Developing global digital strategy

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What I’ll go through today

Developing global digital strategy…

• What it means in theory
• What it means in practice
• Challenges
• Takeaways
• Comments and questions
Global digital strategy – Theory

• No borders, with the help of the Internet, we can have global impact
• Together, we are stronger than one – we can learn from each other, won’t repeat same mistakes
• We can share technology solutions and skills - it’s more cost effective
• Who takes care of ‘orphan’ supporters?
• We will have brand consistency globally
Theory > Practice
Bridging the gap

• Supporter-centric
• Myth-busting with data
Global digital strategy - Practice

• No borders, with the help of the Internet, we can have global impact

• Borders of language, access to the internet, market-specifics

• Together, we are stronger than one – we can learn from each other, won’t repeat same mistakes

• To get cross-org buy-in and understanding you need to get involved in the specifics of the individual organisation

• We can share technology solutions and skills - it’s more cost effective

• The level of flexibility that ONE system needs to have to support activities of local orgs on different levels of digital activity requires a lot of resource – financial and people
Global digital strategy - Practice

• Who takes care of ‘orphan’ supporters?

• What % of your supporters are from countries where you haven’t got marketing presence?

• We will have brand consistency globally

• It’s only the International office that looks at all different website versions in one journey – majority of supporters just go to their local website. English-speaking countries are a challenge because of social media.
Building global digital strategy

- Not strategy > framework
  Living document that brings order to chaos over a number of years
- Not strategy > approach
  Not just a document > leadership
- Not done to an organisation but done with it
Chaos
Because while around two thirds of the UK adult population went online in 2010* – they didn't all use the internet in the same way.
Challenge of managing digital
What do you need to maximise on the potential of digital?
Digital framework

- Organisational vision
- Brand
- Digital vision – how can digital support the organisational vision?
  - Internal & external analysis
- What do you need to maximise on this potential of digital?
  - Processes - Planning & Evaluation
  - Systems - Data, Content
  - Staffing – Structure, Skills & Training
  - Timeline & Budget
The Strategy - WSPA

VISION
To work together as an international organisation to maximise on opportunities for digital engagement that help us bring about the change for animals

GUIDING STRATEGIC PRINCIPLES

ONE WSPA
We will work together to build our presence as one global brand

LOCAL ACTION – GLOBAL IMPACT
We are committed to developing and supporting local digital capacity so as to maximise on our digital potential

WSPA INTERNATIONAL DIGITAL ACTIVITY
• Engagement focused on professional stakeholder audience
• Strategic & best practice support for country & regional Offices
• Strategic support for global campaigns
• Global measurement & evaluation

WSPA COUNTRY OFFICE DIGITAL ACTIVITY
• Engagement focused on local consumer audience
• Country office Digital Strategy, Systems, Content, & Marketing/Fundraising
• Delivery of global campaigns in local market

SYSTEMS - Non-Centralised Systems Strategy
PLANNING & EVALUATION
Integrated Planning &

STAFFING - Skilled local digital capacity for key functions

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Digital planning framework
Owned Media
- Website
- Email
- Content

Bought Media
- Paid search
- Online display
- Affiliates
- Paid partners

Earned Media
- Followers
- Influencers

Team A
Digital Plan based on requirements from each category to support Team A objectives

Team B
Digital Plan based on requirements from each category to support Team B objectives

Team C
Digital Plan based on requirements from each category to support Team C objectives

Team D
Digital Plan based on requirements from each category to support Team D objectives

Overall owned media plan (and KPIs)
Overall bought media plan (and KPIs)
Overall earned media plan (and KPIs)

Overall common shared digital resource requirements
(specialist staff, CMS, email system, web metrics tools etc.)
Building digital presence
Measurement and evaluation

• Part of the organisational monitoring (if it exists)
• Identify the ideal set of digital KPIs
• Baseline & set-up of tracking
Structures and skills
Structure - questions

• Who are your experts?
• Your structure?
• What’s the decision-making process?
• Roles and responsibilities?
• Organisational history and culture
Structure - Centralised

- Campaigns
- Systems
- Planning
- Recruitment
- Talent development
  Specialist digital support-campaigning, fundraising, marketing, supporter care.
- Team XXX
- Media
- Fundraising
- Individual marketing
- Supporter care
Structure - Hub & Spoke

Systems
Planning
Recruitment
Talent development
Evaluation

Specialist digital support - campaigning

Specialist digital support - xxxx

Specialist digital support - supporter care

Specialist digital support - fundraising

Specialist digital support – individual marketing

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Structure - Thematic

Digital team

Digital specialist

Content

Data

Supporter care

Policy team

Policy

Fundraising

....

Campaigns
Systems
Data

- Collect data
- Design journeys that your data can deliver
- Analyse & learn from your journeys
- Data ownership > structures
User experience

• Research suggest that 50% of would-be donors give up before donating because of bad user experience*

• Majority of e-commerce and fundraising is via branded websites** => optimising your donation pages is a priority

* Source: Nomensa, “Creating the perfect donor experience”

** Source: Network for Good 2012 year in review
SAVE A CHILD'S LIFE

I want to give:
- every month  (how regular giving saves children's lives »)
- once only

£3 can buy a mosquito net, protecting a child from deadly malaria
£5 can feed 10 children in Somalland with a nutritious meal
£10 can treat 50 babies with life-threatening diarrhoea
£40 can house, feed and educate a street child in Columbia for a year

Or type in your own amount → £
GIVE NOW

To donate by phone: 020 7012 6400

OTHER WAYS TO DONATE

There are many ways to support our work and make a real difference for children around the world.

Donate to an emergency:
- Donate to our Southern Sudan Appeal
- Donate to our Myanmar Cyclone Appeal
- Support our Children's Emergency Fund

Shop online:
- Send a Wish List gift to a child
- Browse our online store
- Find one of our high street shops

Donate to a community
Tour these communities online, and find out how you can help:

Other ways to give:
- Get a Save the Children credit card
- Support us through your payroll

WHERE YOUR MONEY GOES

From every £1 you give us we spend 86p to benefit children and use the remaining 14p to raise the next £1

WHO IS HELPING US RIGHT NOW?

- Sophie gave £40 to our India floods appeal
- Saira gave £5 to our Pakistan floods appeal
This 3 box version saw an increase of 10% in total gift amount compared to the original donate page.
Timeline & budget

- Developed with teams – so each plan is appropriate to their circumstances
- Takes time – challenge for managing finance
Takeaways

• Be supporter-centric

• Do the strategy with the organisation not to the organisation

• Strategic digital lead to drive the strategy forward

• Use the framework (Planning, Processes & Evaluation, Skills & Training, Systems) to identify gaps and how to fill them
Don’t be afraid

Change has never in history happened as fast as it is today; and it will never happen this slowly again.
Questions and comments please!

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