



# Measuring Impact on Communities Served

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# 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?

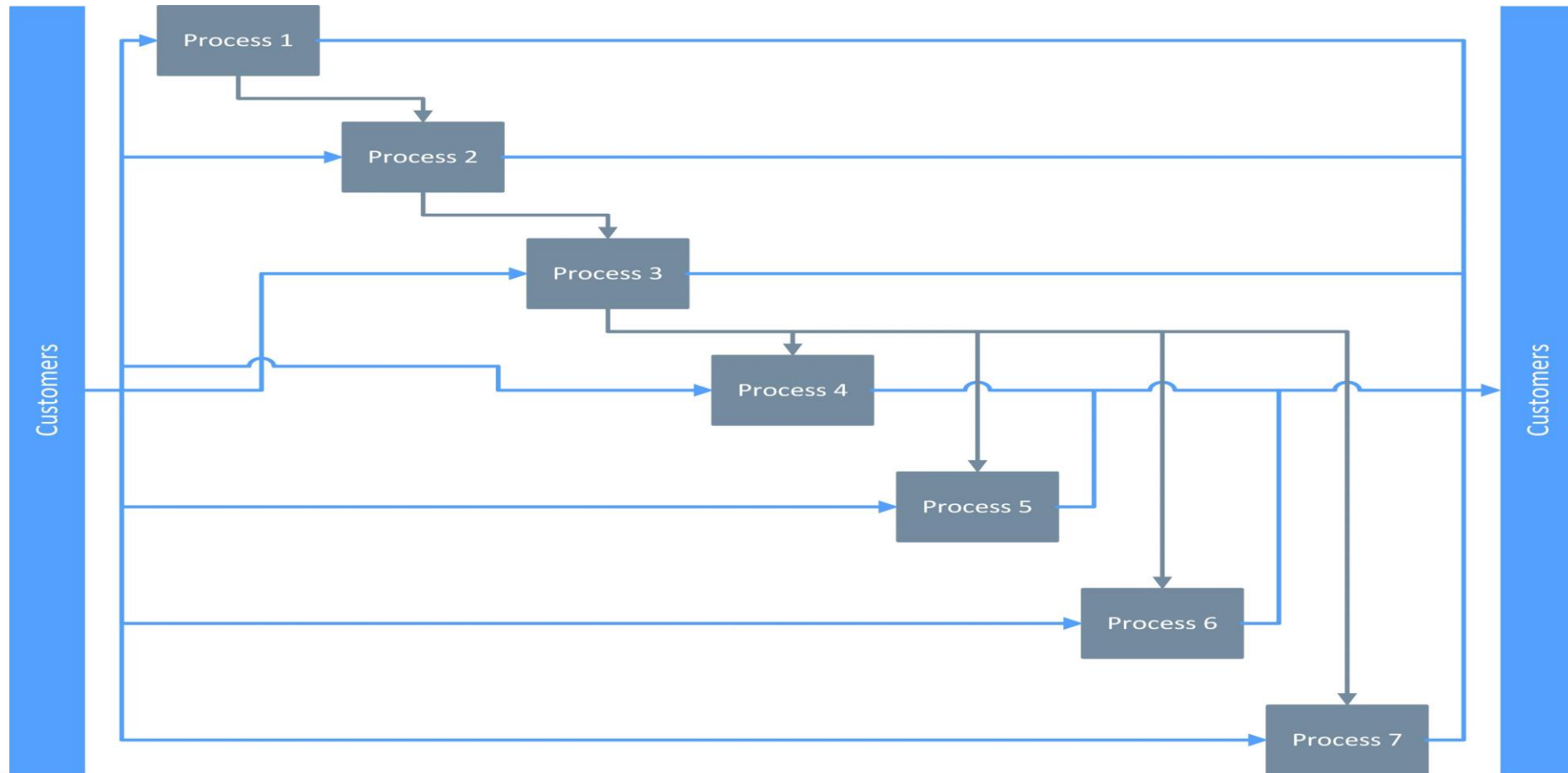


# What is an Organization?

- 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

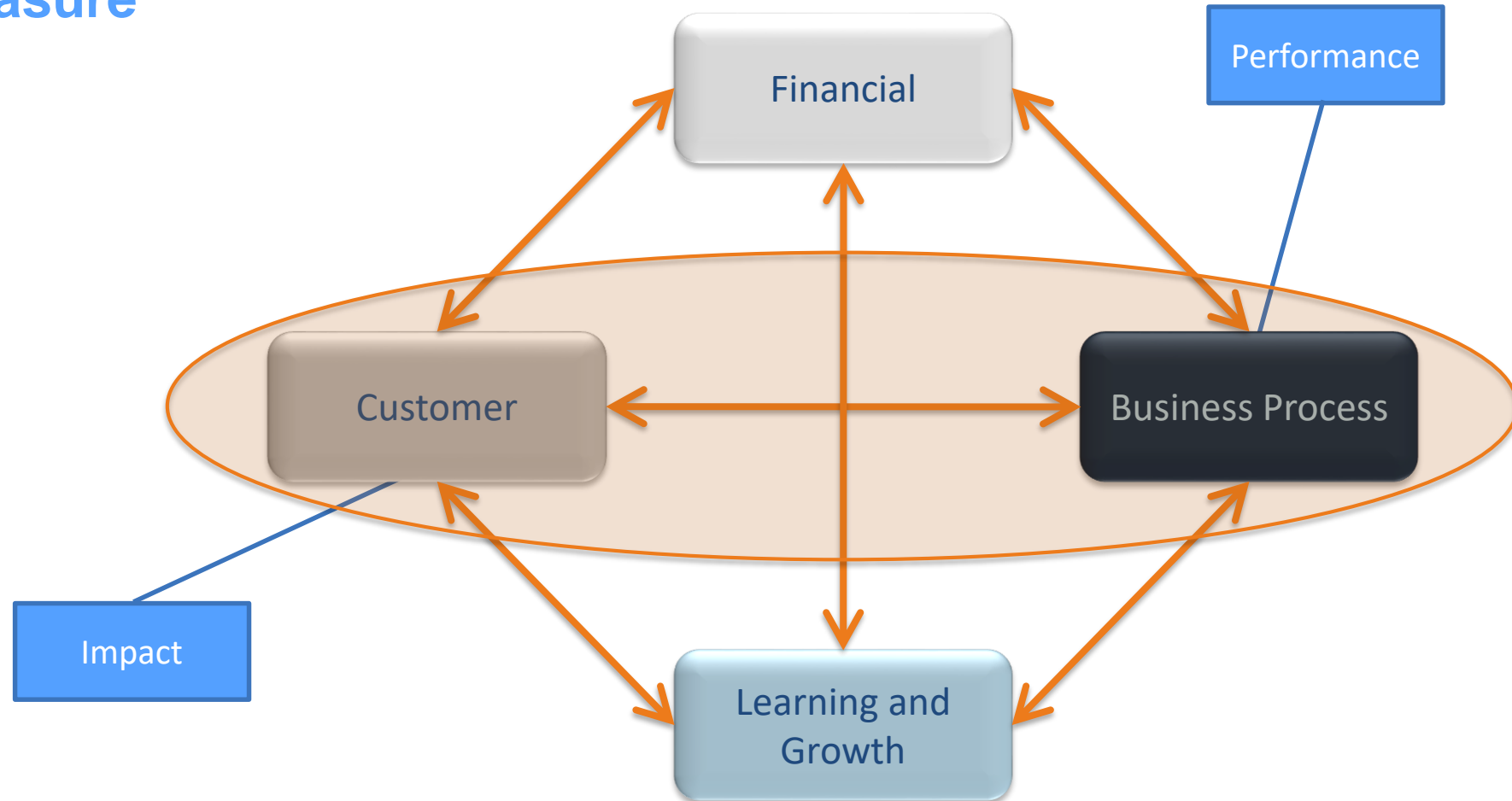


# Impact: What is it and Why Measure it?

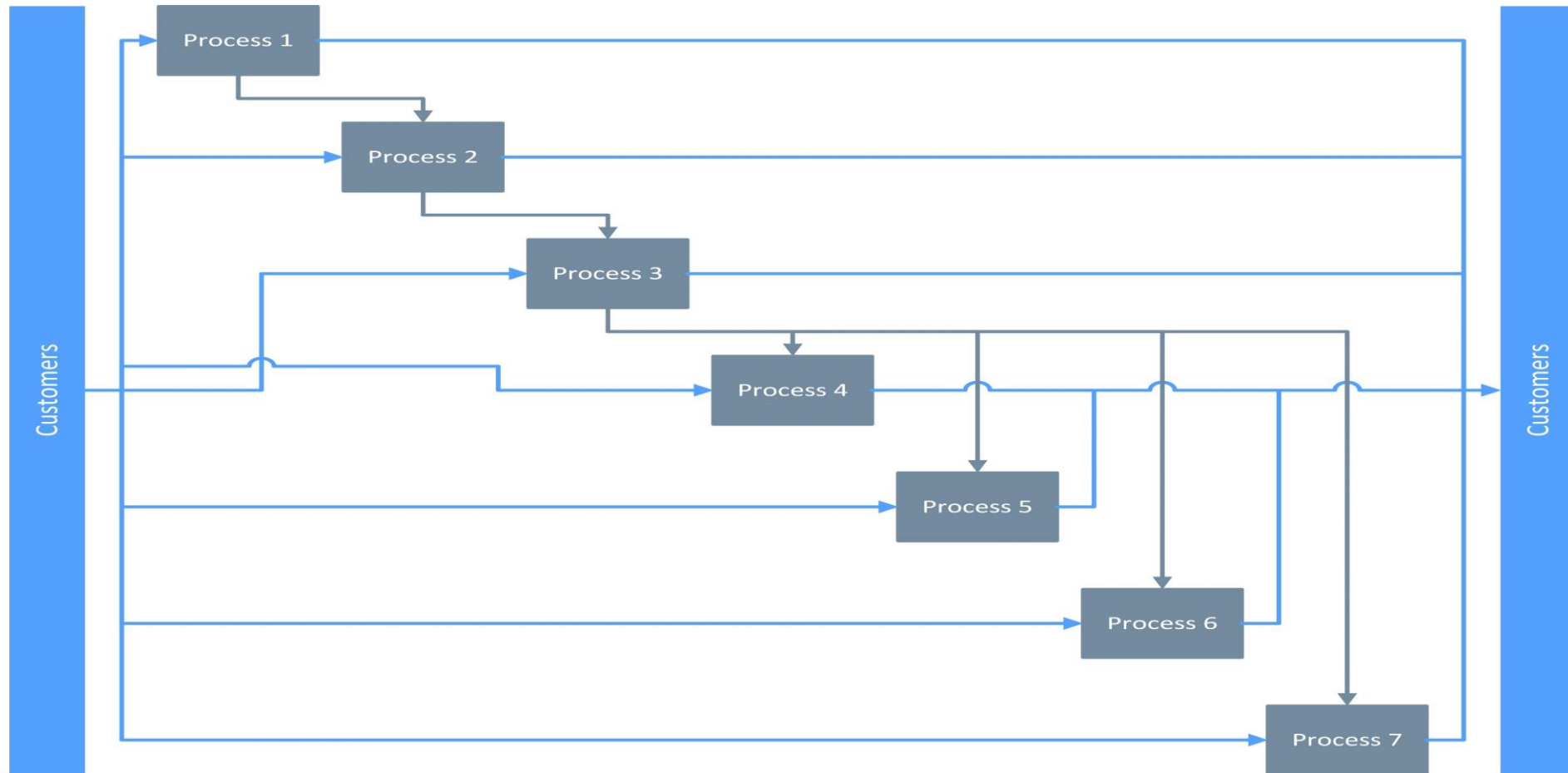
- Impact is
  - Change
  - Effect
  - Outcome
  - Benefit
  - Result
- Measure it to
  - Focus on problem you are tackling
  - See how your are doing and how to improve
  - Better plan next actions
  - Tell your story
    - Inspire others
    - Attract funding
    - Raise awareness

# Four Domains to Measure

## The Balanced Scorecard



# Organization as Core Processes

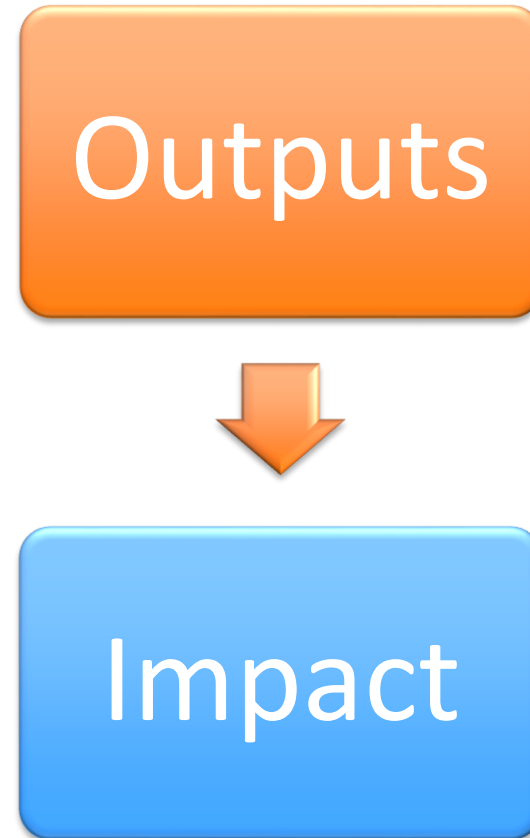


## Measuring Community Impact: Questions to Answer

- 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

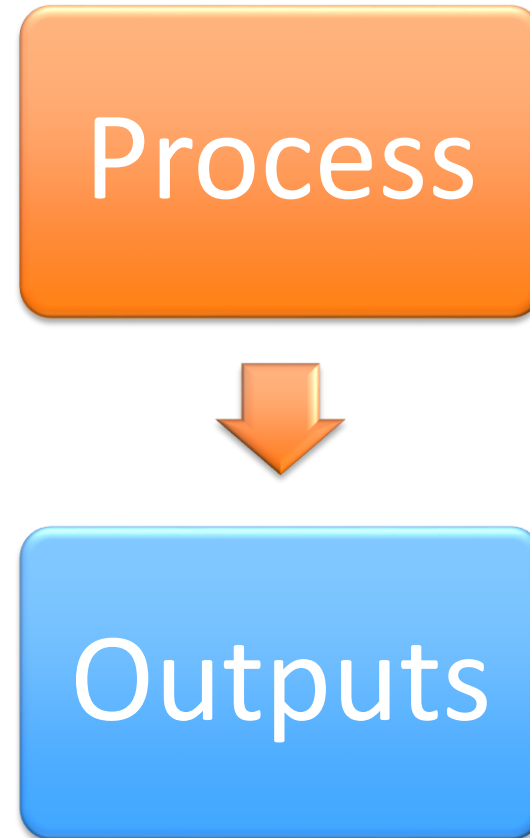
- What are you delivering to the community?
- How are these goods and services (outputs) received and consumed by the community?
- How well are your outputs aligned with targeted community needs?
- Are they “moving the needle” toward achieving the impact you desire?
- Are there multiple processes contributing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





## Performance Predicts Output

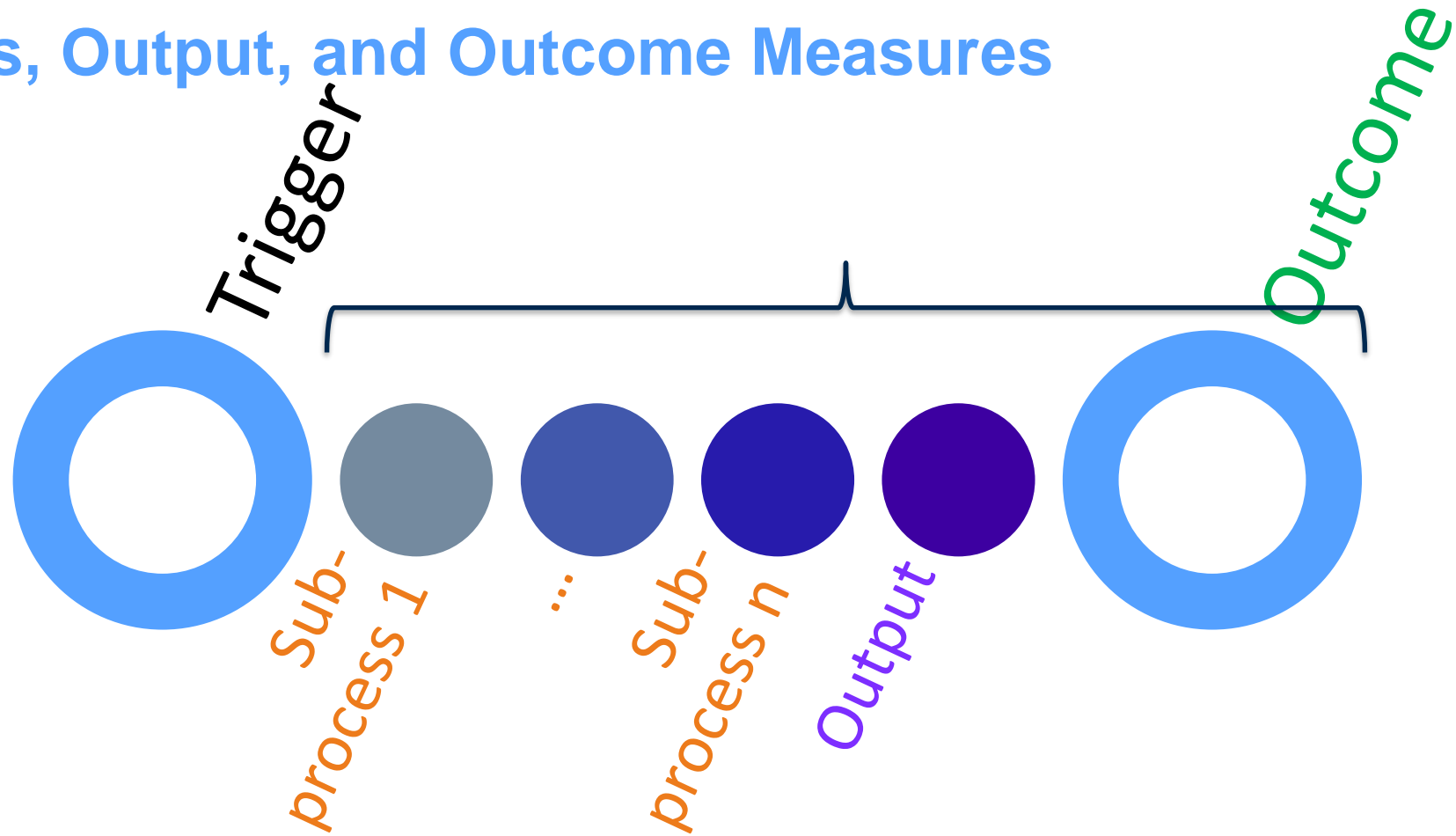
- Which processes deliver outputs focused on the desired impact?
- What activities inside the processes are most influential in delivering these outputs
  - At the right time?
  - With high quality?
  - At appropriate cost?



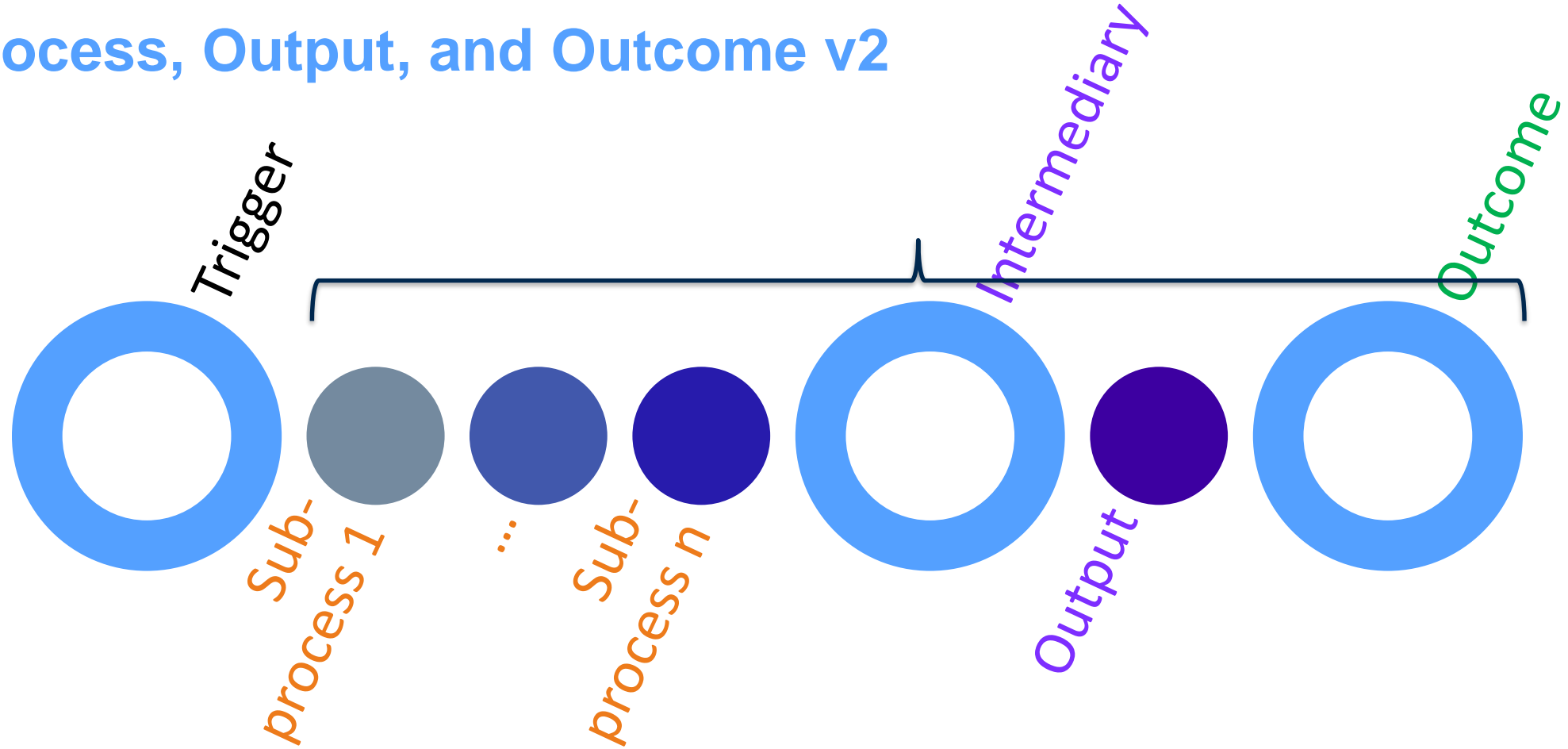
## Examples in Three Dimensions

Process	Output	Impact
<ul style="list-style-type: none"><li>• Speed</li><li>• Cost</li><li>• Quality</li><li>• Specific measures dependent on process design</li></ul>	<ul style="list-style-type: none"><li>• Effectiveness</li><li>• Ease of use</li><li>• Frequency of use</li><li>• Time to adopt</li></ul>	<ul style="list-style-type: none"><li>• Community members served</li><li>• Effectiveness</li><li>• Customer/Participant Feedback</li><li>• % of community using product</li><li>• Quantitative measure of project goals</li><li>• Funder dictated</li></ul>

# Process, Output, and Outcome Measures



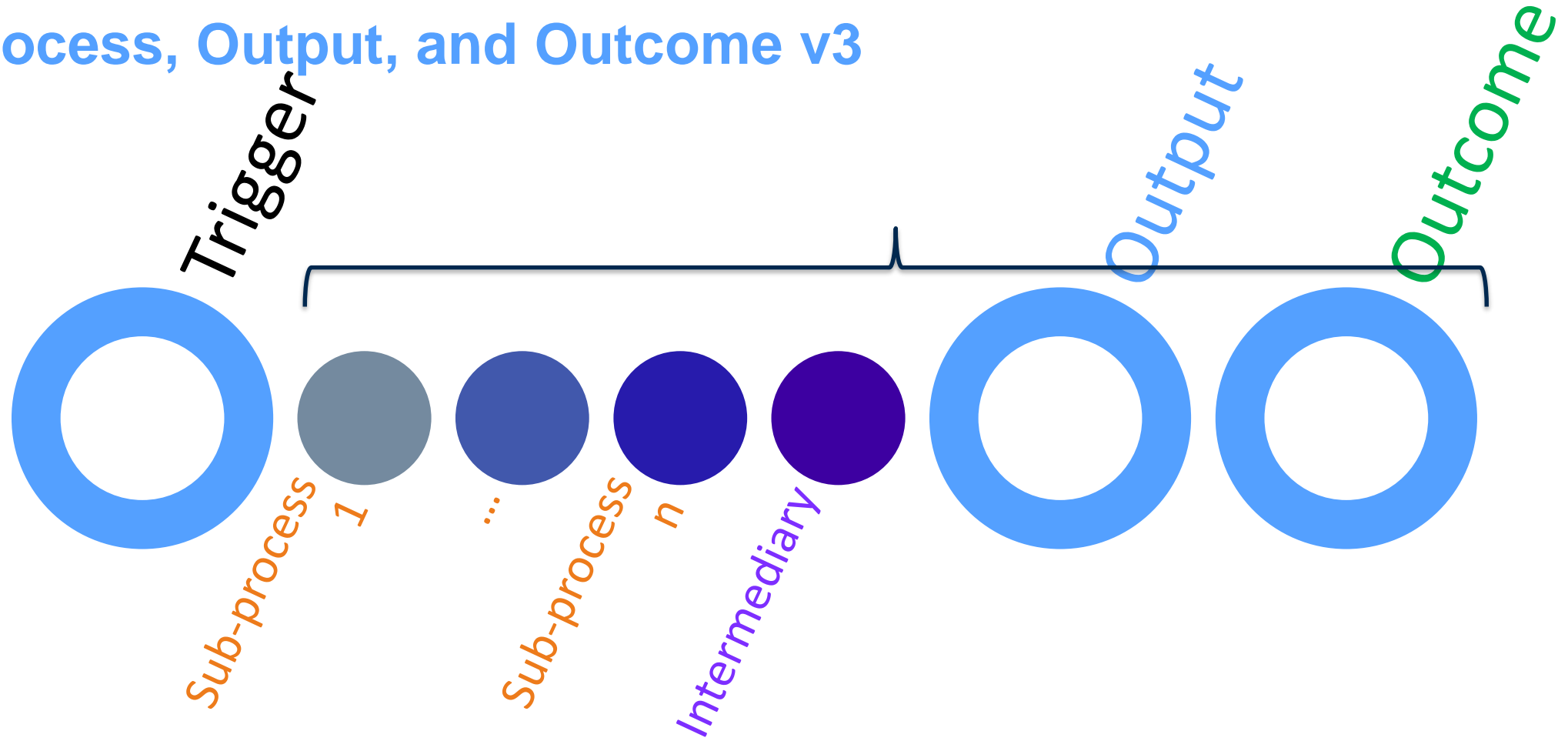
# Process, Output, and Outcome v2



# The Challenge of Intermediaries

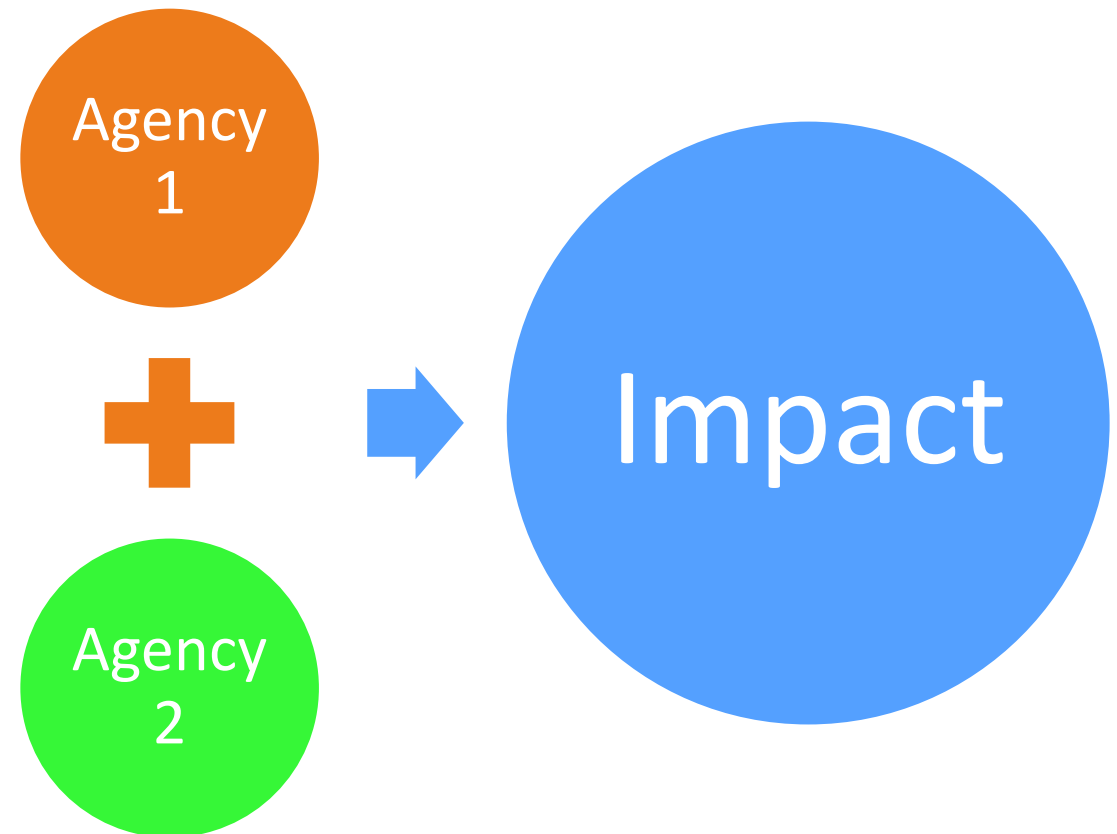
- The Challenge
  - They work on your behalf
  - They may consume your resources
  - Their goals may not be aligned with yours!
- Addressing the Challenge
  - Understand misaligned goals
  - Align outcome goals
    - Through grant terms
    - Through contract Statement of Work
    - Develop partnership or subprocess relationship

# Process, Output, and Outcome v3



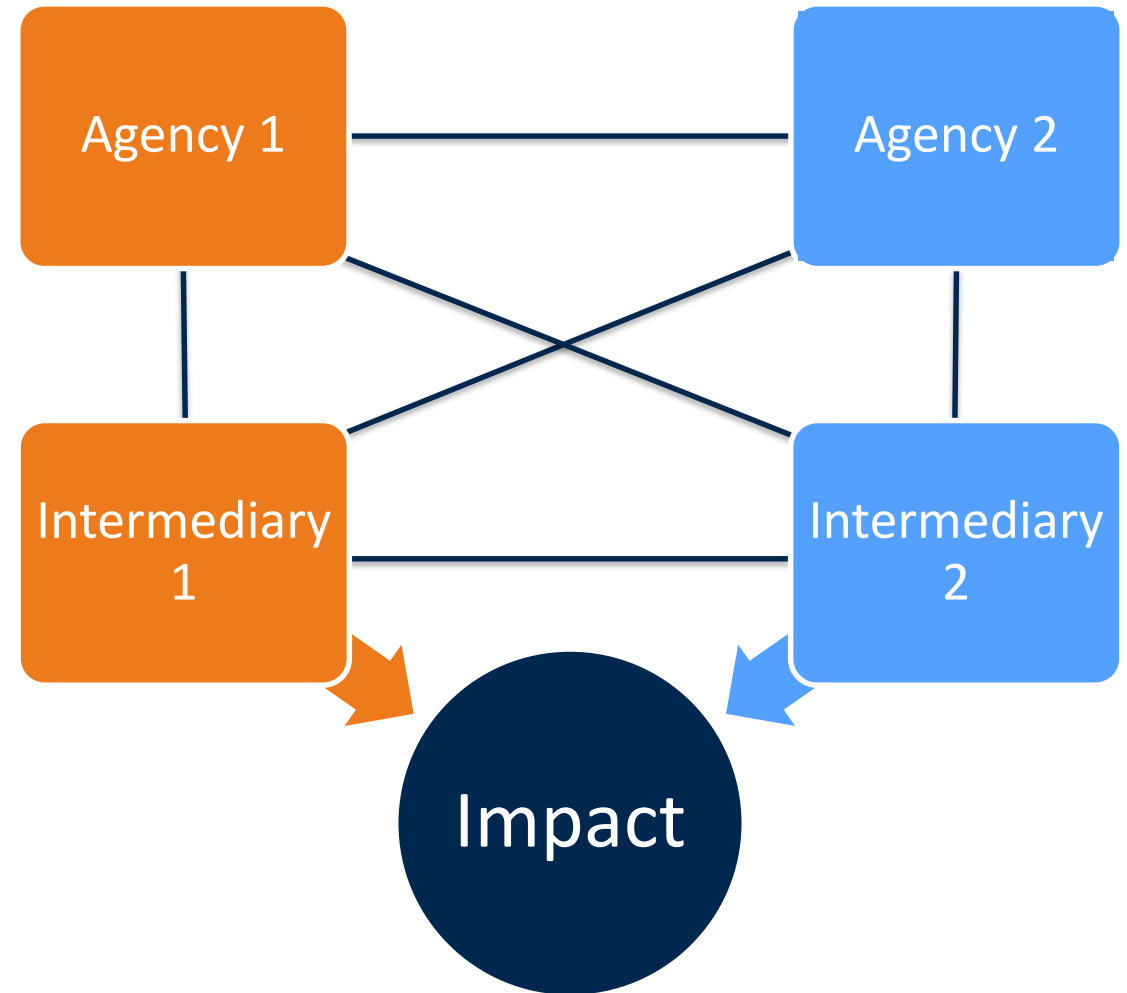
## Multiple Agency Complexity

- 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**







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