



# Haiilo

## Measuring the **Business Impact** of Employee Communications

A research report on  
the measurement gap

In partnership with



**Gallagher**





# About us

## Hailo

Hailo is the employee communications platform that allows you to create a meaningful dialog within your business by connecting your people to purpose.

More than 1,000 global companies trust the Hailo platform to create, distribute and manage all their employee communications within one secure platform that 3.5 million people love to use every day.



## Gallagher

Gallagher's Communication Practice is a full-service specialist employee communication and experience agency.

Gallagher helps employers and their employees face their future with confidence. Their global team supports clients with all components of their employee experience:

- Purpose, strategy and culture
- Ways of working
- Rewards, benefits and retirement
- Employee wellbeing
- Career development
- Communication and change experience



## Why we're partnering together

Here at Hailo, we want to gain a better understanding of the value of employee communications and how measuring impact and guiding strategy can have a positive impact in your organization. So who better to partner with than Gallagher, whose annual State of the Sector survey brings us the definitive report of global employee communication and experience trends and benchmarking.

We polled over 100 communication professionals who provided valuable insights and feedback to help shape measurement practices, to make a business case for continued investment in internal communication efforts.



# Executive Summary

## Bridging the Measurement Gap in Internal Communications

Measuring the effectiveness of internal communications is a challenging endeavor. There is widespread confusion about what meaningful measurement entails, a scarcity of tools to gauge the right metrics effectively, obstacles in acquiring qualitative data, a need for clear and measurable objectives, and a struggle to move beyond superficial "vanity metrics" like reach, likes, and comments.

### **Key considerations for enhancing your measurement practices:**

1. Attitudes Towards Measurement
2. Barriers to Effective Measurement
3. Frequency of Reporting
4. Proving Effectiveness to Senior Leadership

This survey aimed to explore the extent of time and effort spent on measurement, identify the associated challenges and suggest potential solutions. Many respondents expressed a strong desire to enhance their measurement practices. People told us they wanted measurement to be easier, automated, aligned with business goals, and recognized and supported by senior leadership, but there was a wide gap between how people wanted to measure and what they were able to.

It is clear there are challenges in measuring internal communications effectiveness, alongside this there is a clear call for improved practices and tools. By implementing the above recommendations and addressing the identified obstacles, organizations can bridge the measurement gap, enhance their internal communications strategies, and ultimately achieve more impactful results.



**"Your business thrives on clear and direct communication. Recognizing the importance of measurement is just the beginning. To truly succeed, it is crucial for businesses to bridge the gap between understanding its value and skillfully implementing measurement practices to unlock their full potential."**

Khyla Flores, Senior Field Marketing Manager, Hailo





# Exposing the measurement gap

## Uncovering the **key challenges** and value the **measurement** for internal communicators

Our survey aimed to better understand what internal communicators are facing when it comes to measurement. Read more on our key insights:

### **01** Importance vs Implementation

If measurement is so important, why aren't we doing more of it?

### **02** Challenges in Measurement

What's stopping us from effective measurement?

### **03** Time and Frequency

What's the best cadence for measuring the effectiveness of employee communications?

### **04** Easier Measurement

How can we make measuring easier and more meaningful?

### **05** Leadership Buy-in

How can we get senior leadership to support effective measurement?



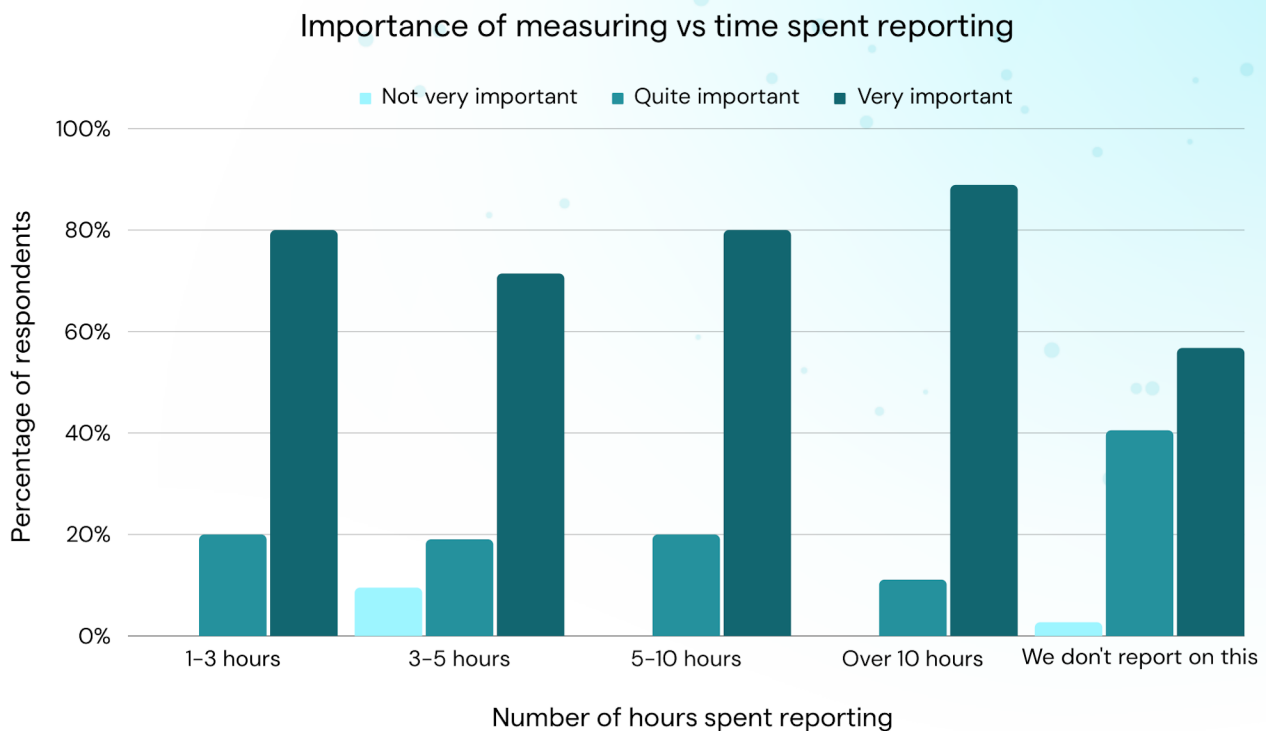


# 01 Importance vs Implementation

- 97% of people who think measurement is quite or very important don't formally measure their internal communications
- Majority of responders take 3-5 hours to complete their reports.

While many people recognize the importance of measurement in the context of internal communications, and a significant percentage believe it's crucial - but the gap lies in the actual implementation and formal reporting.

This indicates that while measurement is valued, there are challenges in translating that recognition into practical measurement practices.



**“...what to measure and how to do that for internal comms campaigns holistically over different platforms and data points is a major challenge.”**

Communications Lead, Finland



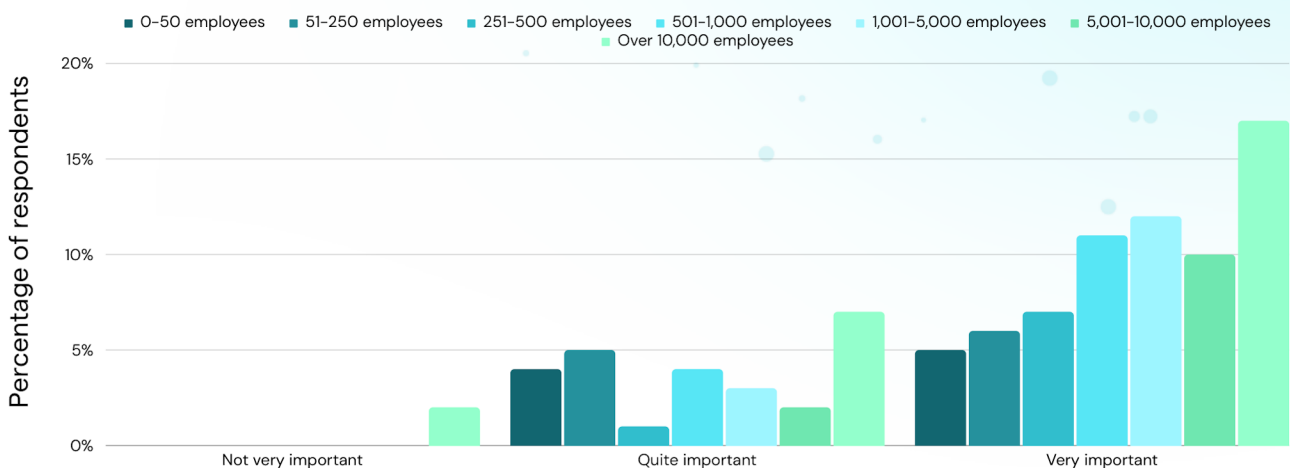
# 02 Challenges in Measurement

- 30% of people say measurement is VERY important but "didn't formally report" because of a lack of resource or time
- Difficulty in attributing standard metrics directly to communication was common (31%)

Measuring internal communications effectiveness presents numerous challenges. Survey respondents told us they struggled to define meaningful measurement criteria and lack the appropriate tools for effective evaluation. Obtaining qualitative data remains problematic, and the absence of clear, measurable objectives hampers progress. Escaping the allure of "vanity metrics" like reach and likes is also a persistent issue.

The time-consuming nature of measurement, data comprehensiveness challenges, and limited resources hinder professional progress. Lack of standardized metrics (31%) and attributing outcomes solely to communication efforts further compound difficulties.

Importance of measuring impact and success of employee comms



**"I want to make my measurement more meaningful and tied to business goals. I'm sick of "vanity metrics" but it's difficult for me to get to the heart of how internal communications impacts our organizational goals. We're in a transitional phase and don't have clear, measurable objectives."**

Communications Lead, United States





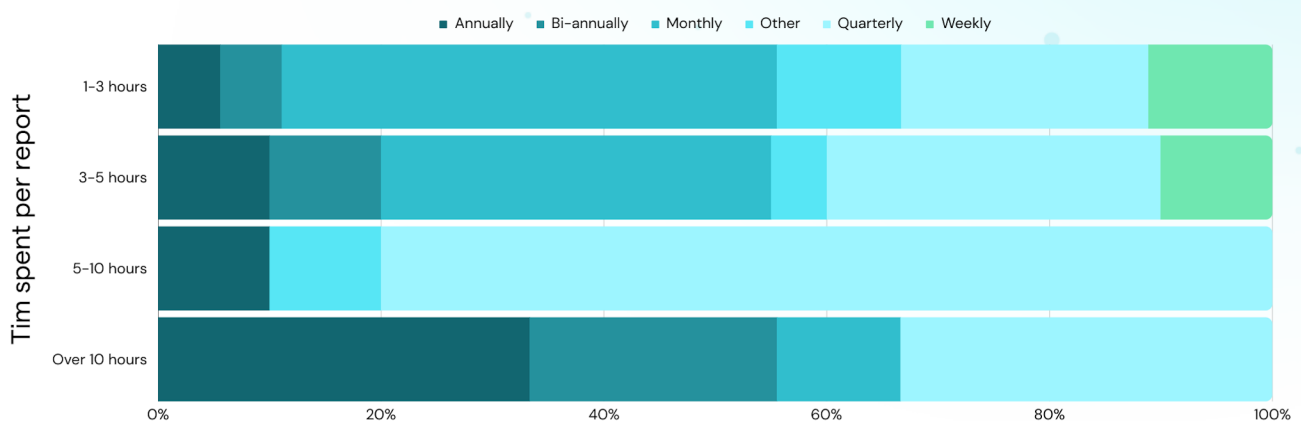
# 03 Time and Frequency

- Where measurement was deemed important, most people were reporting monthly or quarterly
- 1-2 times a year was the second most popular measurement cadence

While 97% of respondents acknowledged the importance of measurement, there was a surprising disparity in how frequently they conducted measurement activities. Those who deemed measurement 'quite important' or 'very important' favored a monthly or quarterly cadence. In contrast, individuals who did not perceive measurement as crucial tended to either measure too frequently (weekly) or too infrequently (annually or biannually).

The frequency of measurement reporting raises important questions about its impact. Reporting too often might result in transient feedback that is challenging to act upon, while infrequent reporting risks missing opportunities for improvement. Striking a balance, as suggested by the data, seems to lie in a monthly or quarterly reporting cycle.

Frequency vs. Effort



**"We don't do enough of it. We do our best with what we have and are exploring more analytics for more evidence-based decisions though. But it's also not a priority of senior leadership to fully understand the metrics that matter for internal comms (vs "likes" and "shares" on external platforms)."**

Communications Lead, Canada





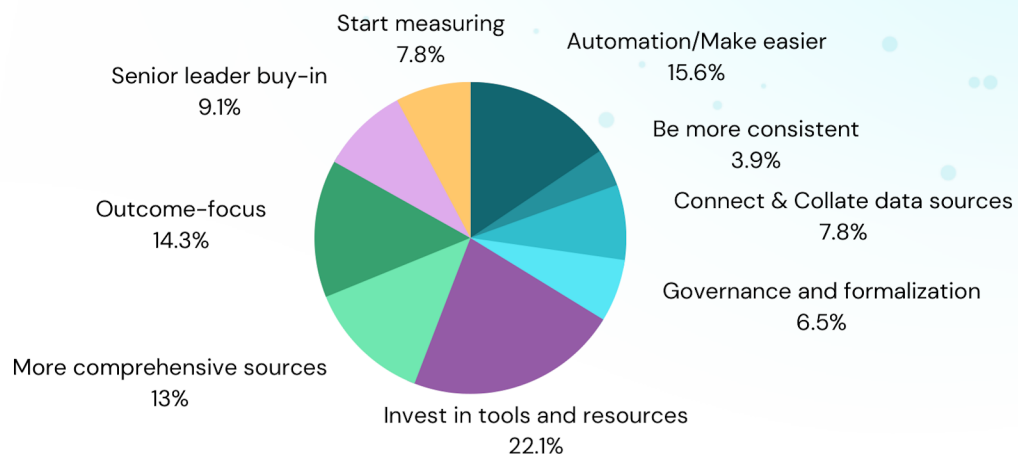
# 04 Easier Measurement

- A lack of understanding of available tools was highlighted, such as attribution and data sources
- Gaps were identified on how pilot measurement initiatives can test what works before scaling up.

The survey revealed significant gaps in understanding available measurement tools, including attribution and data sources. Many respondents struggled to fully grasp these tools' capabilities, potentially hindering their ability to measure effectively.

Additionally, we identified shortcomings in the process of piloting measurement initiatives. It highlighted a lack of clarity on how to test and evaluate what works before scaling up measurement efforts. This gap suggests that organizations may be missing valuable opportunities to fine-tune their measurement strategies and ensure they align with their objectives.

If there's one thing you could change about the way your organization does communication measurement, what would it be?



**“We are focused on the wrong measurements we need to find a way to measure impact and not impressions.”**

Communications Lead, United States





# 05 Trust goes both ways

- Proving effectiveness to leaders was the most popular use case for measuring impact and success
- Key was getting leadership to provide sufficient support for measurement

Communicators need to prove their worth to the senior leaders but senior leaders also need to know how trusted they are.

We asked people why it's important for your organization to measure the impact and success of your employee communications and overwhelming responses shifted towards needing to prove effectiveness to senior leaders. Some responders specifically noted difficulty in getting leadership to care about measurement or provide sufficient support for it which compounds the importance of leadership buy-in for successful measurement efforts.

We also explored what metrics matter most to their organization, and a top ranking response of "trust in leadership" is pointing to employees valuing the importance of clear messaging from senior leaders. It implies that fostering a culture of trust and support from the top can significantly impact measurement success.

Why is it important for your organization to measure the impact and success of employee communications?



**"I would love to have a way to easily measure so I can see if the message is getting through or if the method or vehicle is wrong. I don't want to waste my time creating messages no one reads or which don't move the needle."**

Survey responder, Communications Lead, Canada



# Top Tips

---

## Measurement that matters

- **Get laser-focused:** Define clear objectives and ditch the fluff. Measure what truly matters to drive real business outcomes.
- **Harness the power within:** Maximize existing tools and resources at your disposal. Don't overlook the untapped potential of your communication platforms and data sources.
- **Talk to the people:** Engage with employees and stakeholders to uncover their communication preferences and pain points. Don't guess-get real insights straight from the source.
- **Start small, win big:** Pilot measurement initiatives to test what works. Prove the impact and feasibility of different metrics and tools before scaling up.
- **Unite for success:** Collaborate with other departments and tap into their expertise. Break down silos, align measurement efforts, and create consistency across the organization.

**“Personally, we know measurement matters. Professionally, we’re being held back. This might be due to the time-consuming nature of measurement, the difficulty of obtaining comprehensive data, and the lack of resources and capacity to perform measurement tasks.”**

Sharn Kleiss, Strategy Partner: Employee Experience and Insights, Gallagher







# What's next?

## Connect your workforce through meaningful communication

This survey has helped us uncover how today's workforce is struggling with proper measurement practices. We found that measuring the effectiveness of internal communications can be a difficult task, due to a number of factors, including: lack of clarity on meaningful measurement, a shortage of effective tools and difficulties in obtaining qualitative data.

However, by taking into account key considerations such as attitudes towards measurement, barriers to effective measurement, frequency of reporting, and proving effectiveness to senior leadership, organizations can enhance their measurement practices. The survey results indicate a strong desire for improved tools and practices, and by implementing the recommended solutions, organizations can bridge the measurement gap and achieve more impactful results.

## Transforming Data Into Strategy



The path to refined measurement and impactful communication is complex but navigable. Hailo empowers organizations to surpass their communication goals, turning insights into impactful actions and transforming challenges into catalysts for growth and success.

- ✓ **Centralized Communication Hub:** Hailo provides a unified platform that simplifies and centralizes your internal communications, fostering seamless connections across the organization.
- ✓ **Actionable Analytics:** Hailo transforms data into actionable insights, aligning with the strategic goals of leadership and the operational needs of communicators
- ✓ **Enhanced Engagement:** At the core of Hailo is the drive to boost employee engagement, with features designed to encourage participation and cultivate a shared mission.
- ✓ **Adaptive Strategies:** Hailo adapts to the evolving needs of workplace communication, ensuring that your strategies remain innovative

Exceed the evolving demands of internal communications measurement, today

