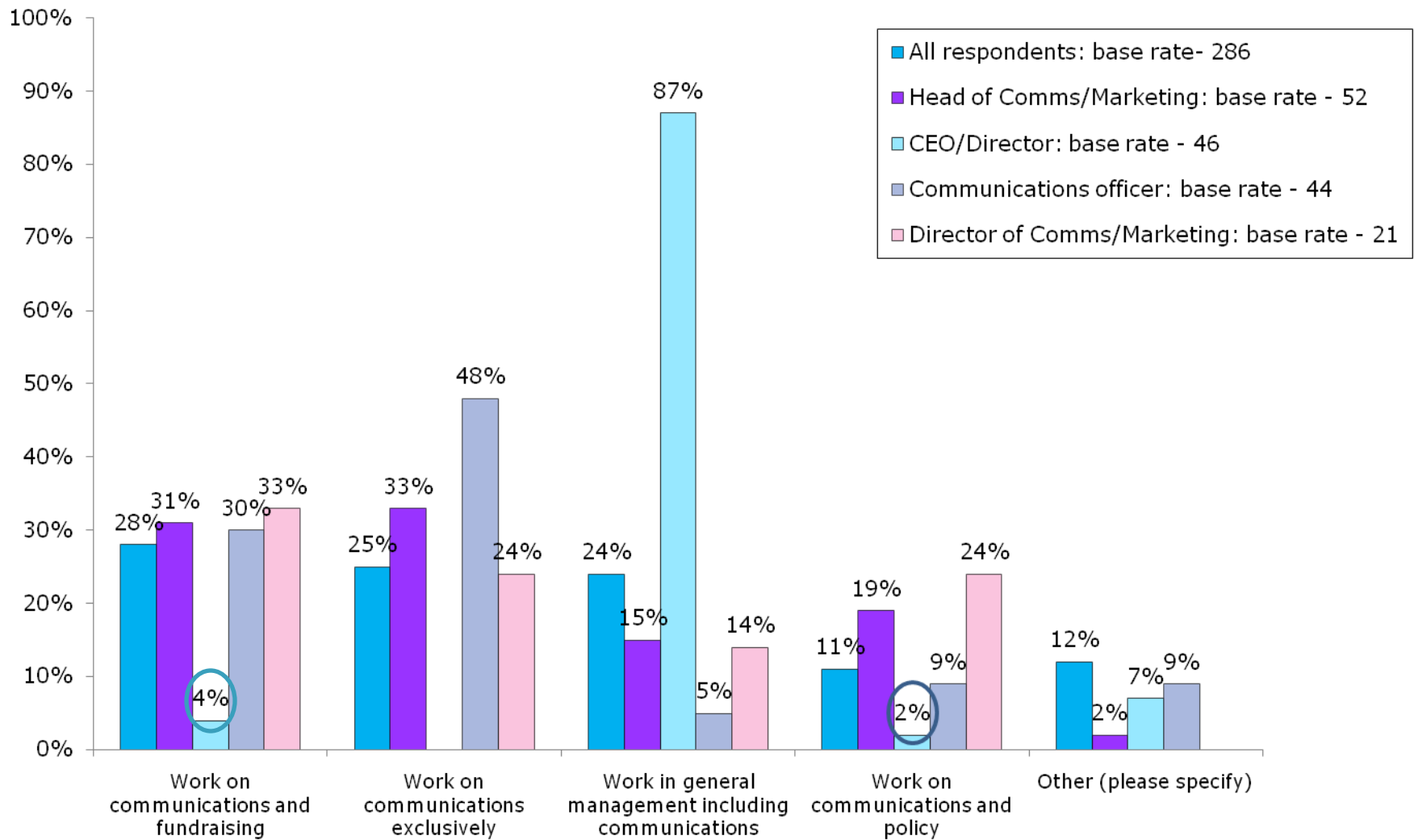
There are some questions which all three streams were asked. Where this happens we refer to them as “all respondents”

Section 1: Job roles and responsibilities

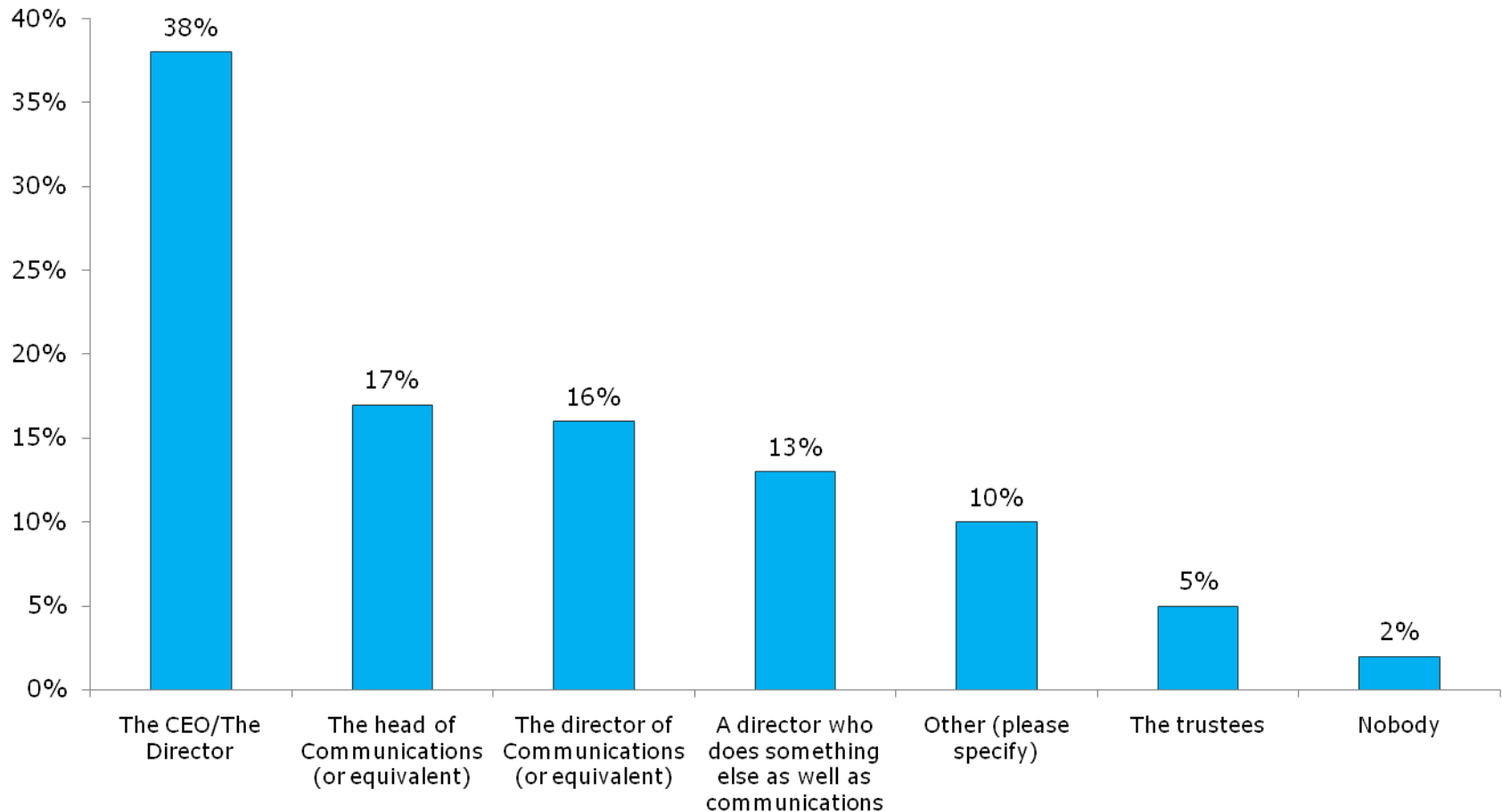
Please tell us about your role? (please tick the option that best describes your role) **All respondents**



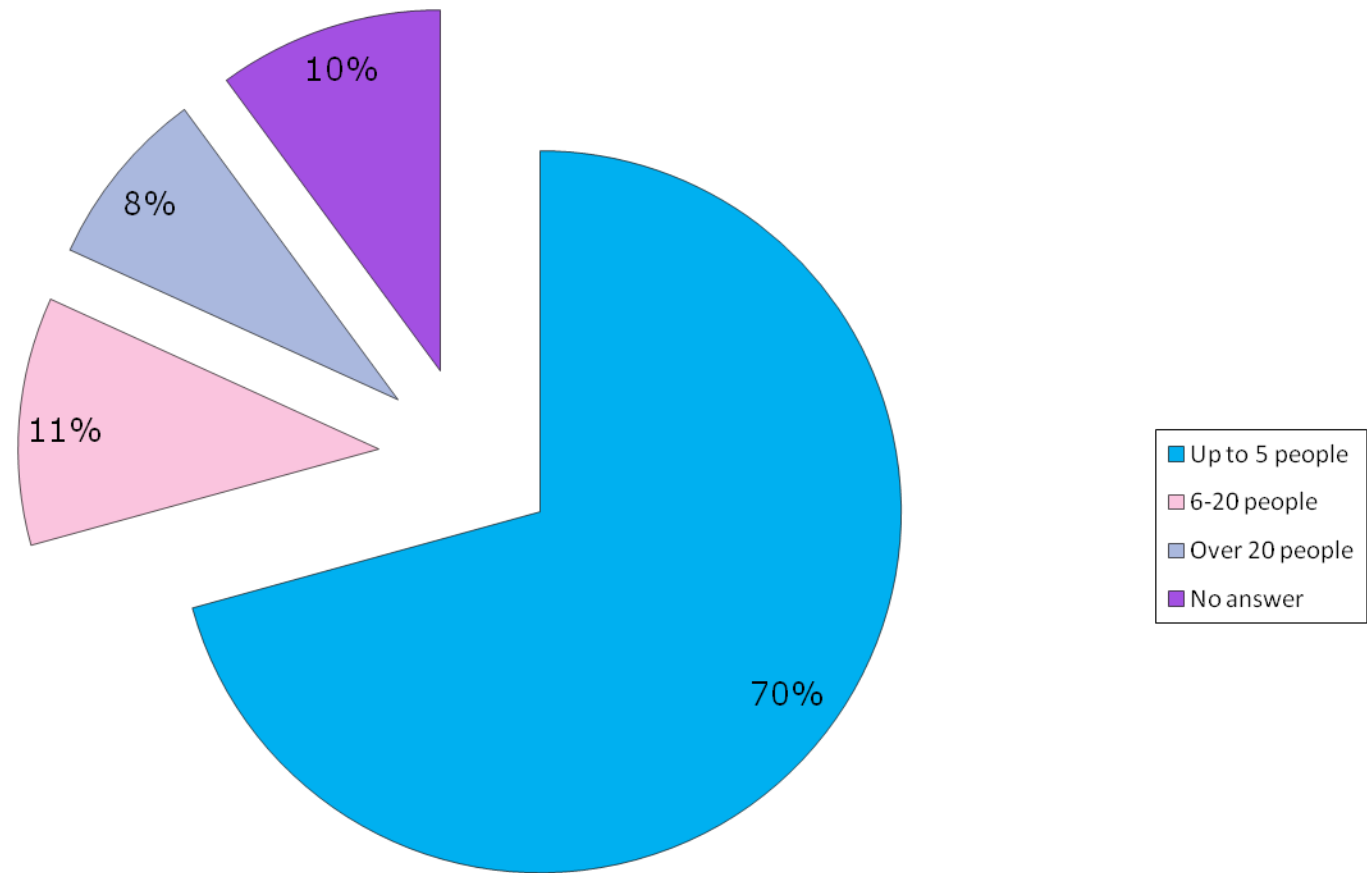
Do you: (please tick the response that best suits your role) **All respondents**



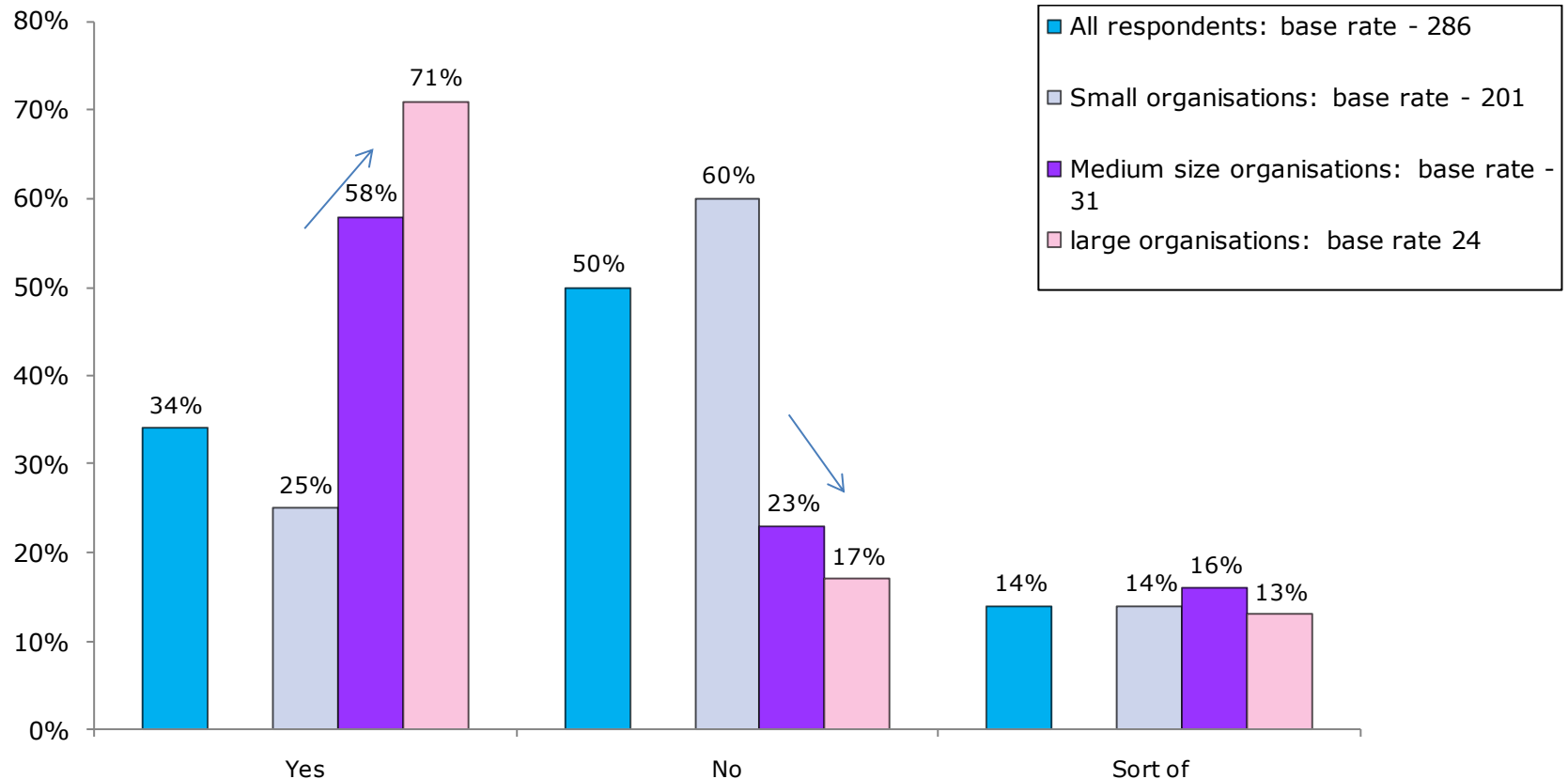
Who is the most senior person in your organisation responsible for communications? **All respondents**



How many people in your organisation work in a communications role? **All respondents**

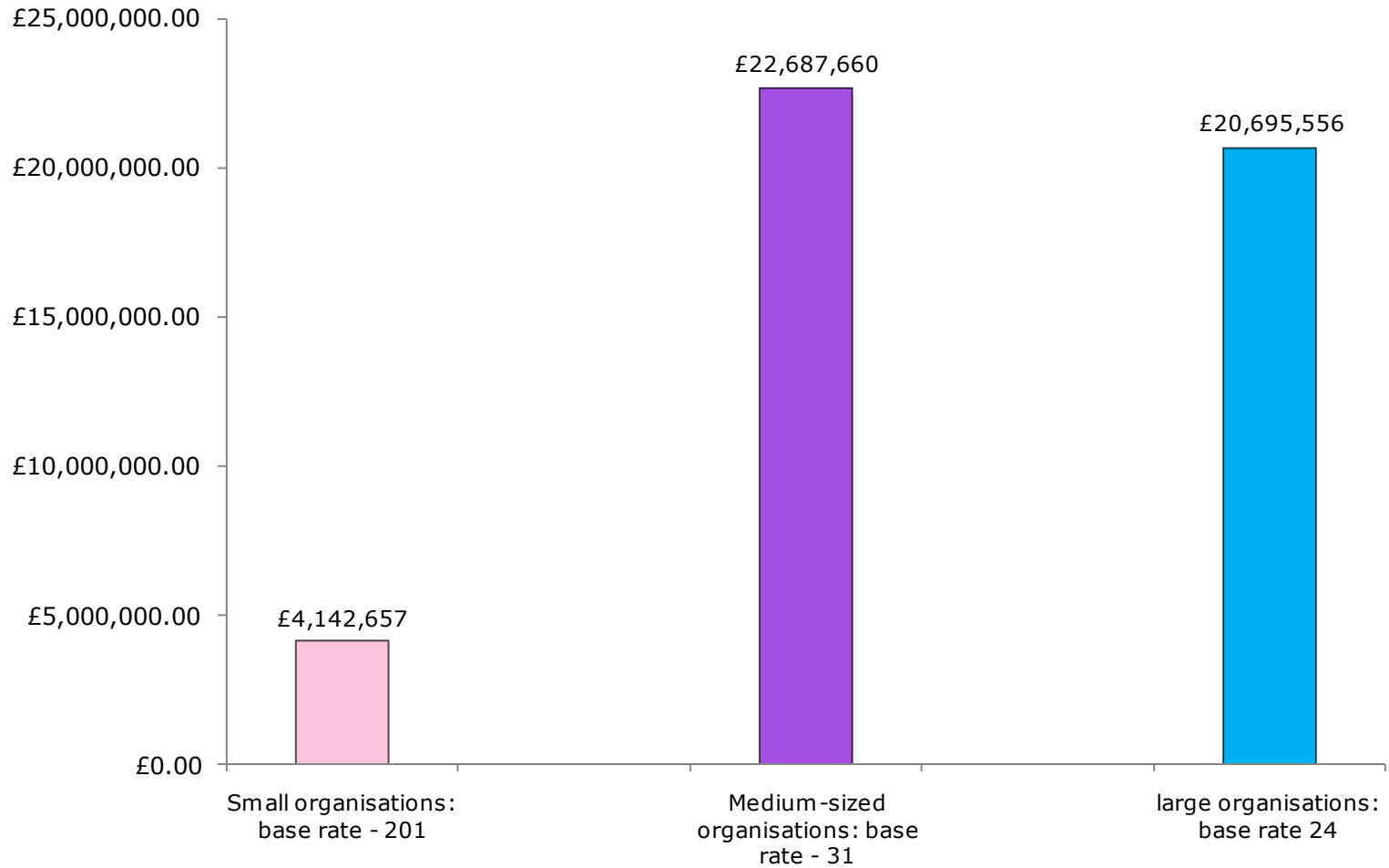


Do you have a separate person on your senior management team responsible for communications/marketing? **All respondents**

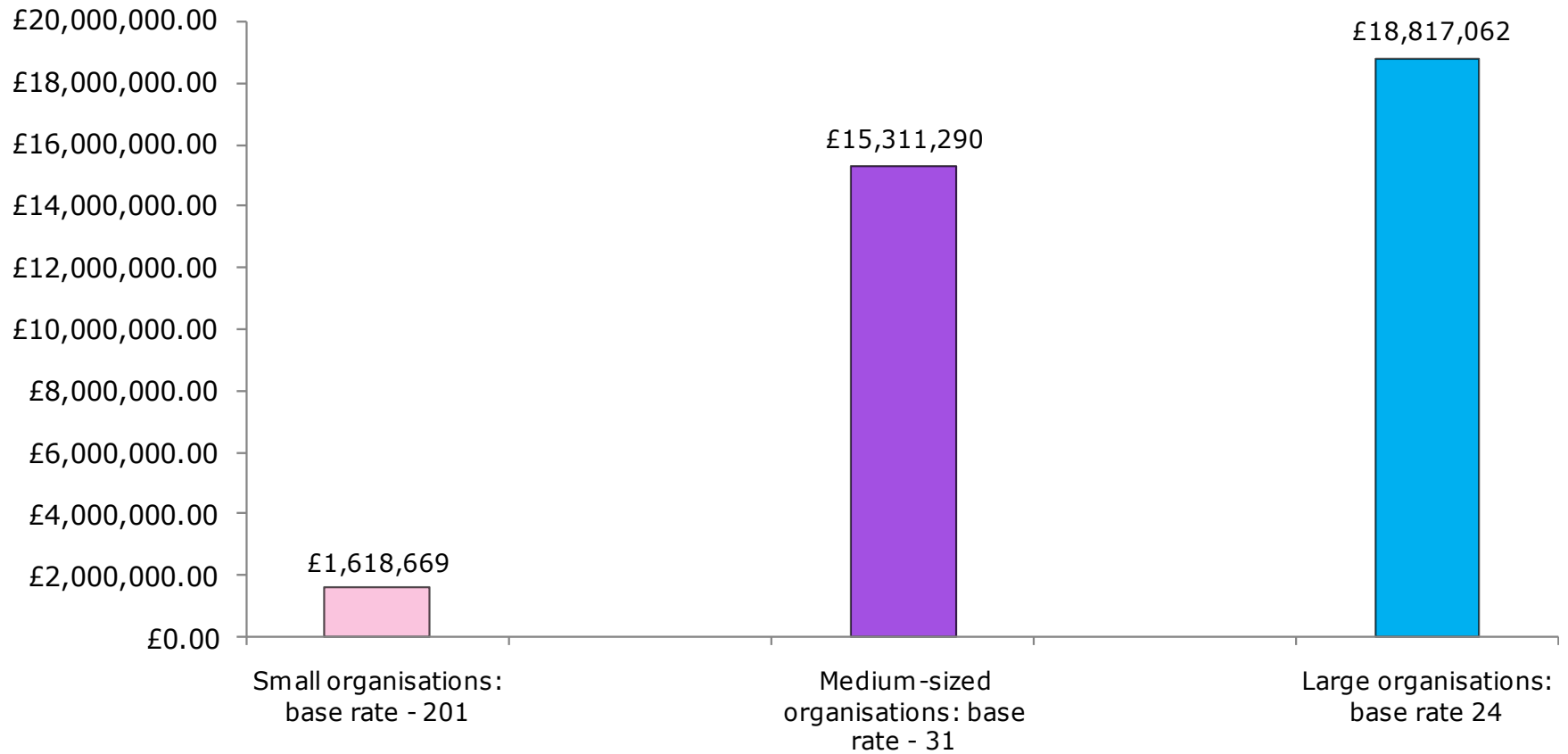


Section 2: Department structures and resources

What is your organisation's total income? Mean scores. **All respondents**

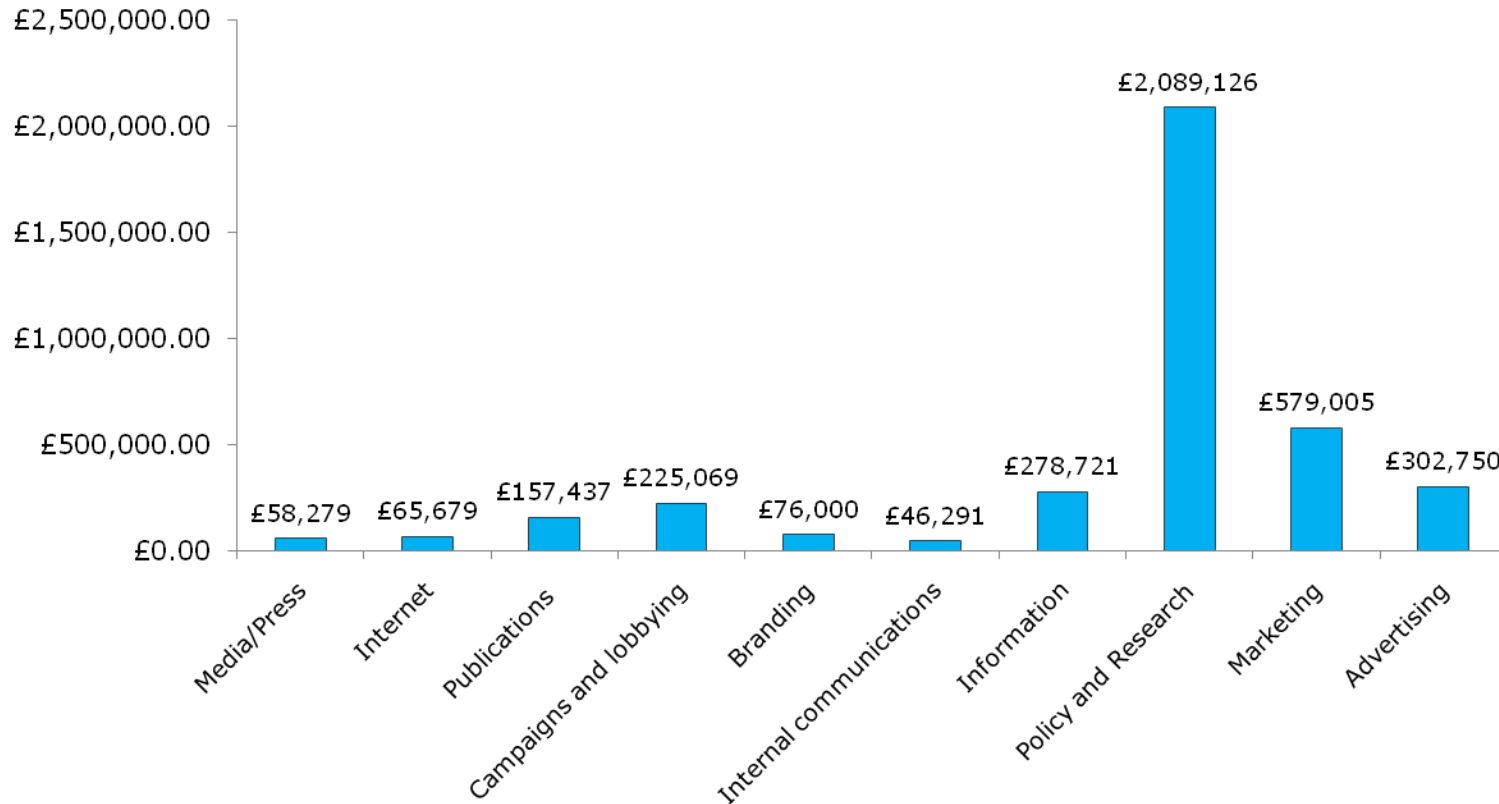


What is your organisation's voluntary (non-statutory income)? Mean scores. All respondents



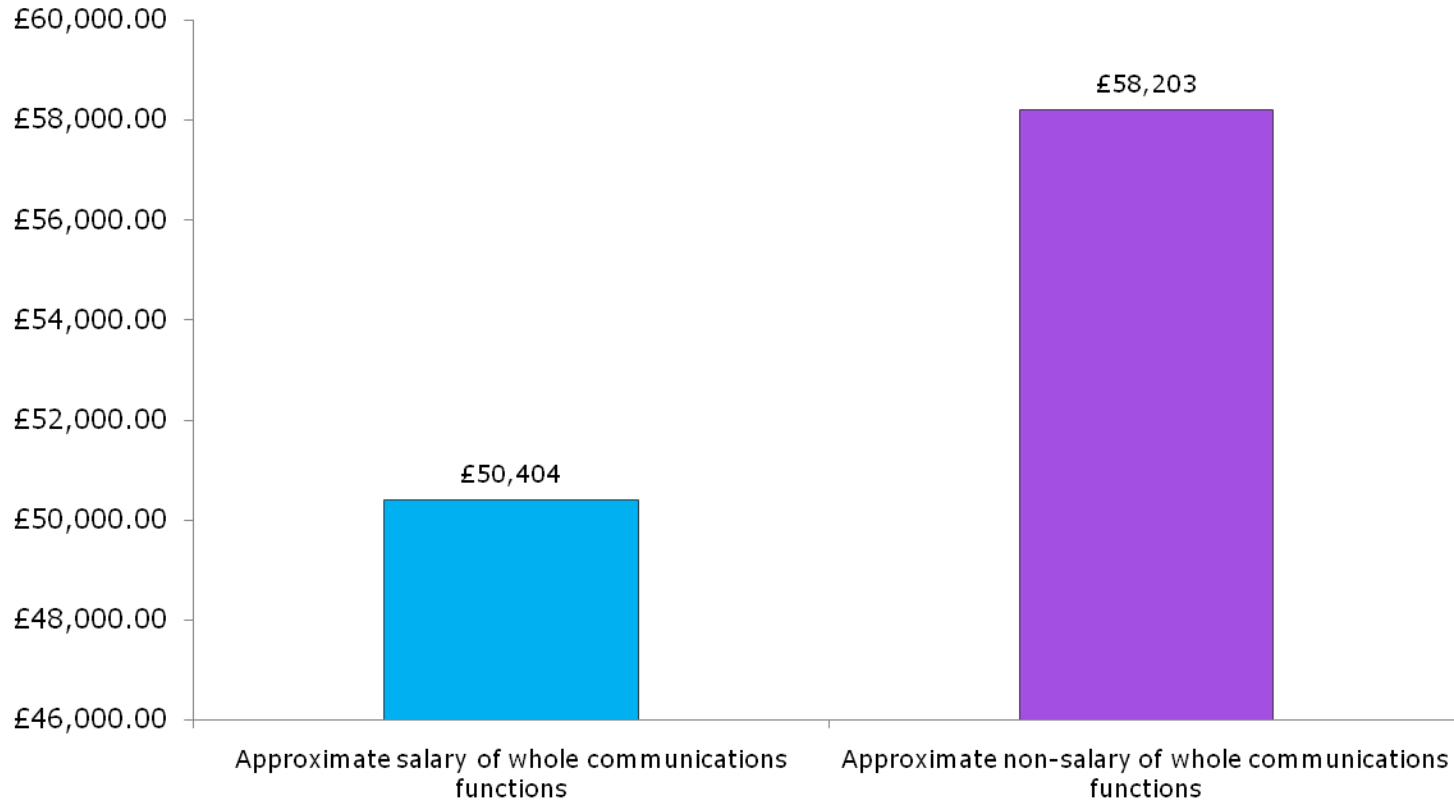
What is the approximate non-salary budget of this department/team? Mean scores.

Medium-sized organisations.

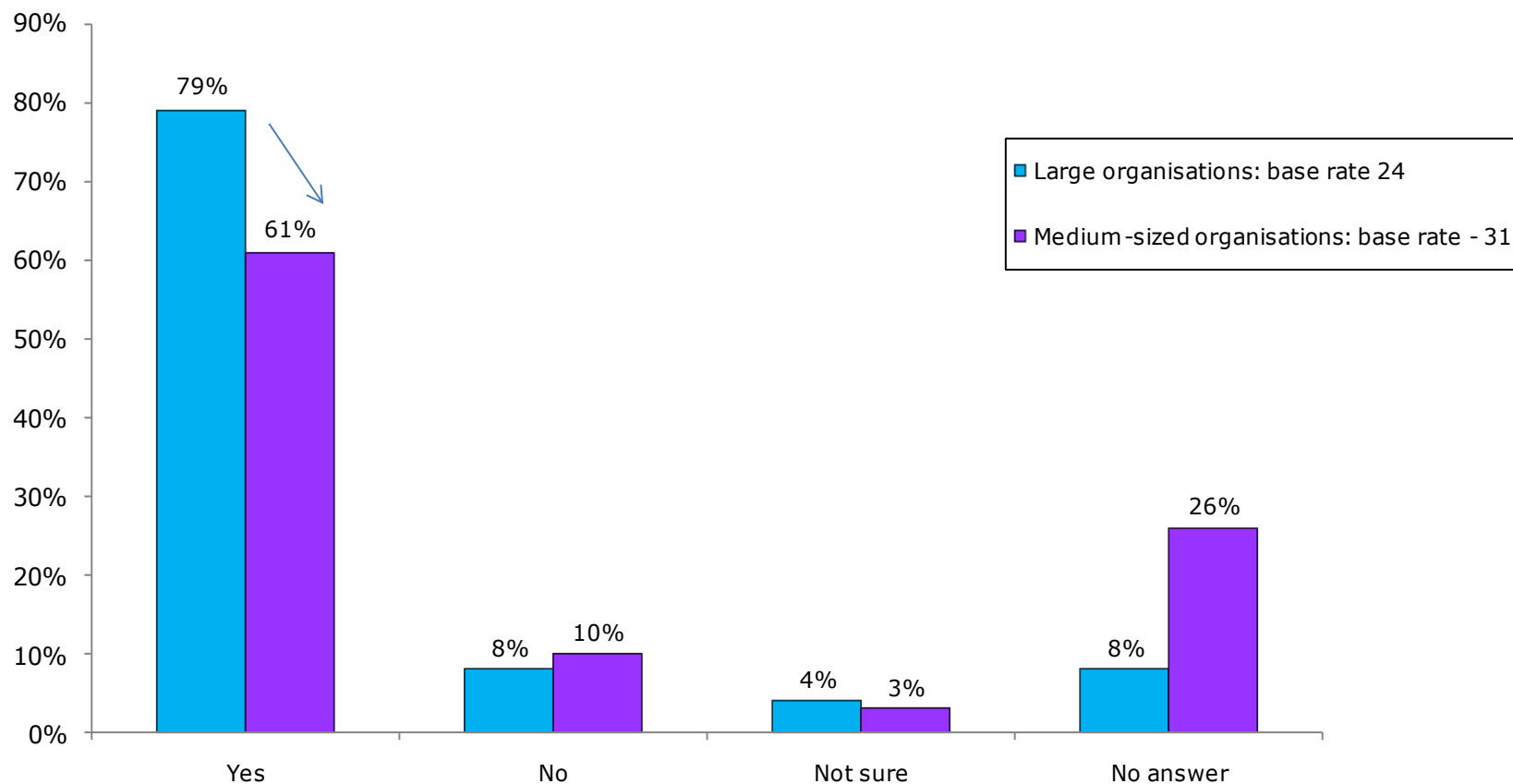


Please fill in the following information about budgets for each Marketing/Communications function. Mean scores.

Small organisations



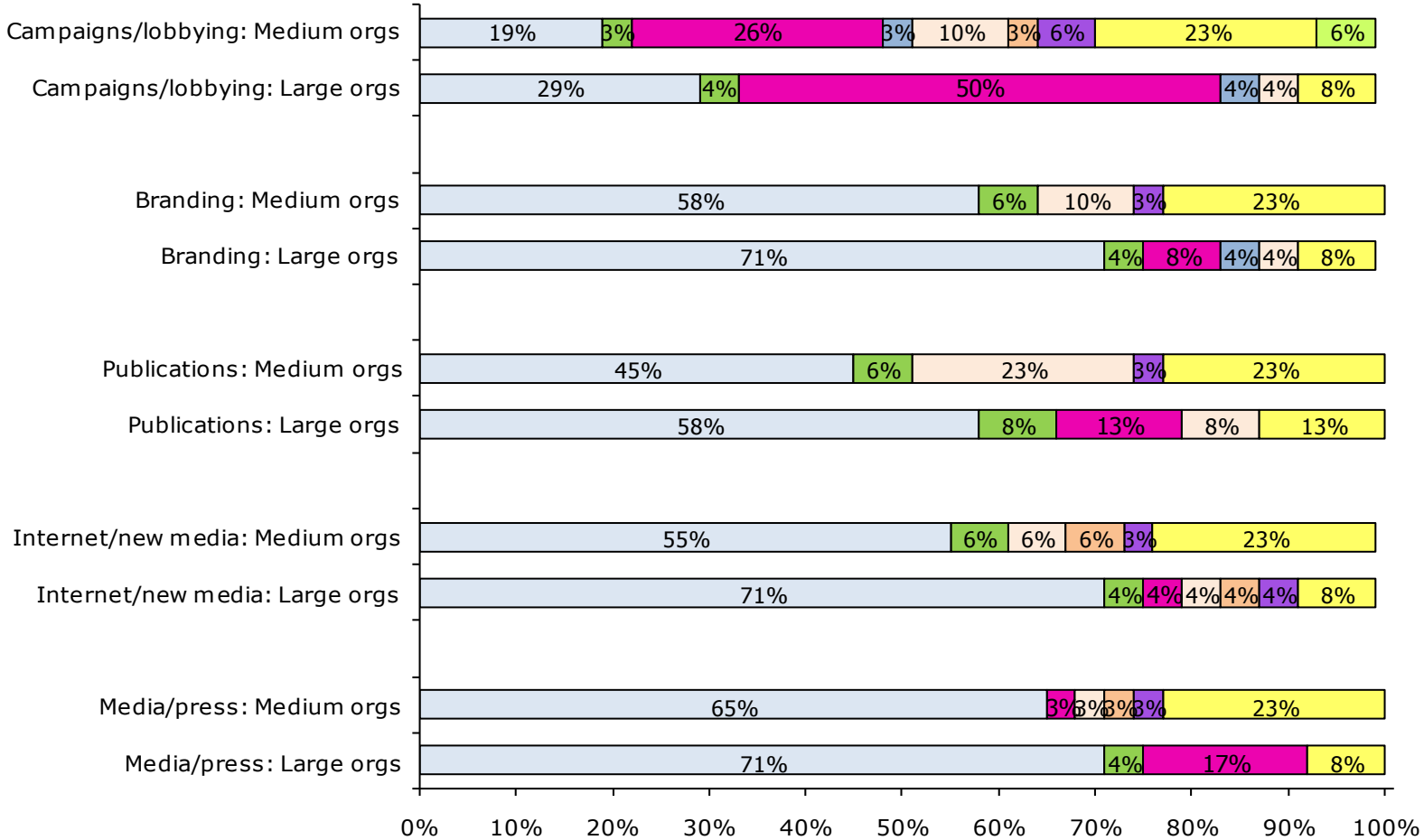
Do you have a communications/marketing department?



If yes, what is the actual name of the department?

Large organisations	Medium-sized organisations
Communications	Communications
Marketing and Communications	Marketing & Communications
Communications division	Communications & Marketing
Fundraising and Communications	Communications Unit
Marketing	Communications, Marketing and Education
Marketing & Publishing	Communications, Marketing and Fundraising
Policy and Communications	External Communications and Marketing
Public Affairs & Communications	Fundraising & Marketing
	Knowledge and Communications
	Marketing & External Comms
	PR and Communications
	Press & PR
	Marketing Team

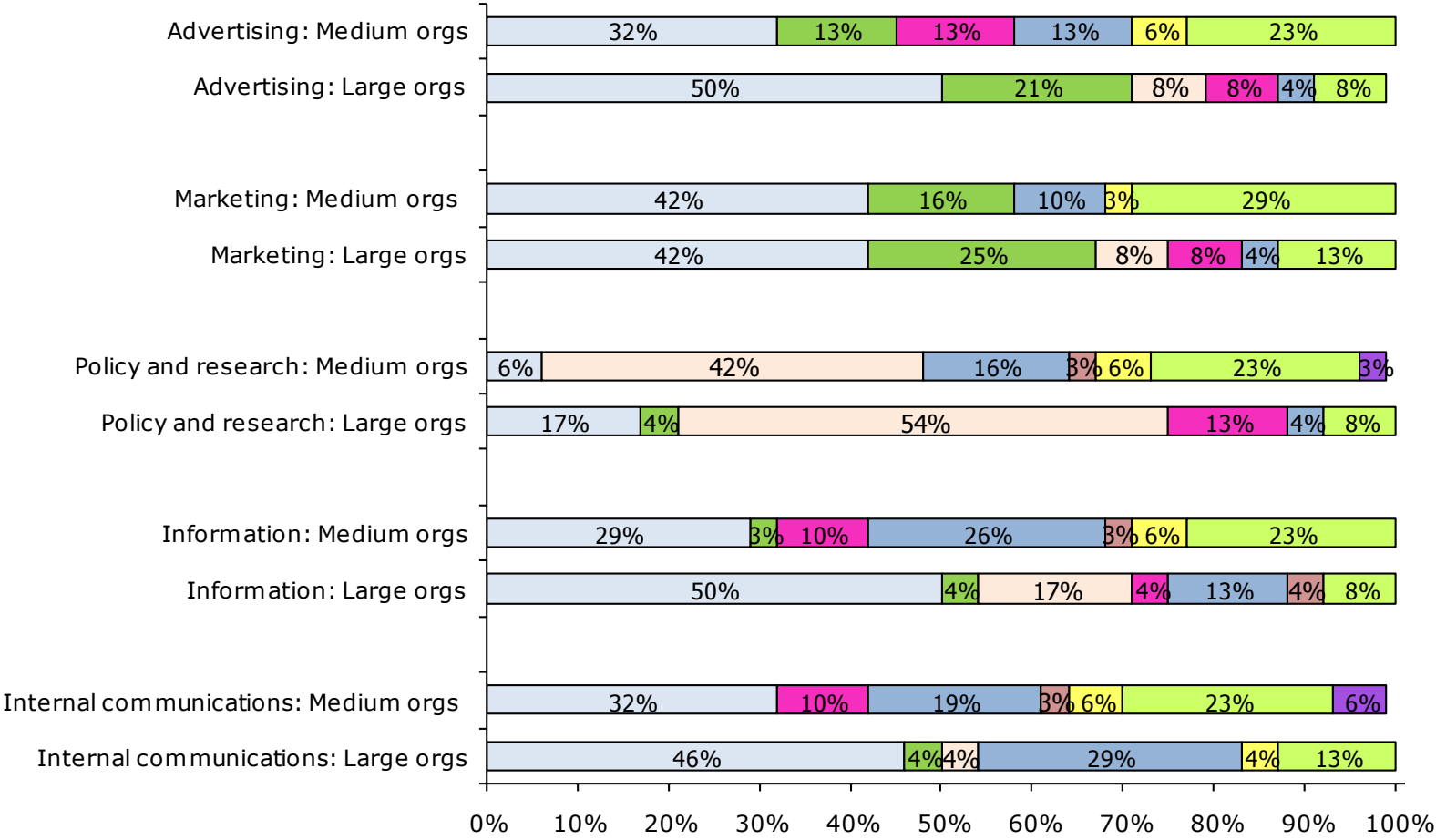
Please tell us for each of the following communications disciplines where they are structurally in your organisation



- In the comms dept
- In the fundraising dept
- In the policy dept
- Nowhere - don't have
- In personnal or another dept
- In the IT dept
- Nowhere - too small
- No answer

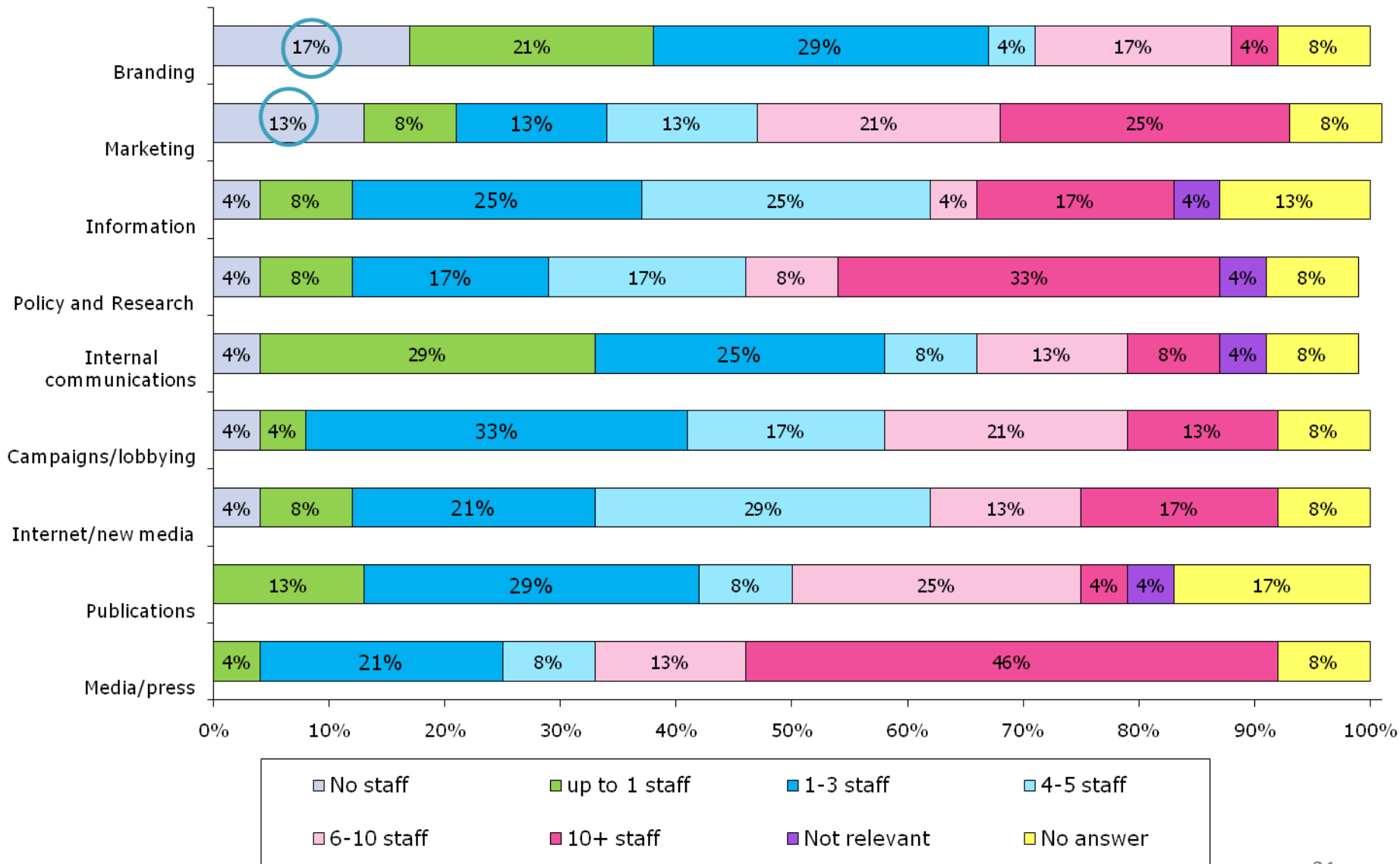
Base rates- Large orgs:24, Medium-sized orgs: 31

Please tell us for each of the following communications disciplines where they are structurally in your organisation.

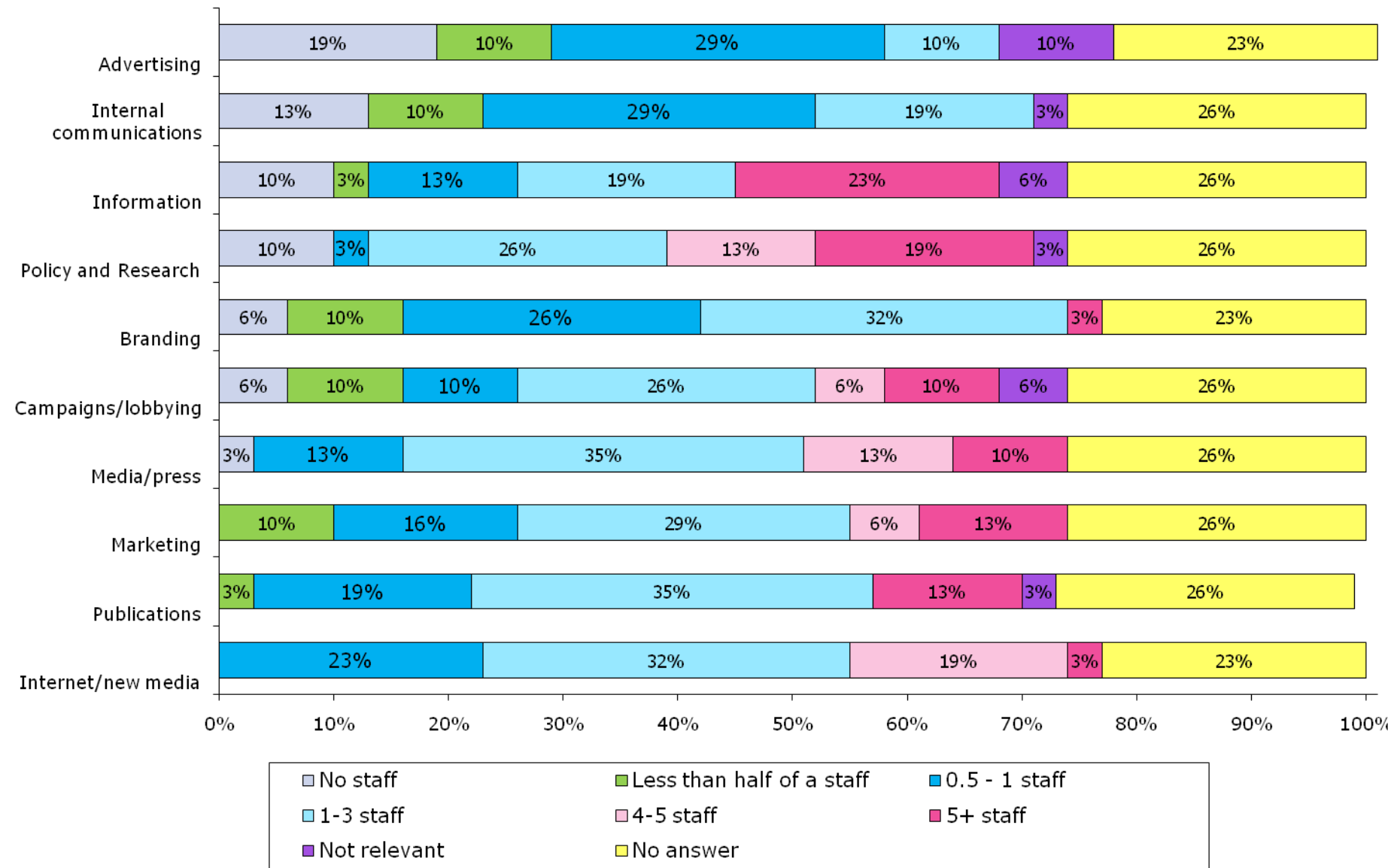


- In the comms dept
- In the fundraising dept
- In the policy dept
- Nowhere - don't have
- In personnel or another dept
- In the IT dept
- Nowhere - too small
- No answer

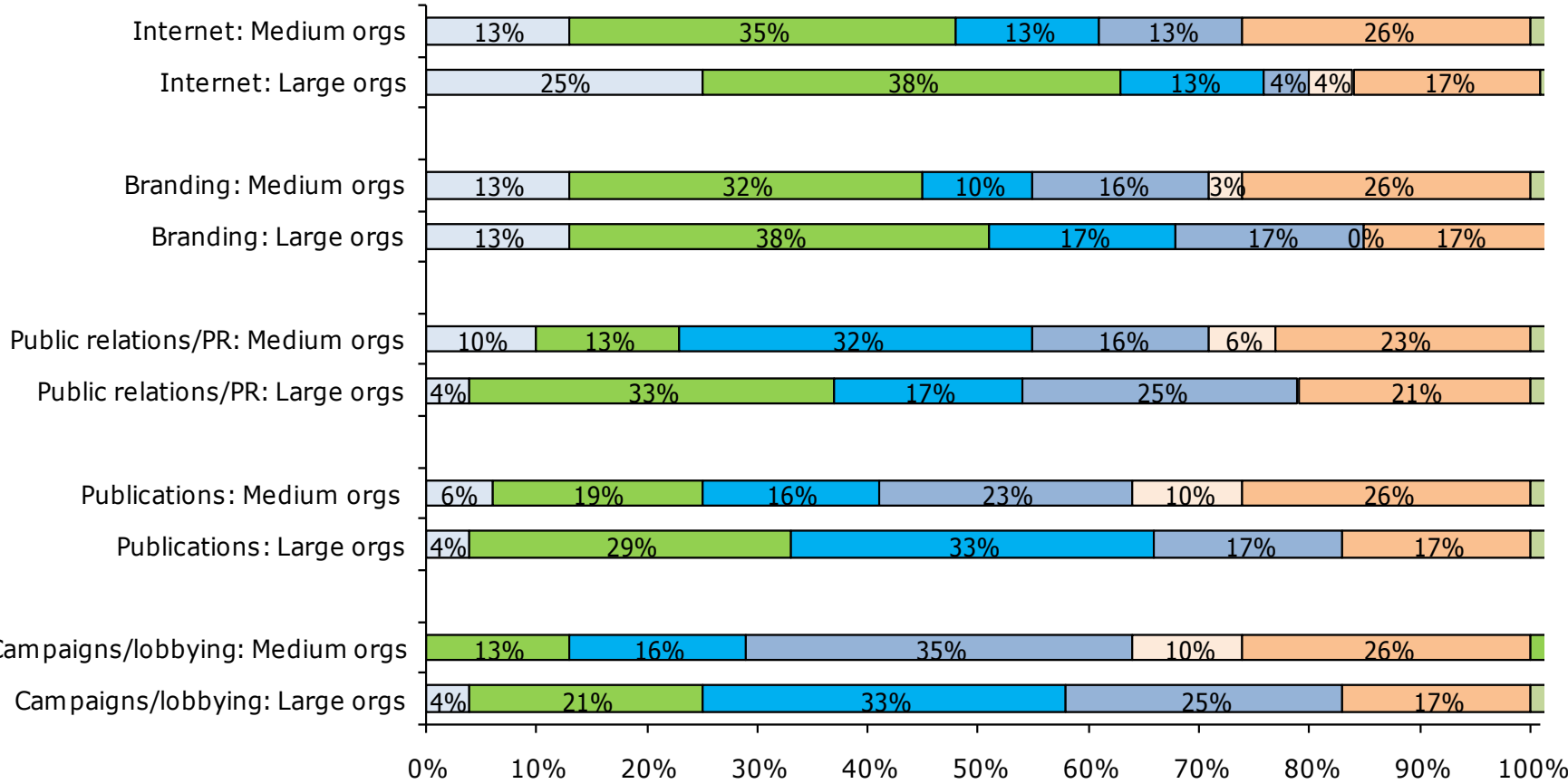
How many staff do you have for each function (please use full-time equivalents - FTE - so two half time people equals one full-time equivalent). Do not include volunteers. **Large organisations**



Please fill in the following information about how many people and resources you have focussed on the different aspects of communications and marketing. **Medium-sized organisations**



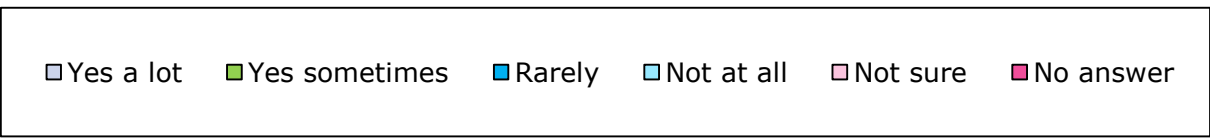
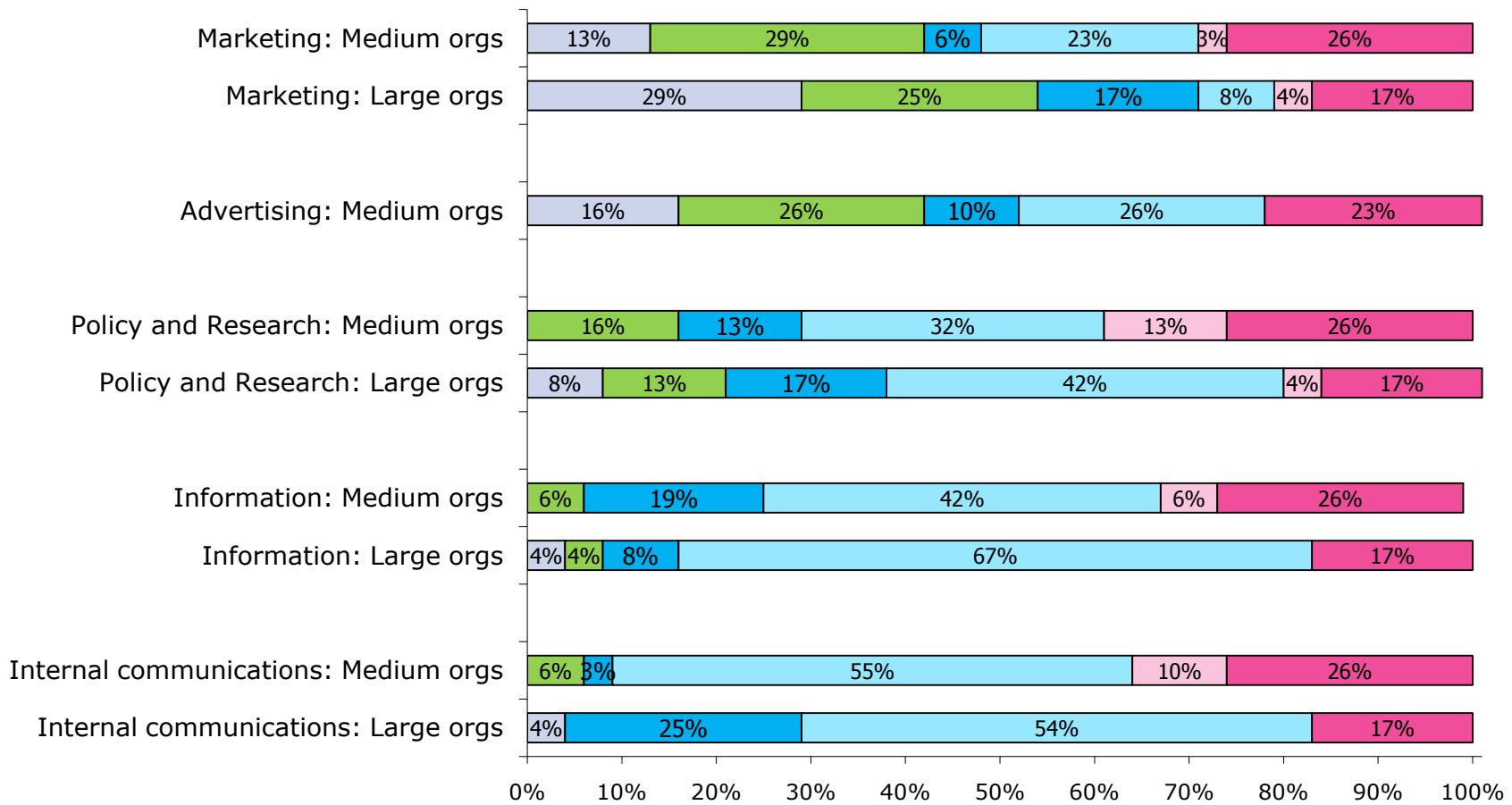
Do you use agencies for the following communications functions?



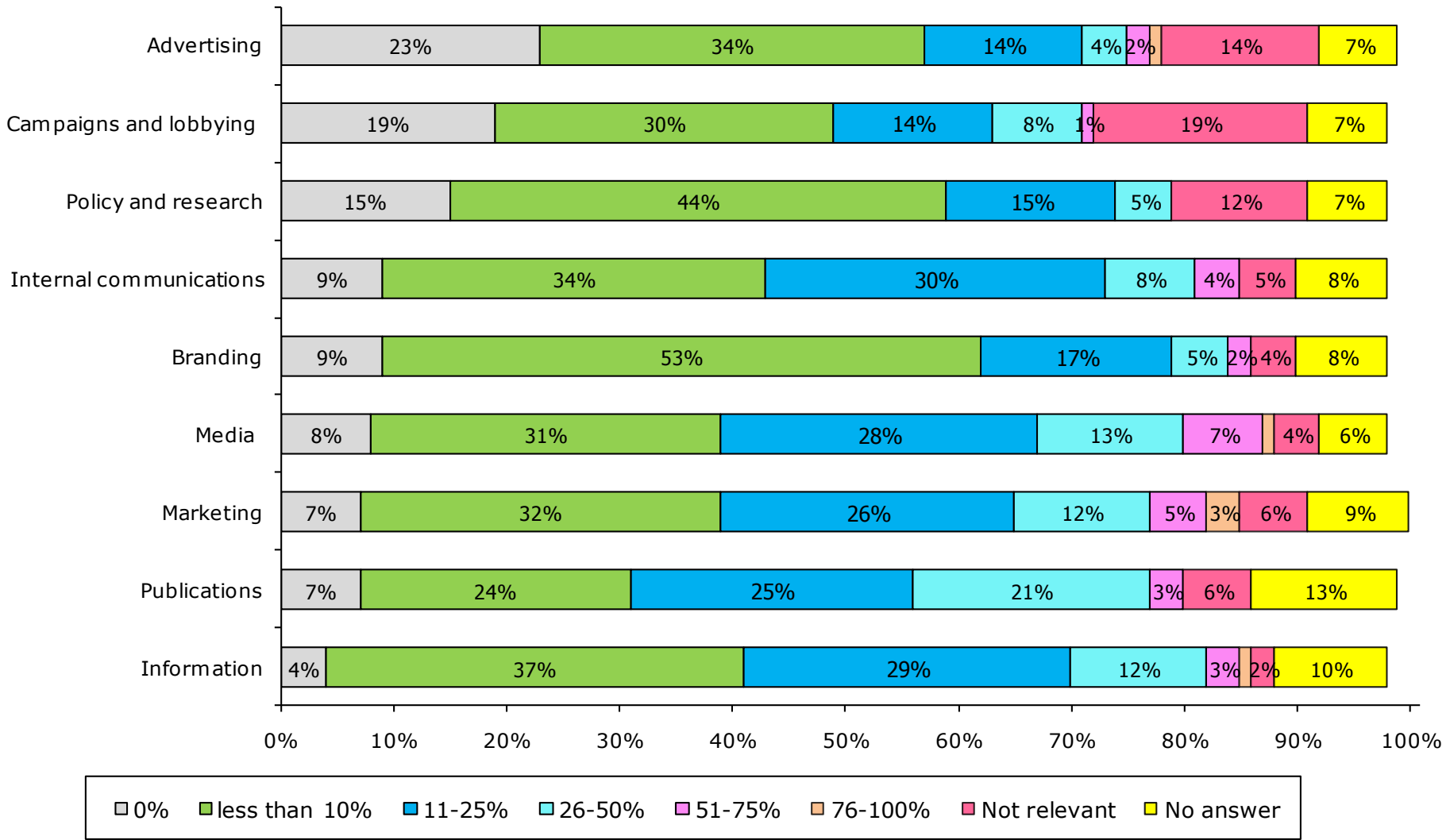
■ Yes a lot
 ■ Yes sometimes
 ■ Rarely
 ■ Not at all
 ■ Not sure
 ■ No answer

Base rates- Large orgs: 24, :
Medium orgs: 31

Do you use agencies for the following communications functions?

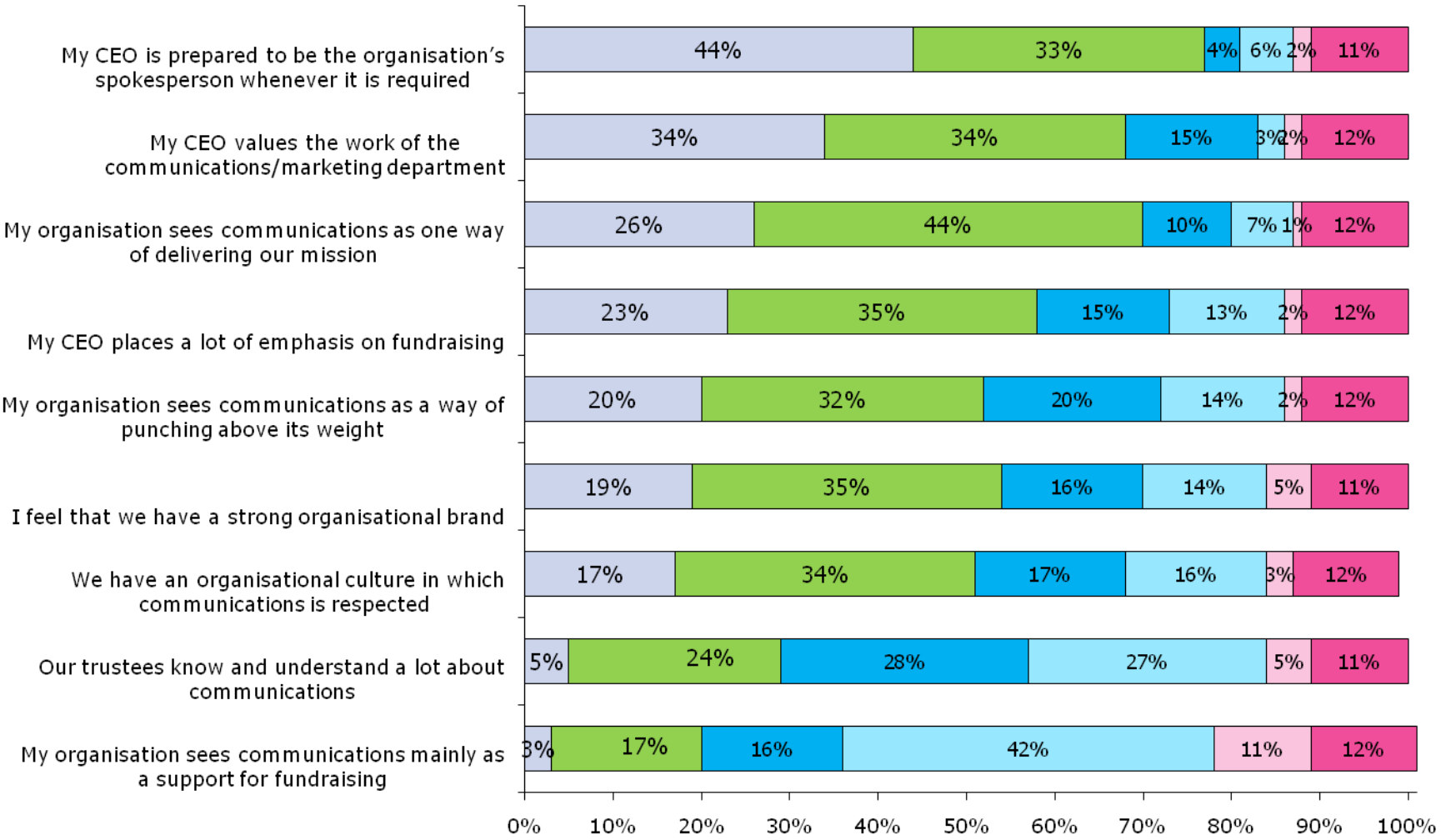
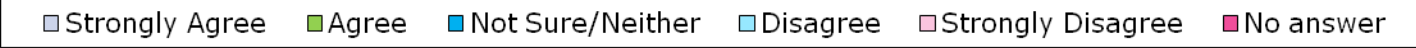


Please tell us for each of the following communications disciplines how much you would estimate they take up of the time, energy and budget of the communications resources you have? **Small organisations**



Section 3: Attitudes

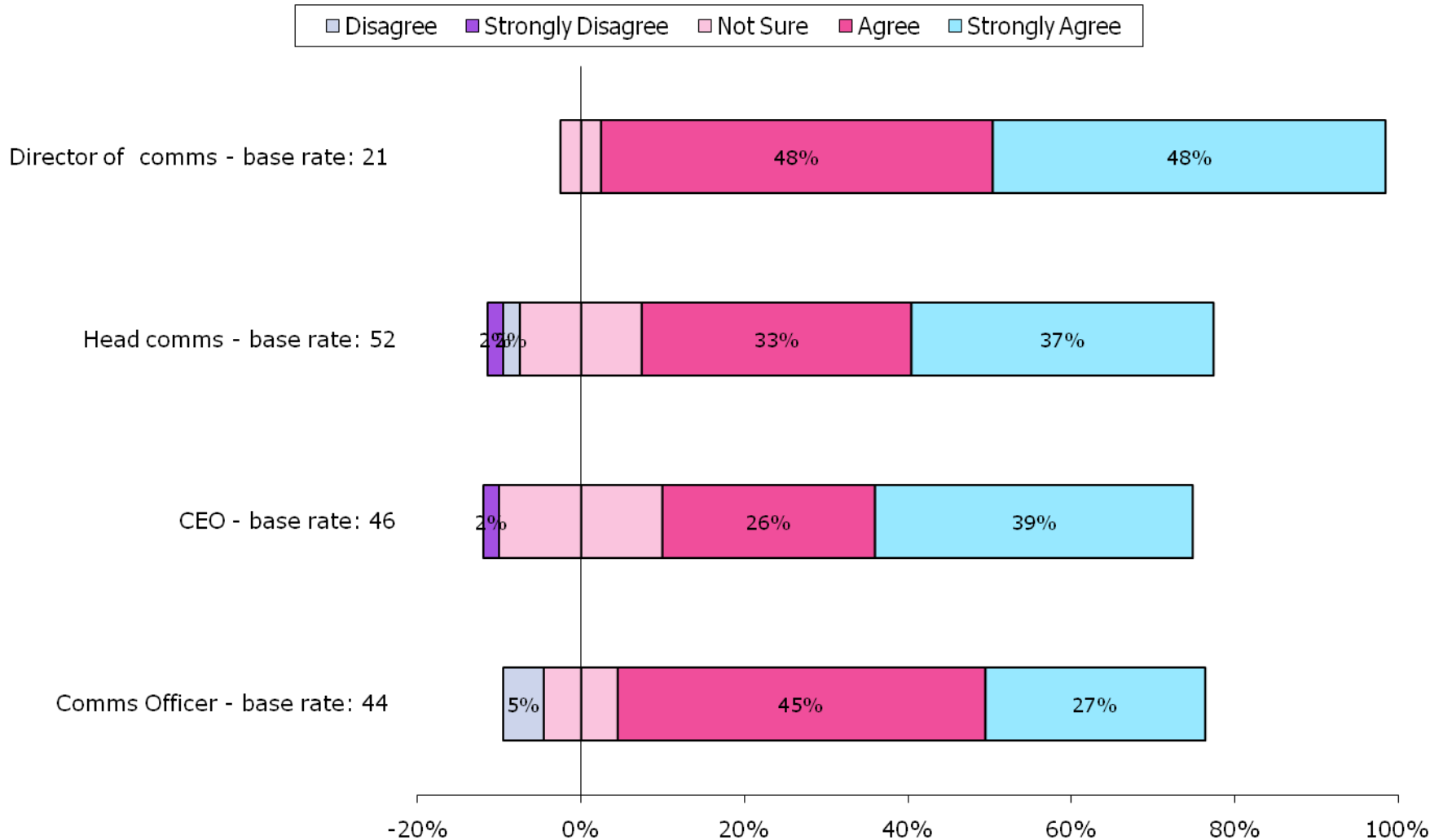
Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view. **All respondents**



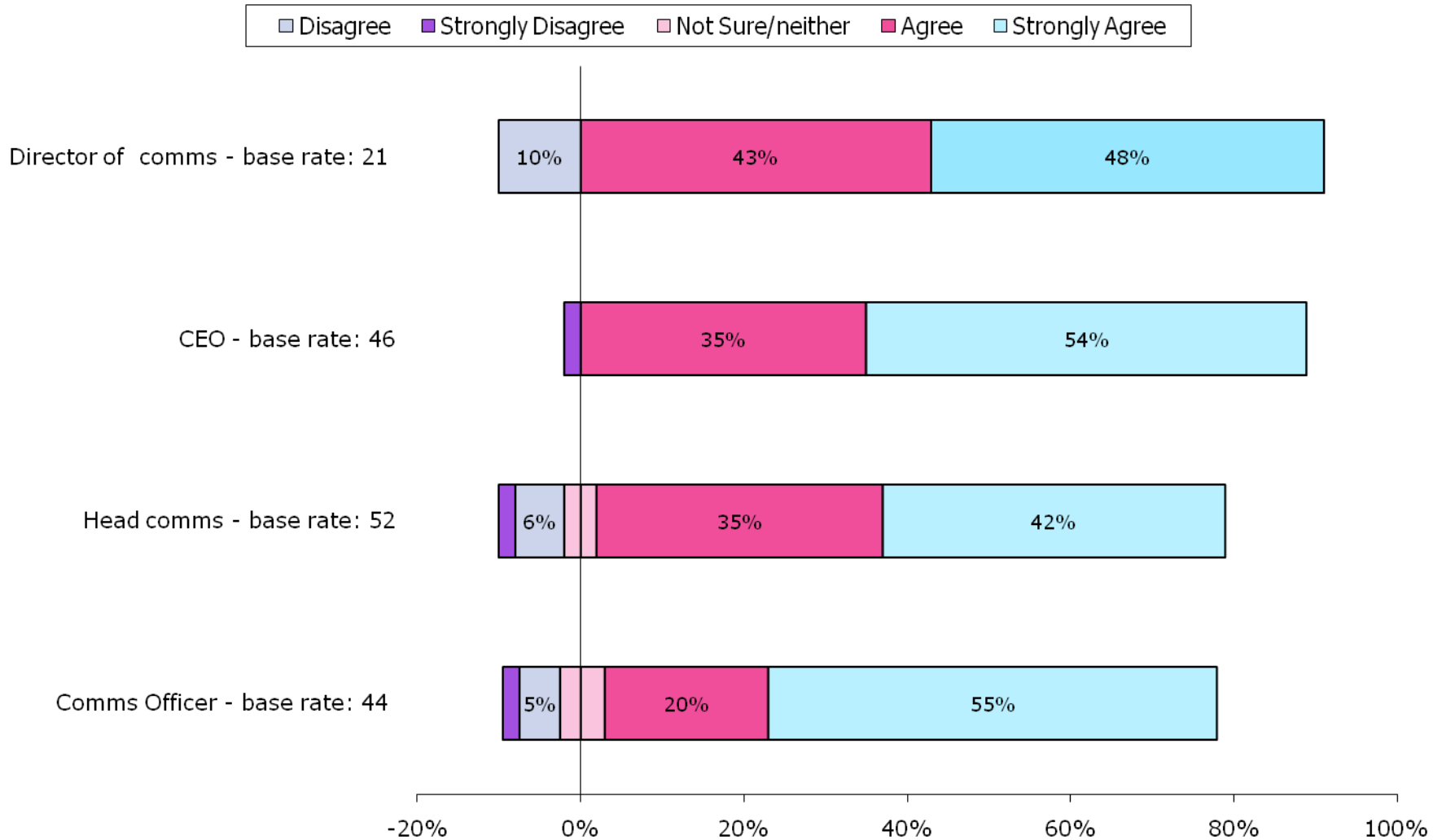
All respondents base rate: 286

Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view.

My CEO values the work of the communications/marketing department

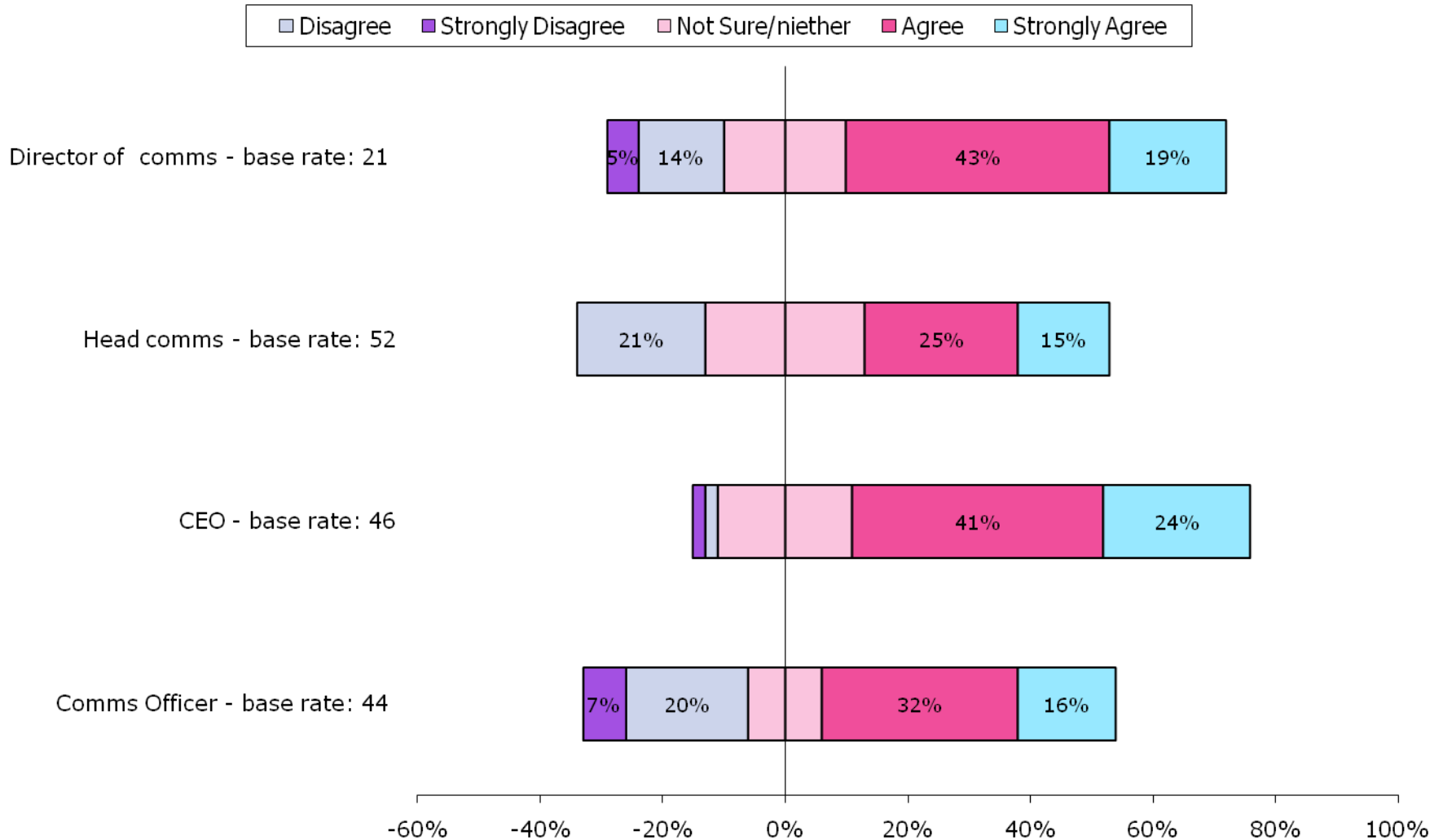


Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view.
My CEO is prepared to be the organisation's spokesperson whenever it is required



Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view.

We have an organisational culture in which communications is respected



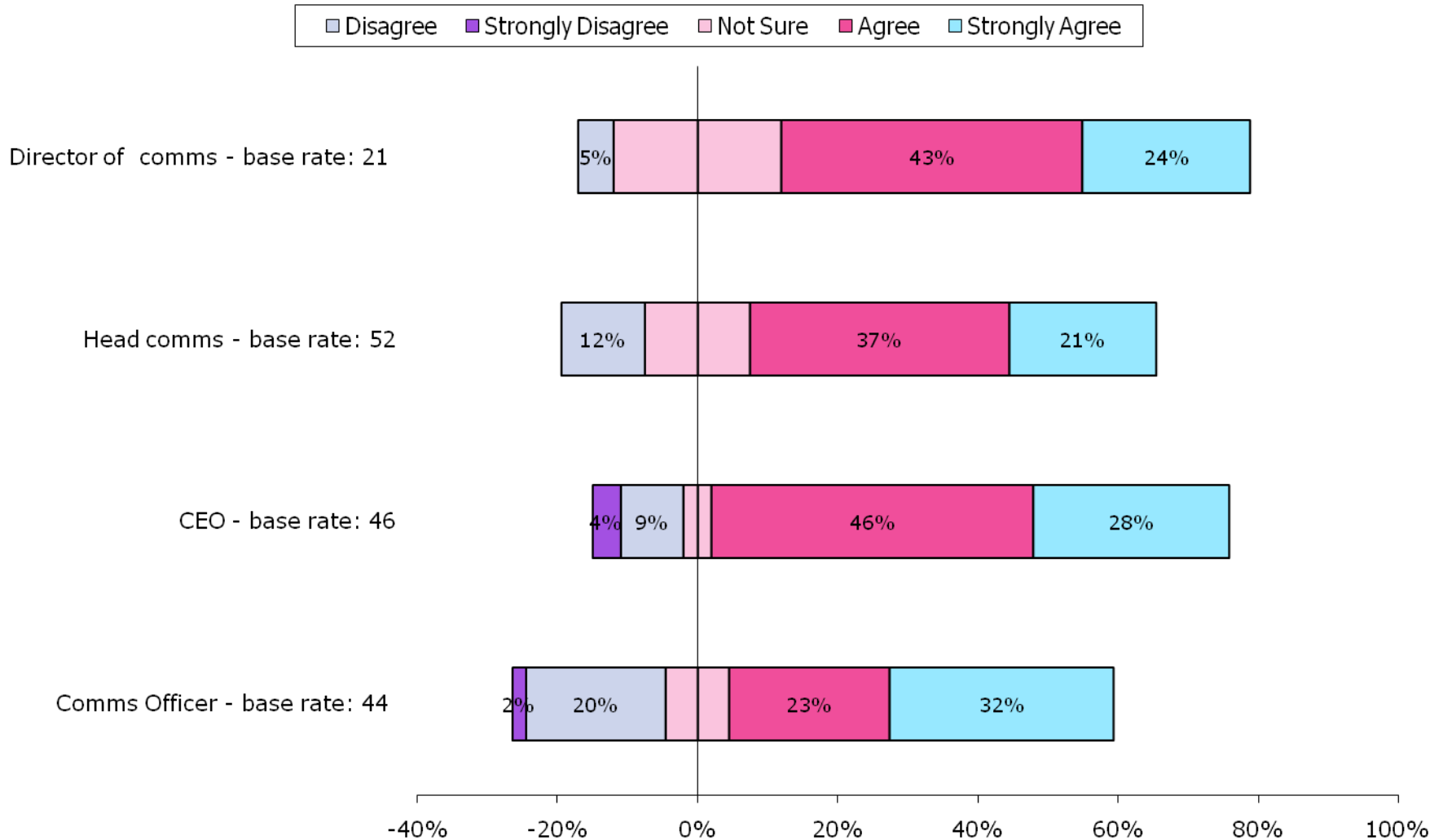
Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view.

Our trustees know and understand a lot about communications



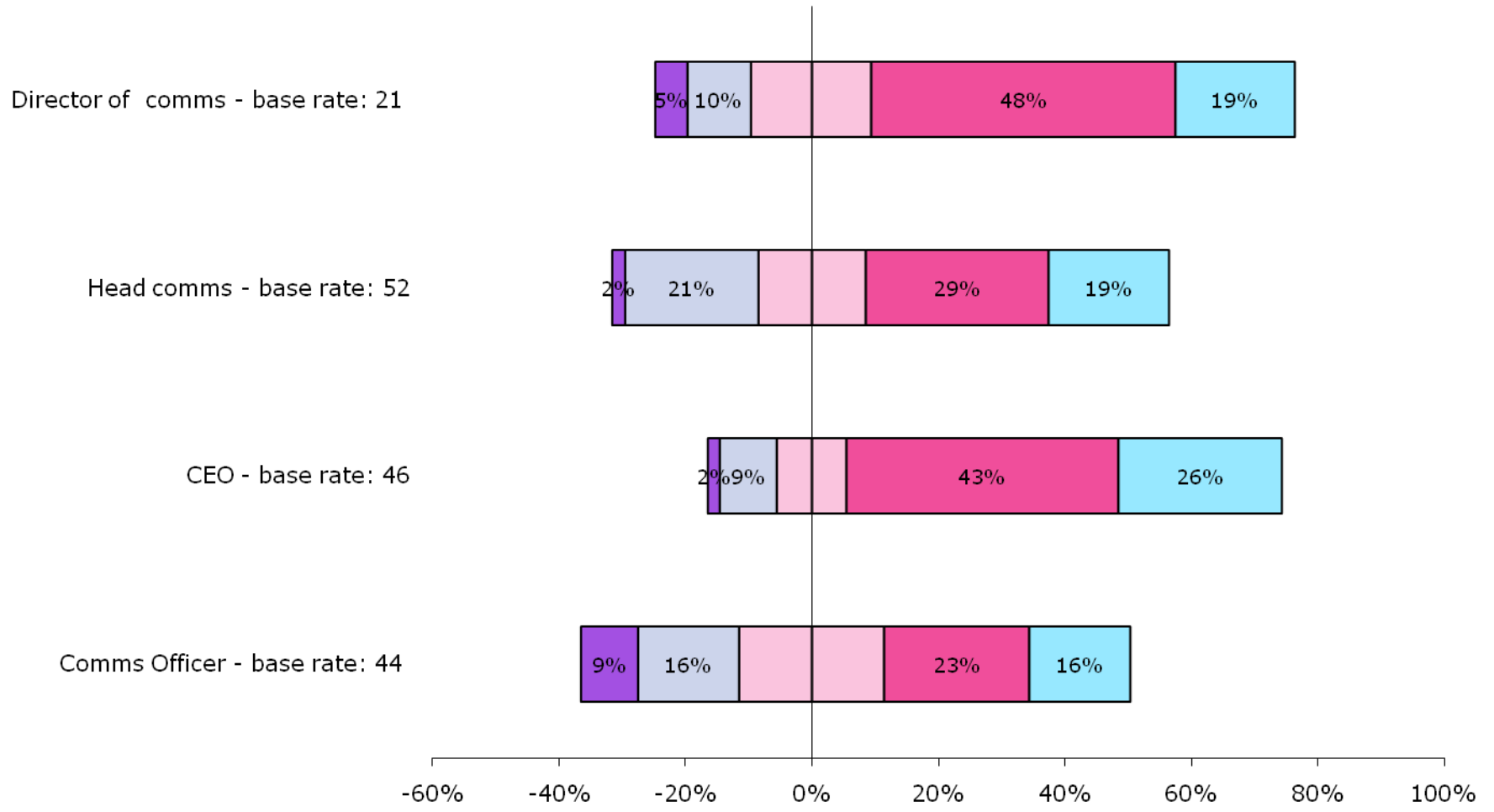
Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view.

My CEO places a lot of emphasis on fundraising

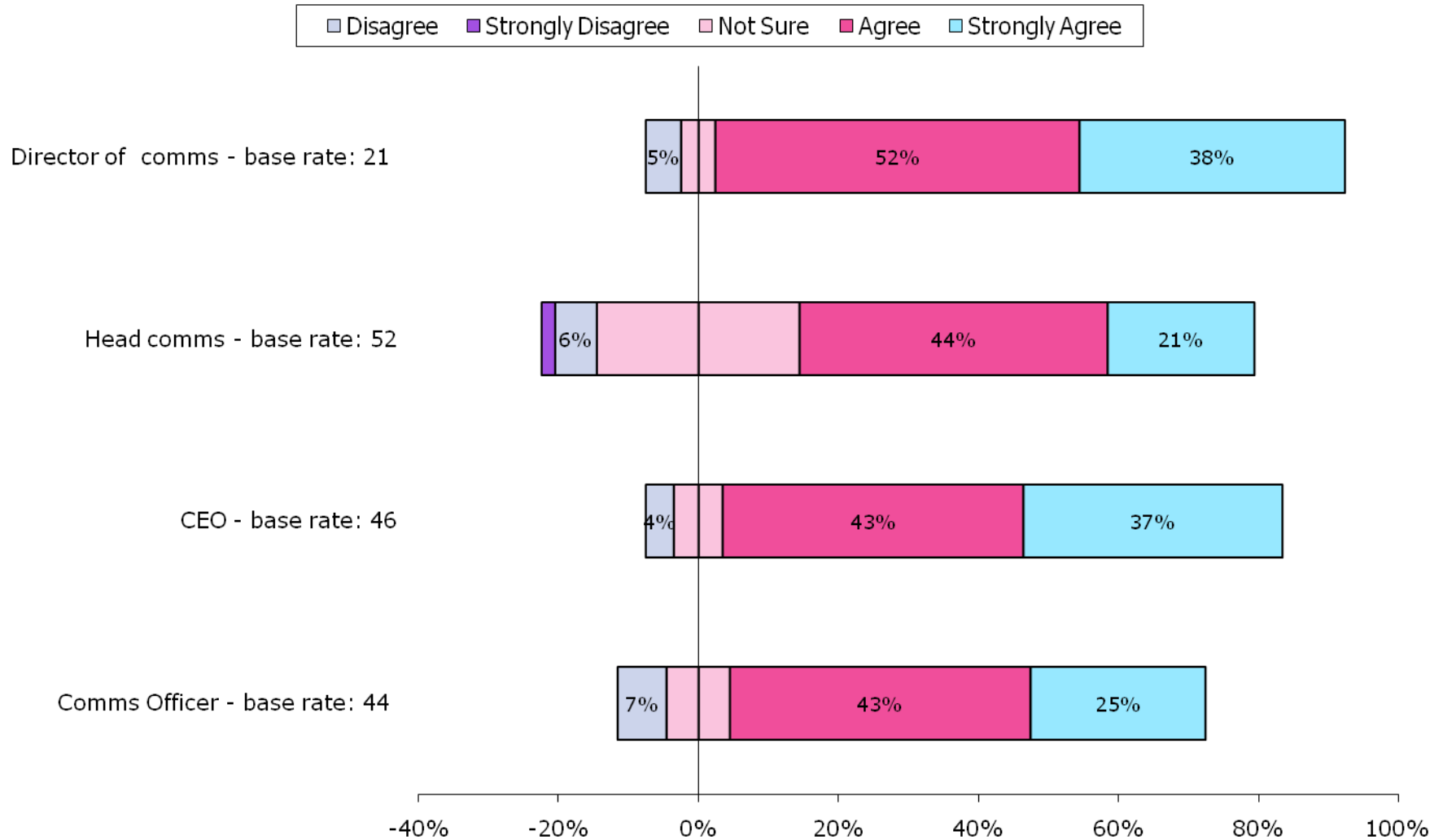


Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view. **I feel that we have a strong organisational brand**

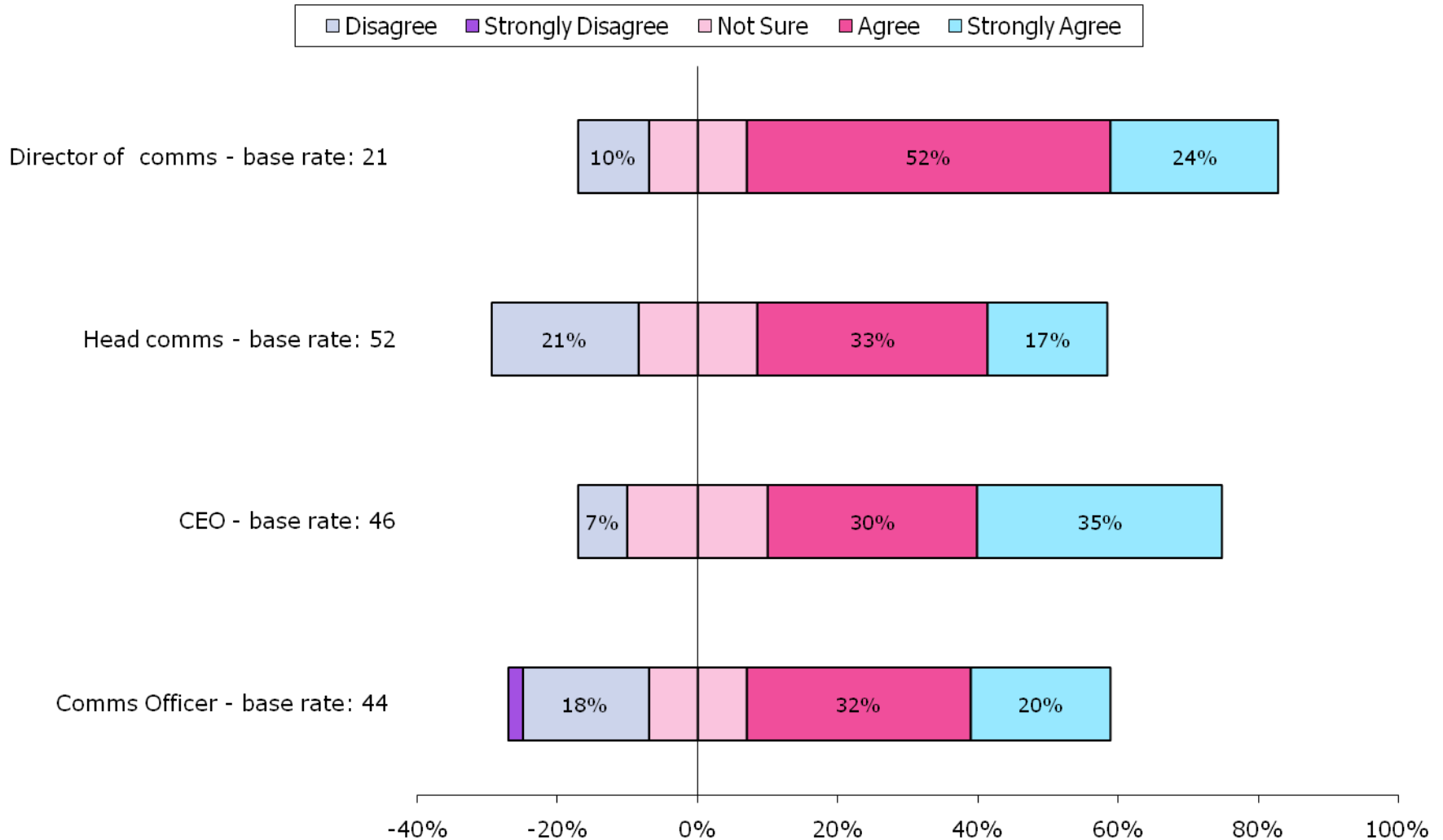
Disagree
 Strongly Disagree
 Not Sure/Neither
 Agree
 Strongly Agree



Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view.
My organisation sees communications as one way of delivering our mission

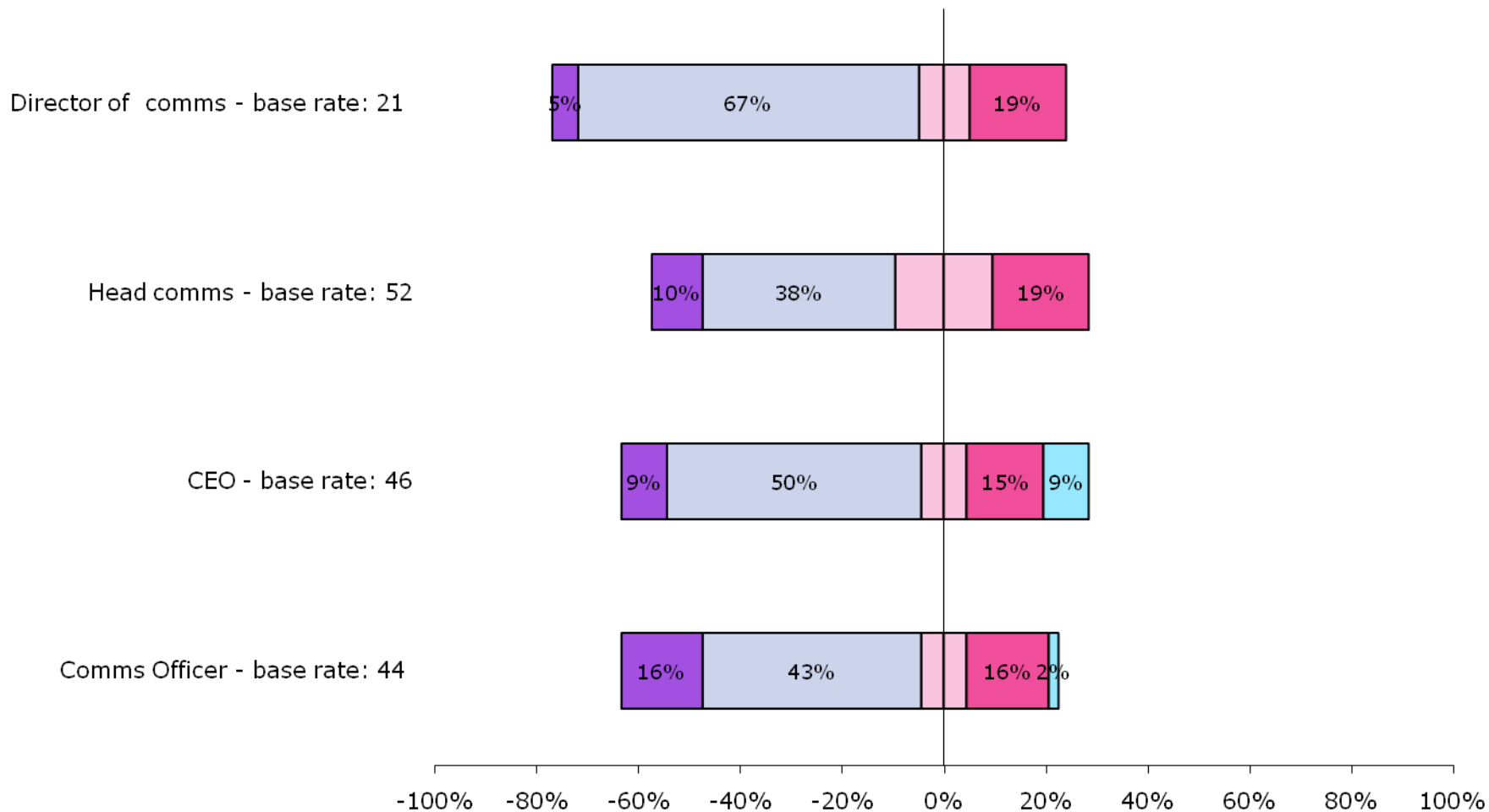


Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view.
My organisation sees communications as a way of punching above its weight



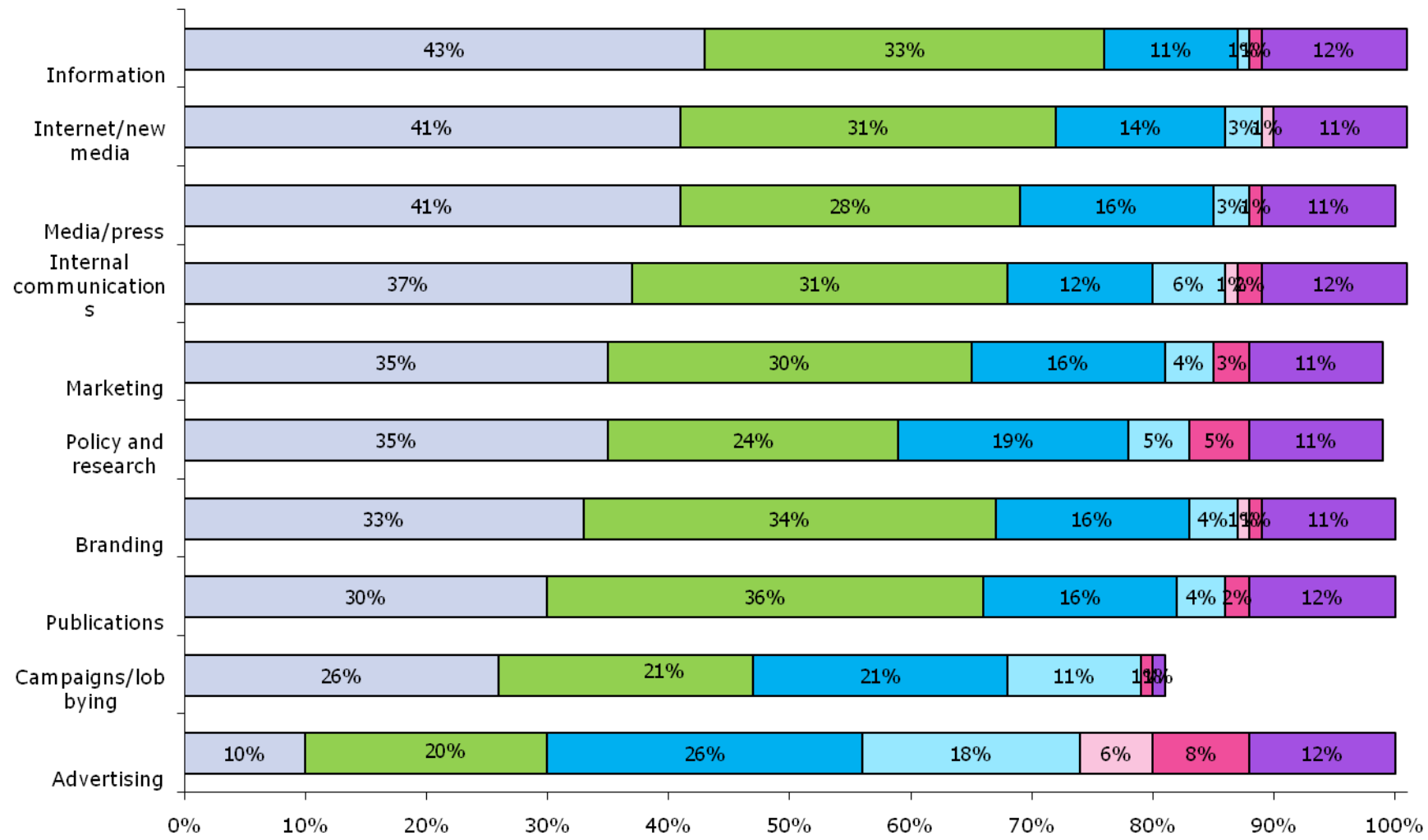
Please indicate how strongly you agree or disagree with the following statements by ticking the box that most closely matches your view. **My organisation sees communications mainly as a support for fundraising**

Disagree
 Strongly Disagree
 Not Sure
 Agree
 Strongly Agree

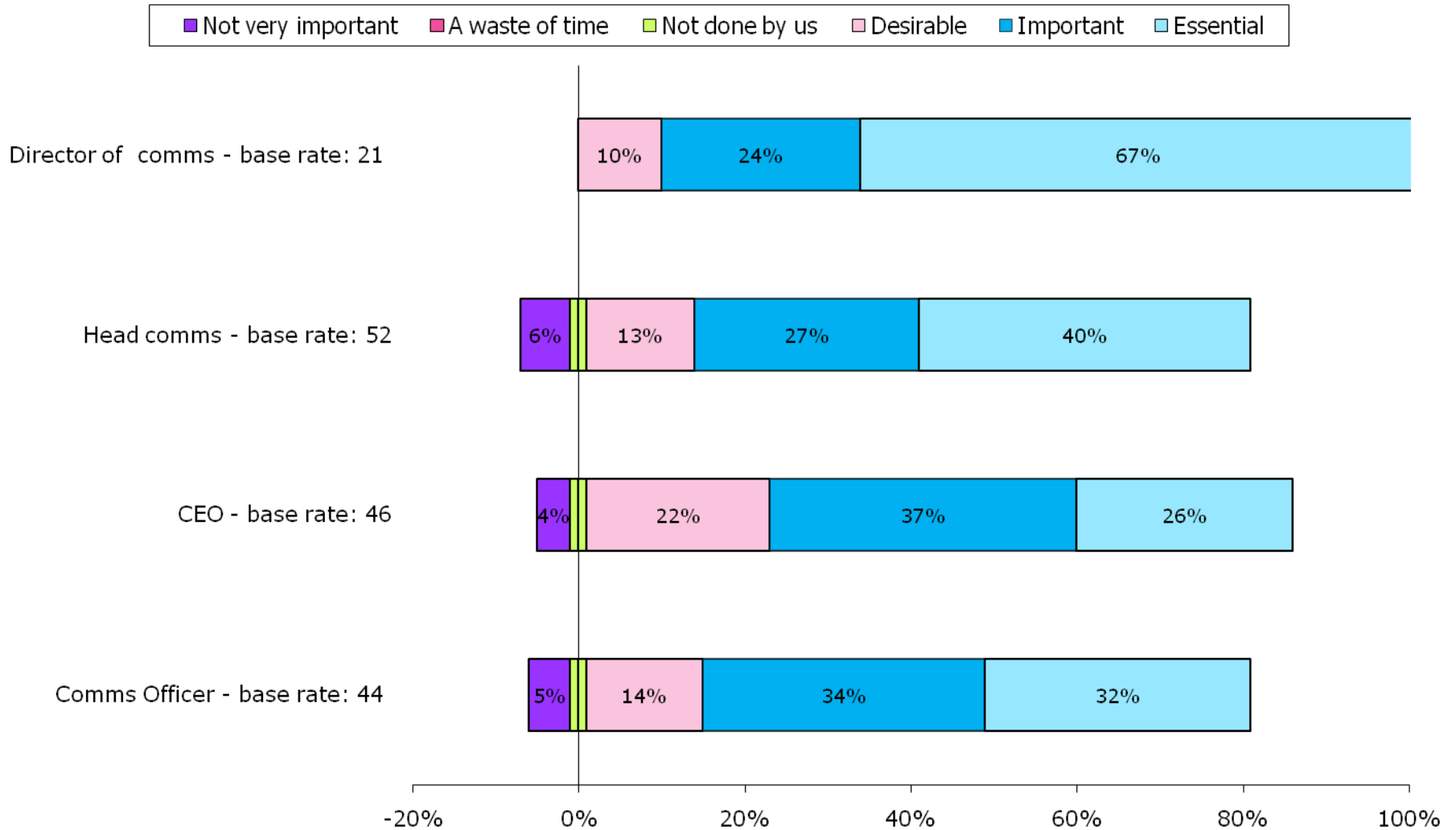


How would you describe the importance of the following functions to your organisation? **All respondents**

Essential
Important
Desirable
Not very important
A waste of time
Not done by us
No answer

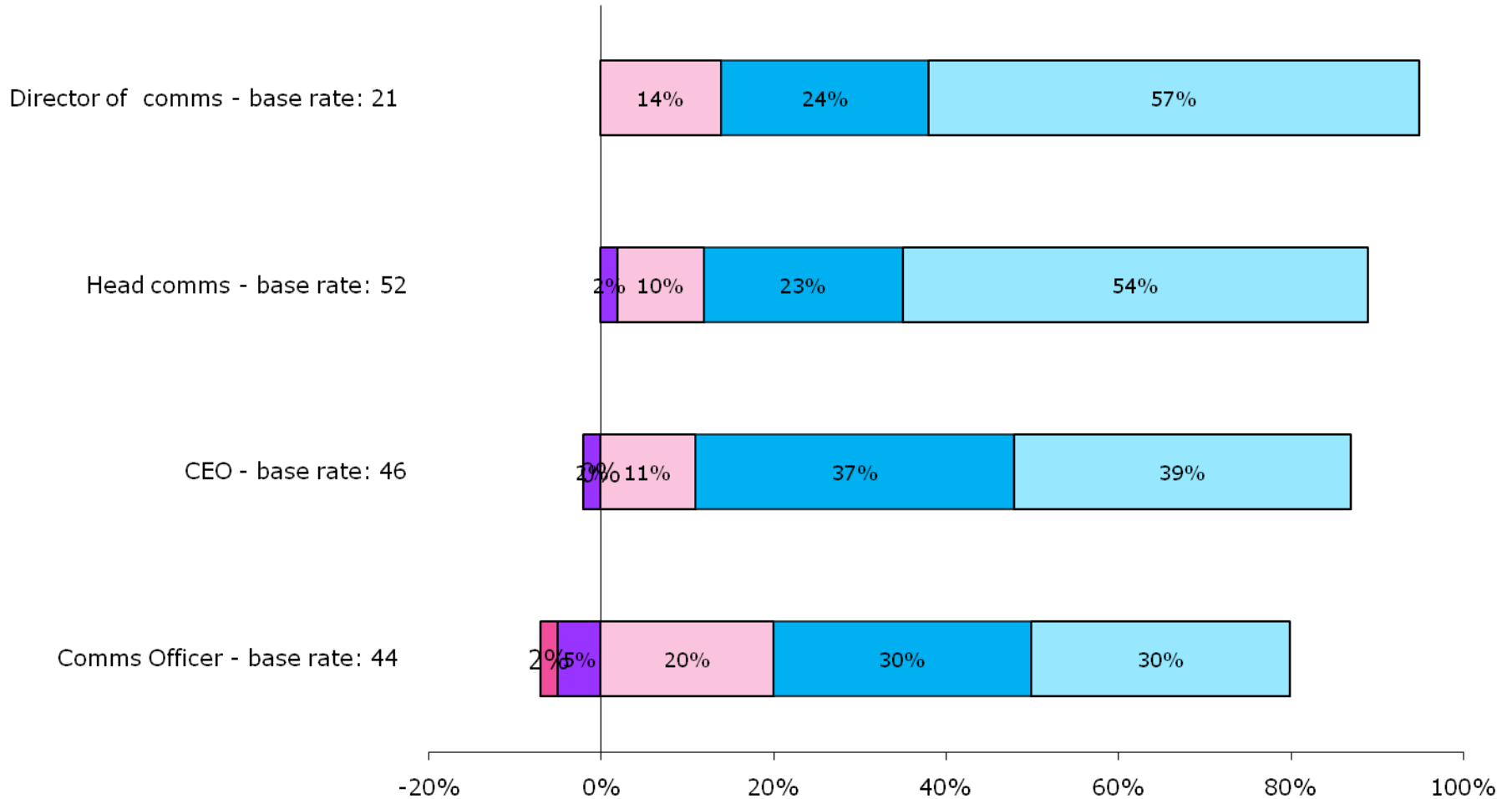


How would you describe the importance of the following functions to your organisation? **Media/press**



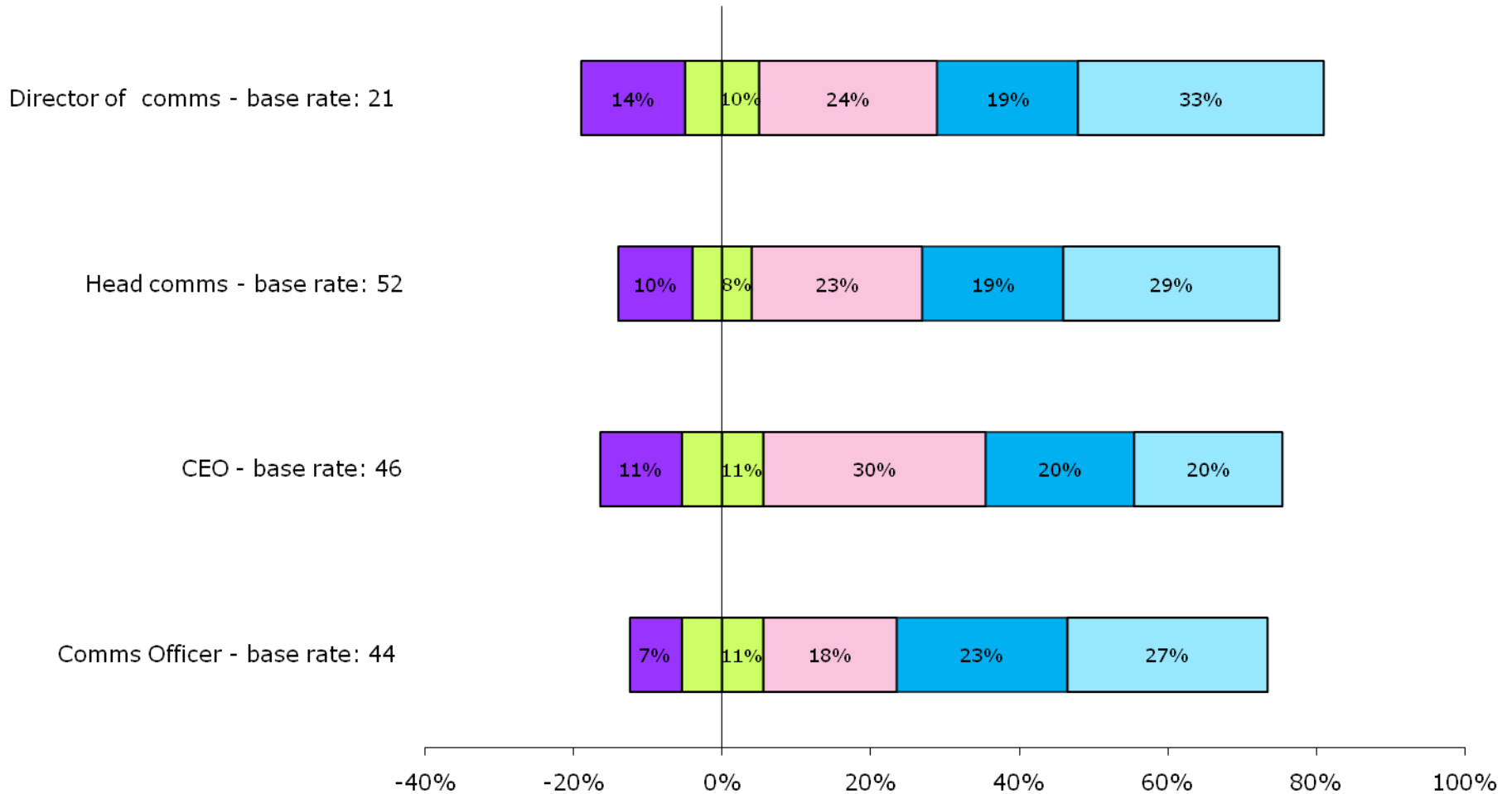
How would you describe the importance of the following functions to your organisation? [Internet/new media](#)

Legend: Not very important (purple), A waste of time (pink), Not done by us (green), Desirable (light pink), Important (blue), Essential (light blue)

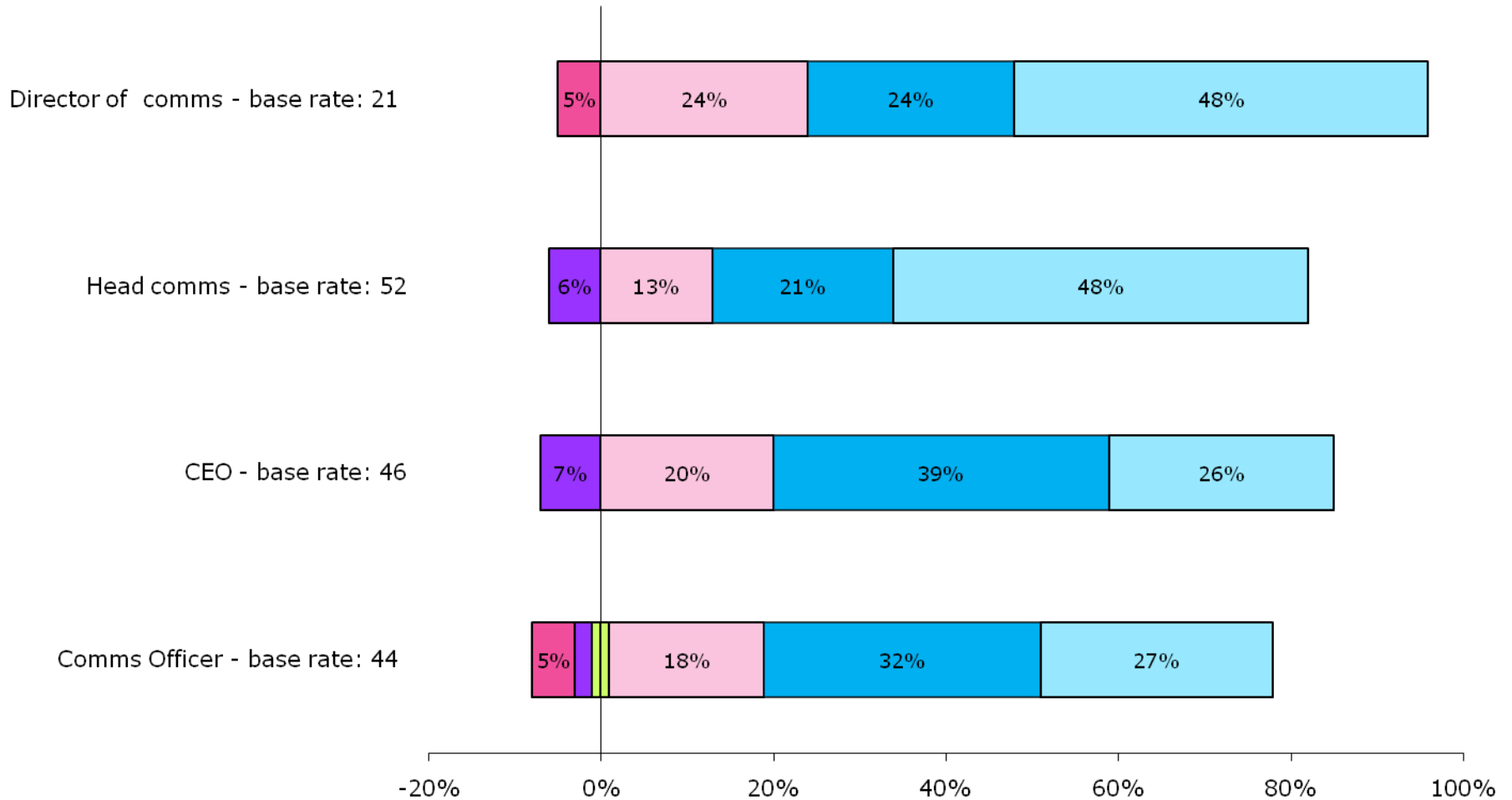
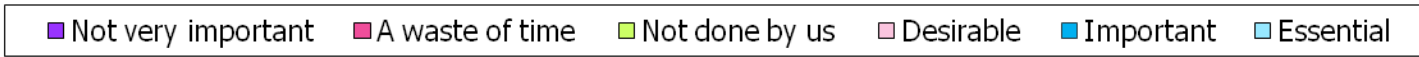


How would you describe the importance of the following functions to your organisation? Campaigns/lobbying

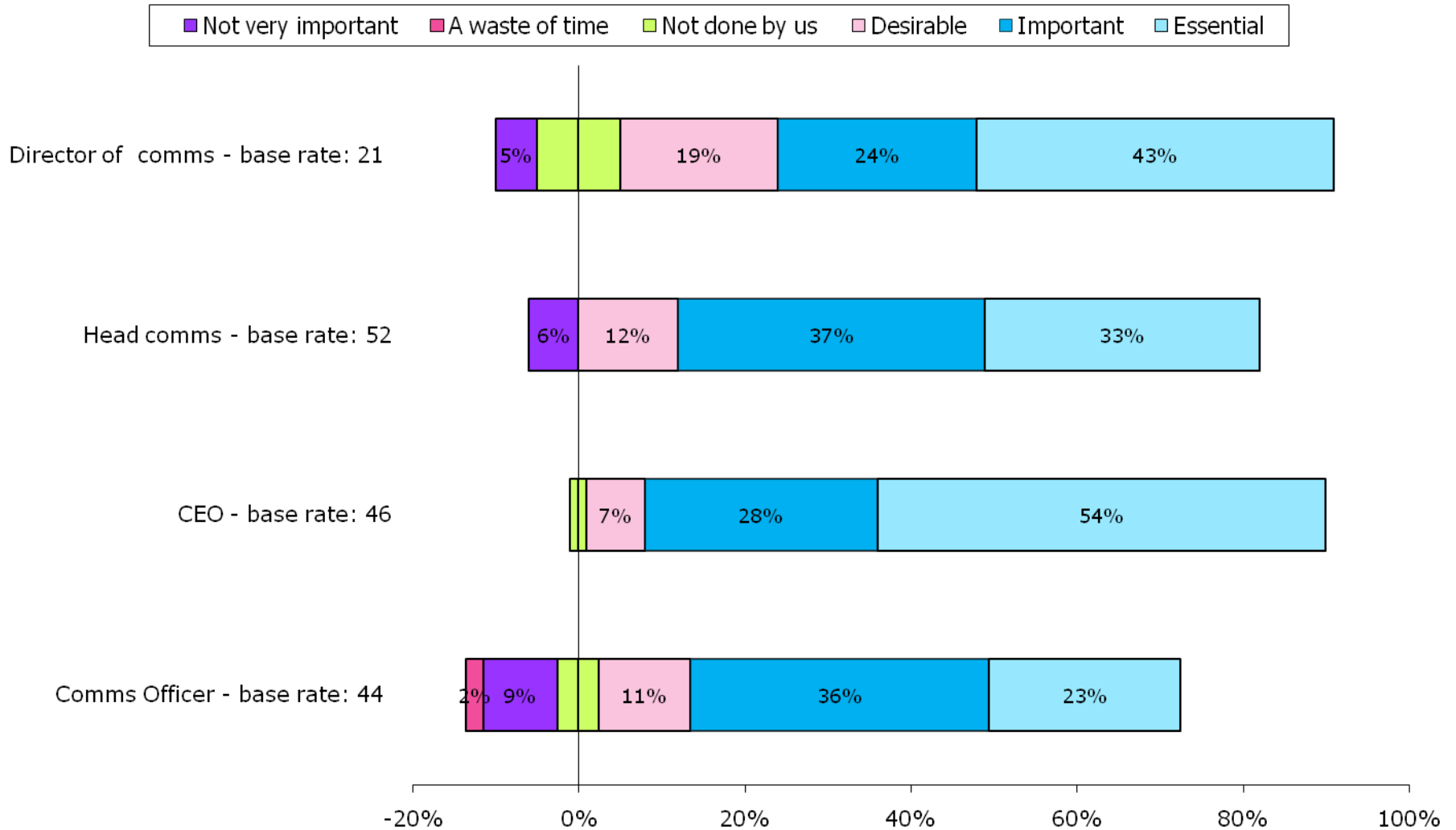
■ Not very important ■ A waste of time ■ Not done by us ■ Desirable ■ Important ■ Essential



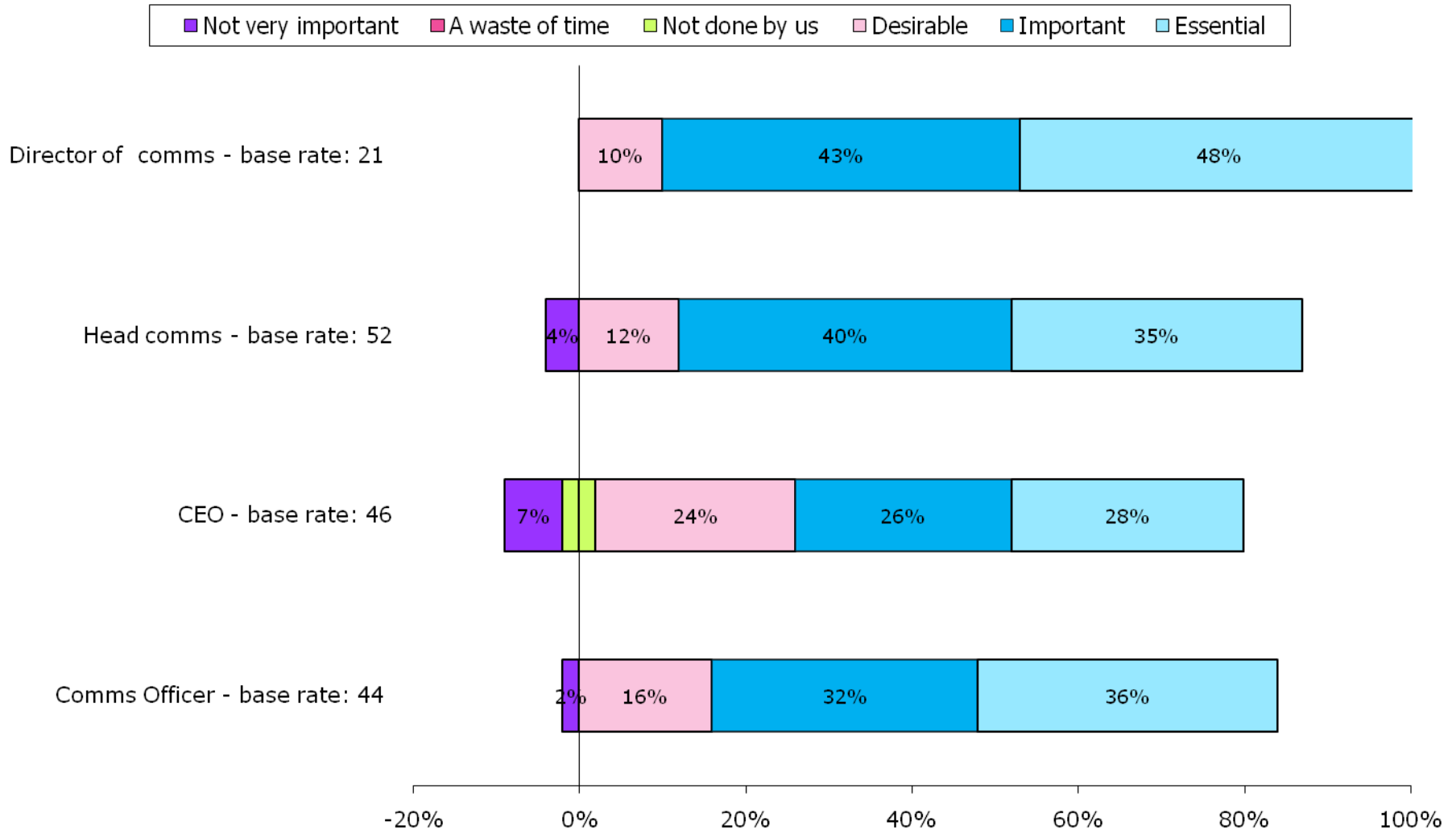
How would you describe the importance of the following functions to your organisation? Branding



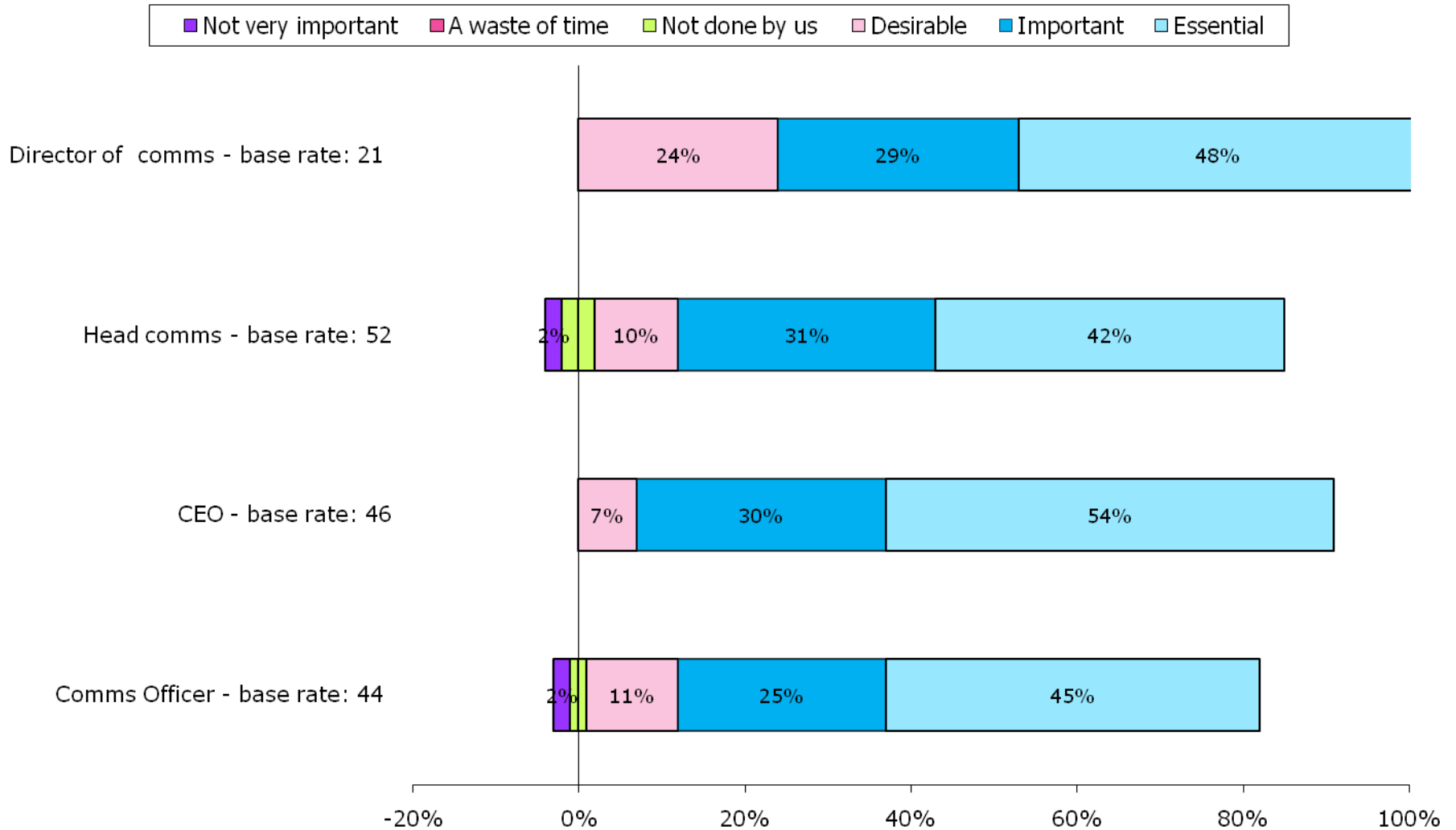
How would you describe the importance of the following functions to your organisation? **Internal communications**



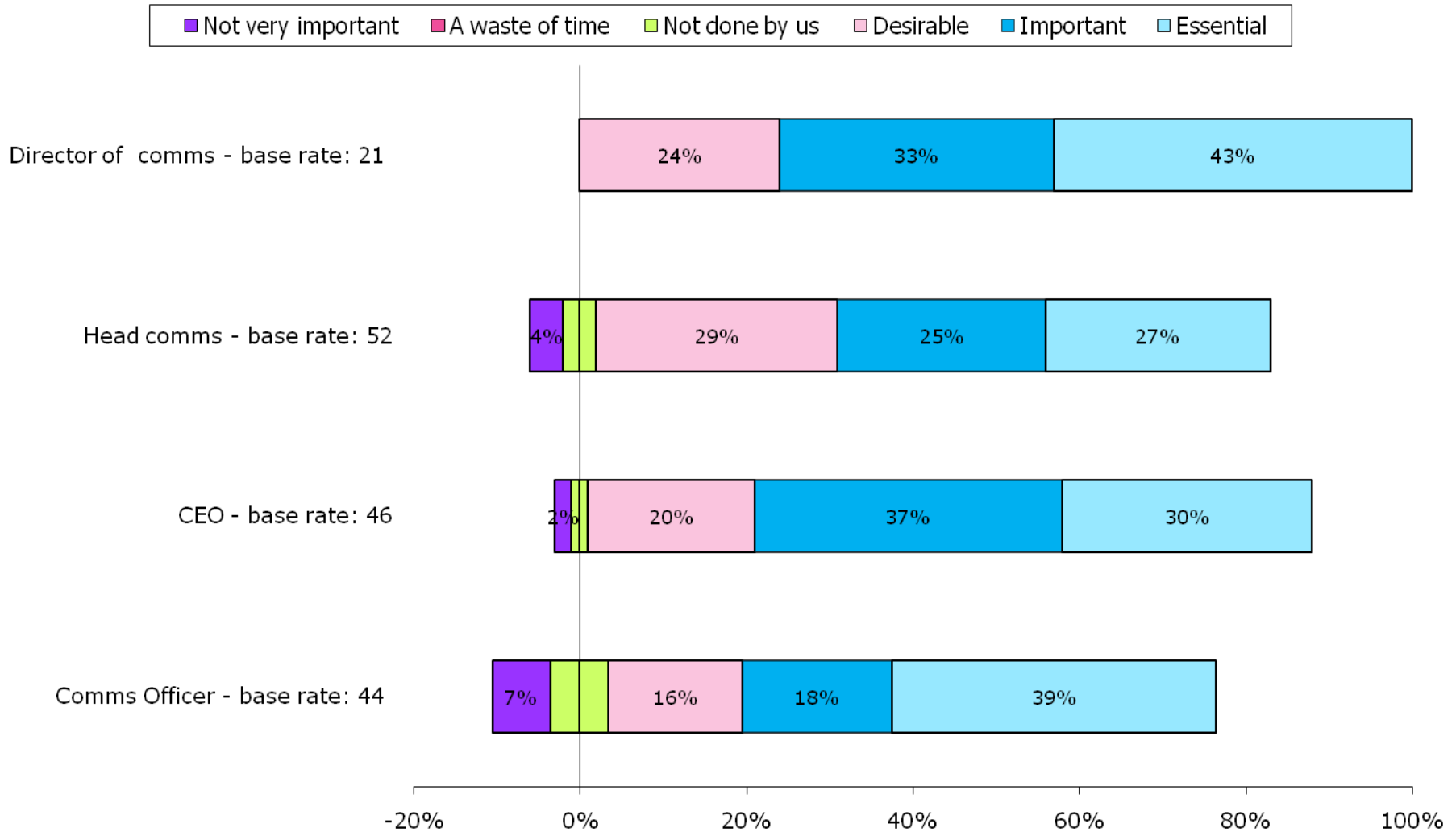
How would you describe the importance of the following functions to your organisation? Publications



How would you describe the importance of the following functions to your organisation? [Information](#)

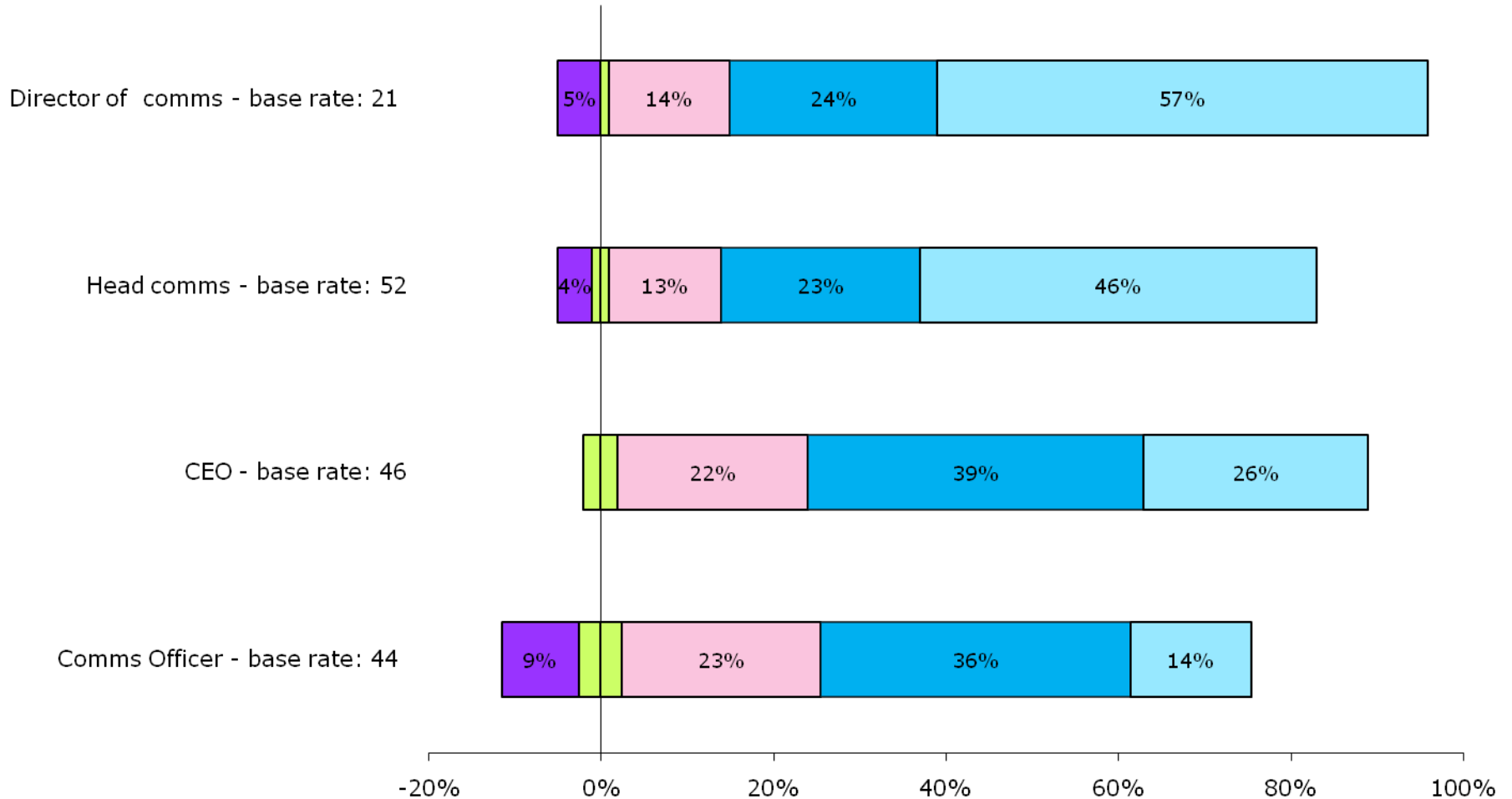


How would you describe the importance of the following functions to your organisation? **Policy and research**



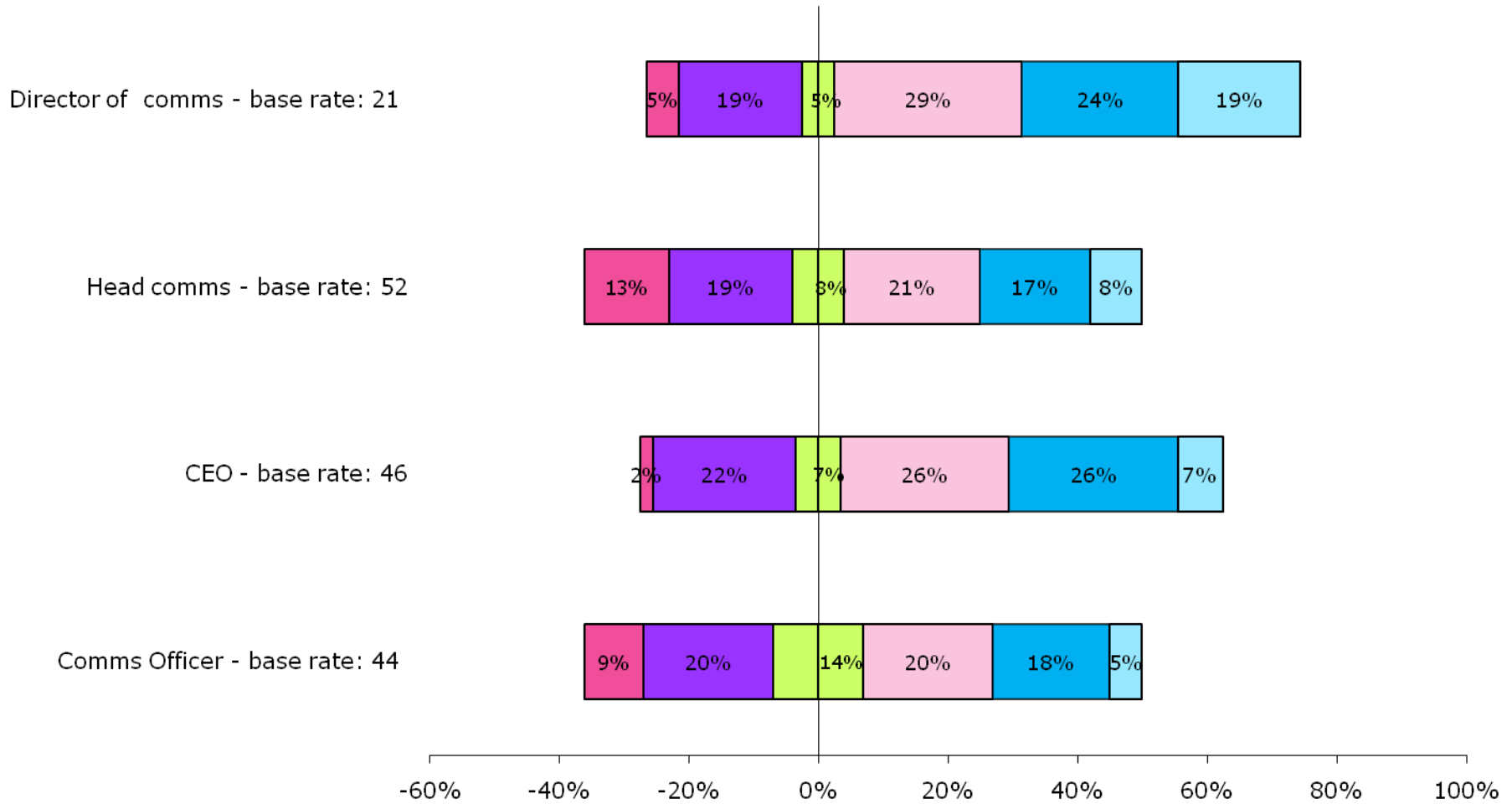
How would you describe the importance of the following functions to your organisation? **Marketing**

■ Not very important
 ■ A waste of time
 ■ Not done by us
 ■ Desirable
 ■ Important
 ■ Essential



How would you describe the importance of the following functions to your organisation? Advertising

■ Not very important
 ■ A waste of time
 ■ Not done by us
 ■ Desirable
 ■ Important
 ■ Essential



What is the biggest challenge you face in your communications?

Some comments (verbatim) from organisations with up to 5 people in a communications role.

Organisational attitudes towards communications

Getting colleagues not in comms division to see how important it is

Lack of understanding of the value of marketing among some trustees and staff.

Lack of time to do it effectively; lack of support from upper management for fundraising communications.

Lack of interest/respect from rest of organisation for the role of PR/communications.

Lack of willingness to follow established communication/PR systems

There is a feeling within the organisation that marketing and fundraising are dirty words.

Fostering respect for the skills, knowledge and experience that we have in the communications team. Too often people who work in other areas of the business think they know better and we end up picking up the pieces.

Having the independence and authority to make executive decisions and sign off without excessive approval processes

Lack of clarity and commitment at senior management level to the strategic purpose, value and role of communications in the agency, and a corresponding lack of buy-in from operational staff. Communications is seen as an optional added extra rather than as fundamental to the mission of the agency.

Internal communications

Managing politics with local branches

Lack of shared organisational objectives

Internal communications - other Heads of Department not considering implications before they issue information

What is the biggest challenge you face in your communications? **Some comments (verbatim) from organisations with up to 5 people in a communications role.**

Lack of resources

To ensure we can manage the demand for our services we create by campaigning and/or marketing Resource. It all moves so quickly and its finding time to do it all with the resources we have when expectations are so high - especially with new media opportunities.

Funders are unwilling to fund comms activities and we find it difficult to source unrestricted funding which we would be able to spend in this area.

Coping with a large and very varied workload on a small budget.

Not enough time / resources to do everything we'd like to. We're also not reaching all the people that our charity could help.

Branding

CEO not a champion of brand or marketing.

The fact that our name does not tell people what we do and the way we raise our money is very different from our cause

Fragmented brand

Attempting to manage visual brand identity across 140 distinct organisations and all the confusion that goes along with that...

Too many people involved in producing materials so difficult to maintain look and feel and particularly writing style.

What is the biggest challenge you face in your communications? **Some comments (verbatim) from organisations with up to 5 people in a communications role.**

Communications strategies

No single strategy for communications across the charity

Lack of long-term communications strategy

Integrating communications into the work of the organisation

Communications messages

Staying concise and reaching the correct people

Including all the information we need to get out, while still keeping communications interesting and accessible (i.e. not just one huge long boring email)

Changing face of communications - we have the same resource but more places to put it. If we're not careful we dilute messaging and don't make an impact.

To establish a simple and readily understandable 'charitable ask' and purpose for the charity

Presenting a consistent, resilient message and image that is integrated across all of our communications.

New Communications techniques

Keeping ahead/abreast of IT developments.

Switching to online methods of communication, and exploiting the benefits of the internet
Lack of resource.

Keeping up with new technology and the fragmentation of audiences: each brings additional costs, and the need for new skills.

What is the biggest challenge you face in your communications? Some comments (verbatim) from organisations with up to 5 people in a communications role.

The media

The unwillingness of media to listen to a 'good news' story. "Herpes" is not a rare and shameful condition. Most have it, most don't know they have it.

Getting into the press. Without a dedicated press officer, we often fail to make time to nurture press contacts, and any activity like this that doesn't generate instant impact for young people is under-prioritised. We also struggle to convince the press that the most fundamental issues facing young people - family relationships and their emotional and mental health - are as important as the dramatic issues such as gun crime and gang culture, and if addressed would help to alleviate these social problems.

Lobbying

lack of big lobbying connections of our board of trustees in contrast to competition
Competition

Competition

Bigger competitors trying to sideline our work

Externally our biggest challenge is differentiation in an ever busier and competitive market for environmental and social charities.