Building an Organizational Culture to Support Technology Change

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@npconnect
@fireflypartners

Strategic digital solutions for progressive nonprofits.

Buy-In for the Win: Building an Organizational Culture to Support Technology Change
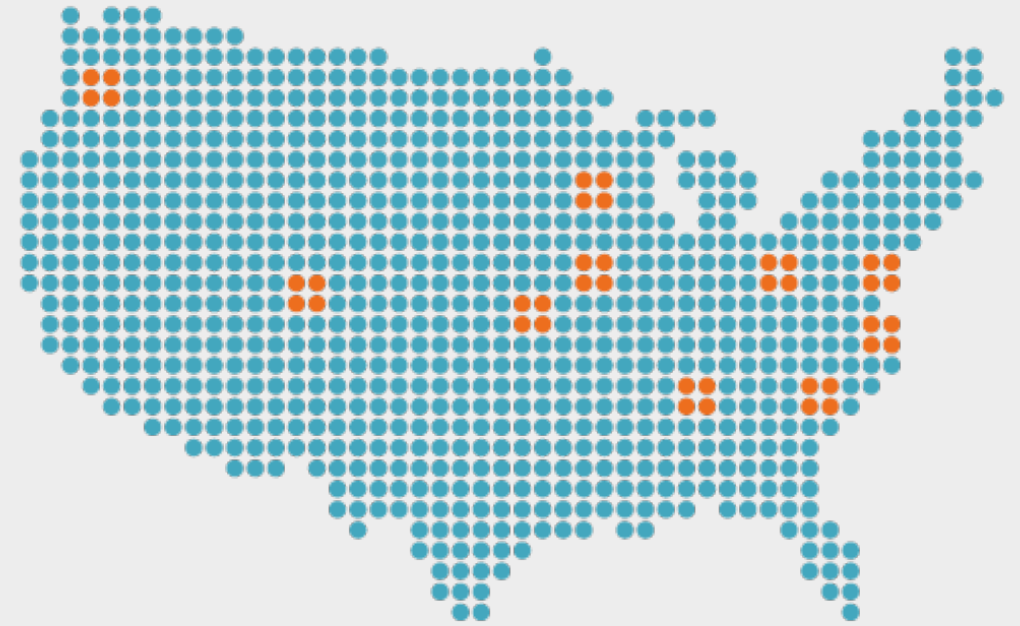
About Firefly Partners

We are a women-owned digital marketing agency delivering tailored solutions that help progressive nonprofits achieve their goals.

Who We Are

We have a team of nonprofit strategic and technical experts across the U.S. who are ready to help our clients succeed.

What We Do

Design and Development

Digital Communication

Peer-to-Peer Fundraising
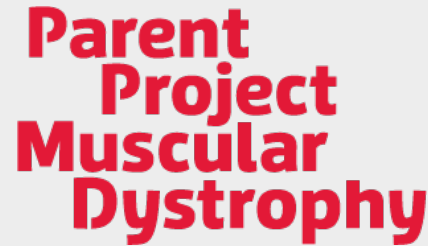
Marketing Technology

Data Analytics

Tech + Tools

engaging NETWORKS PARTNER

WORDPRESS

PARTNER everyaction

Google AdWords

TeamRaiser™

Google Analytics

neon ONE CERTIFIED PARTNER

salesforce

Blackbaud Solution Provider

CharityEngine®

Classy

salsa®

Luminate Online™

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Our Clients

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Change Management

Models

There are many change management models. Each one essentially outlines a process your organization can follow to take a project from idea to delivery.

Big Picture Approach

- Review a variety of suggestions
- Use what's relevant
- Don't force every step
- Check in along the way

Case Study

Duchenne is a fatal genetic disorder that slowly robs people of their muscle strength. Parent Project Muscular Dystrophy fights every single battle necessary to end Duchenne.

The PPMD Project

- **What:** New website based on rebranding plus standalone program and donation sites nested within the main website.

- **Why:** As technology moved forward quickly, their website did not and wasn't meeting the needs of target audiences.

- **Who:** When all is said and done 75%+ of staff participated in revamping of web presence.

Why Now?

Now Is The Time

- Identify roadblocks
- Back up your ideas with data
- Do competitor research to "keep up"

Identify your audiences, their needs, how you can get them there, and why it has to happen now.

PPMD Was Ready

- Felt that the organization was falling behind technologically

- Website was not mobile responsive

- Website content was not easily shared via social media

- Knowing that core audiences are busy, dealing with child with special needs, people could not access information quickly.

- Old site was not user friendly for admins

- Budget was finally ready ten years after last refresh and five years after they started talking about a new site.

We've always prided ourselves in being technologically savvy to serve our specific community.

Will Nolan, PPMD

Prove It

Data

- Let data drive your project
- Find metrics and best practices to support your plan.

Data Sources

- M+R Benchmarks Study: essential guide to digital fundraising, advocacy, and marketing metrics (mrbenchmarks.com)

- NTEN: Reports and Resources (nten.org/knowledge/reports-and-resources/)

- Tool-specific reports: Follow your tool providers and social media to get their internal benchmark reports.

Make The Case

- People were going to our site but not finding what they needed.

- We identified our audiences and established the goal of being the go-to for information about this disease.

Identify your most important goals and if/how you are reaching them. If you're not, use that data to make the case for your big project.
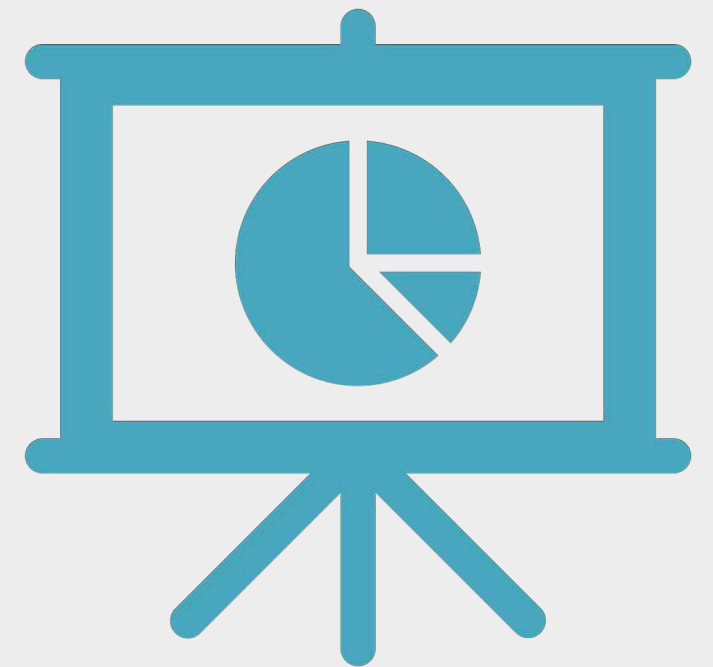
We are the first and only organization in our space that has a patient registry. Prior to the new site we found it hard to drive traffic there. Since we launched the new site we have had triple growth in new registrants for more than a year.

Will Nolan, PPMD

Build Your Team

Core Coalition

Who are the advocates for change?

- Make sure to include diverse perspectives.
- Reinforce the change by moving people from 'want change' to 'can do change'

PPMD Who Was Involved

- Director of Online Communications pulled all the content from the previous site, compiled it, sent it to the people who oversaw each pillar (main areas of focus)
- The head of each department, or the department team of 2-3, was tasked with tweaking revamping, rewriting, adding, and deleting content.
- Director of online communications served as the liaison with Firefly on a day to day basis, working in Teamwork to stay in touch with Project Manager

My job was to make sure that the voice was consistent. To able to say, "these are the unifying themes and language we're using." Then we worked with Firefly to tailor the site's navigation so it all felt cohesive.

Will Nolan, PPMD

Order of Operations

Strategic Vision

Everyone agrees on what you want to accomplish.

- It wasn't hard to get buy-in because everyone on staff agreed that the old site was clunky and dated
- Their board is made up of parents whose children have Duchenne, so they are also the audience and understood the need for a site that speaks to that experience.
- Working with Firefly to follow best practices on web writing and structure.
- Also consider secondary audiences such as researchers and clinicians

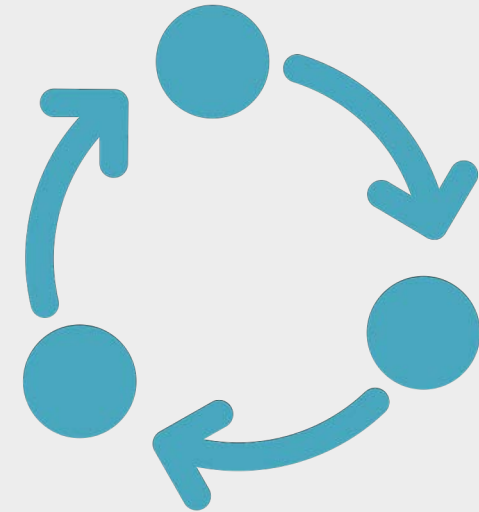Prioritize your projects so you're working on things in the right order.

How To Prioritize

- Let your mission drive your project
- Keep asking your team, "does this help our organization achieve our goals faster?"

Figure out which project is going to help you achieve your larger mission the fastest, and start there.

PPMD Prioritization

- Donations - pathway was too complex. What it required was so clunky. They prioritized a simple and more robust donation process that's present on every page.

- Social Media - Families are really active on Facebook. They worked with Firefly to make sure that information was branded so it was easily identified as coming from PPMD. Added functionality so content is easily sharable on social media.

- Devices - Mobile responsive was incredibly important to ensure that people on the go were finding the most important information.

Our audience is parents whose children have been diagnosed with a terminal disease. They need a site that offers them everything they need in a simple and intuitive way.
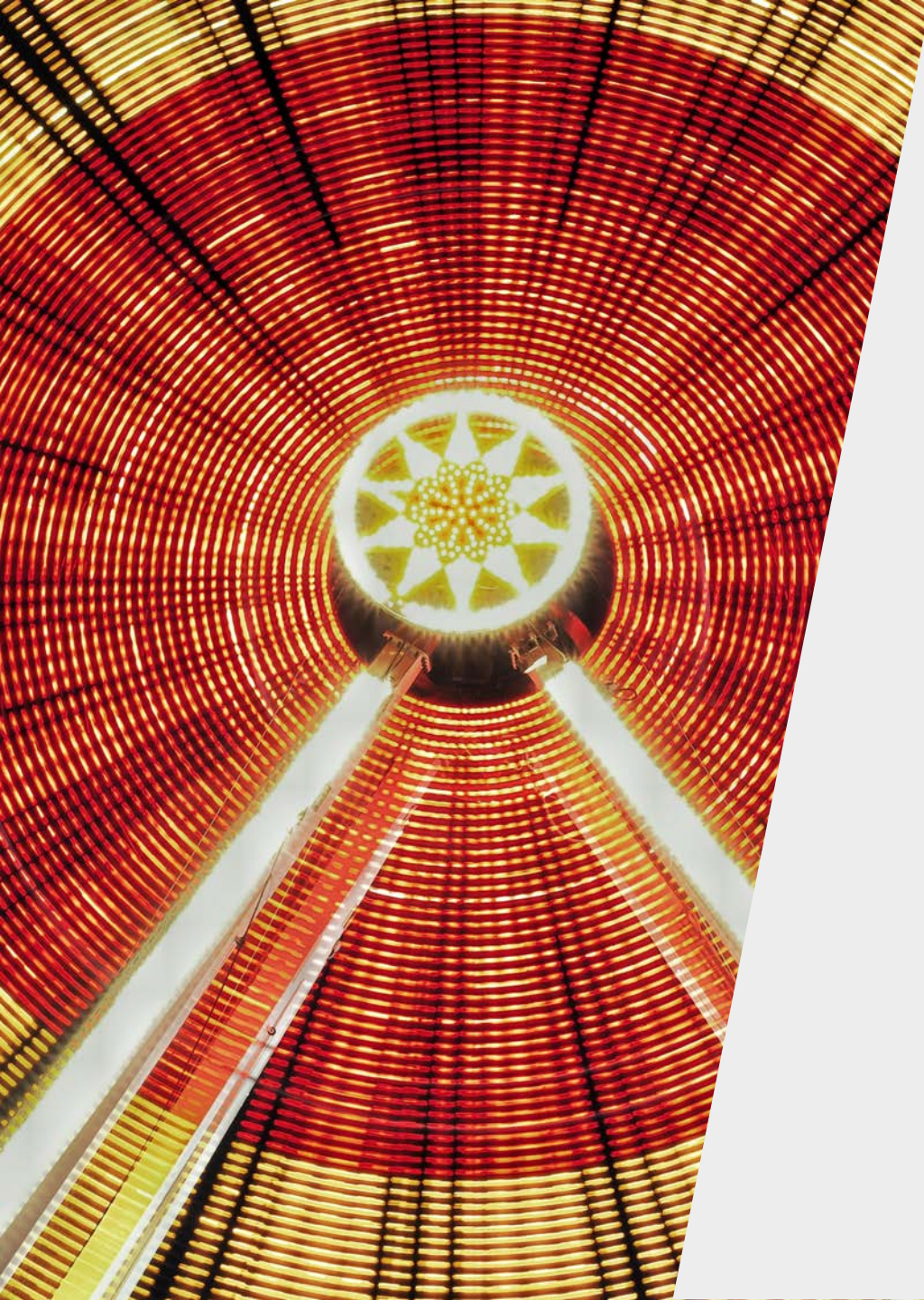
Will Nolan, PPMD

Do The Thing

Get The Good Vibes Going

You've chosen your new tool.

Now get your core coalition to help get everyone else at your organization energized about the process.

Widen the circle beyond the core coalition and make everyone feel that the efforts is worth it. To do this, revisit the problem so you can agree that what you've done is the solution.

We tend to be a longwinded organization. We learned not to be afraid to say stop and then provide two or three links if people want to find more.

Will Nolan, PPMD

Remove Barriers

- No need to rely on others
- Acknowledge that change is necessary
- Come with a plan, timeline, and system of support

Don't let, "we can't manage this new tool," be an obstacle.

- This isn't new work, it's better work.

- Split the tasks into ones you need to become experts in, ones you can gain expertise in over time, and ones you don't really need to learn.

- Get a partner to help you with the technical rules and requirements so you can focus on storytelling.

PPMD Training

- Much smaller group at PPMD was trained as site admins. More users mean more potential errors.

- Handful of people who are handling main site. Different fundraising microsites are handled by the people running those programs.

- Training included integration of Blackbaud Luminate CRM plus WordPress.

The training goal was that someone can have a day off and a web page can still be updated if it has to be. But to make sure that no one was going rogue.

Will Nolan, PPMD

You Did the Thing!

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Celebrate

- Celebrate success – reinforce that it was worth the effort
- Document measurables before you start
- Sustain acceleration
- Extend and keep going – not one and done

Think about your community and their feelings about big financial spends on technology. Celebrate the enhancements and benefits they receive from your big project.
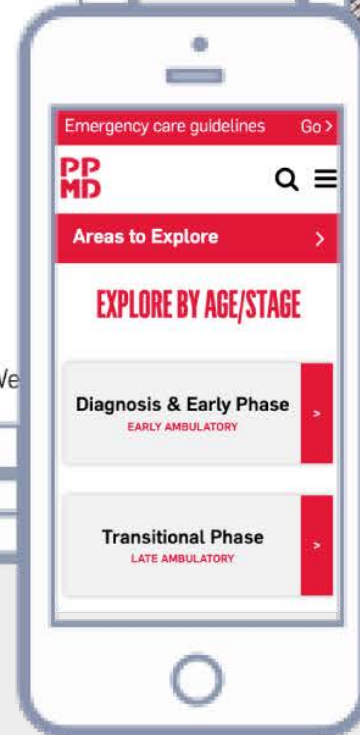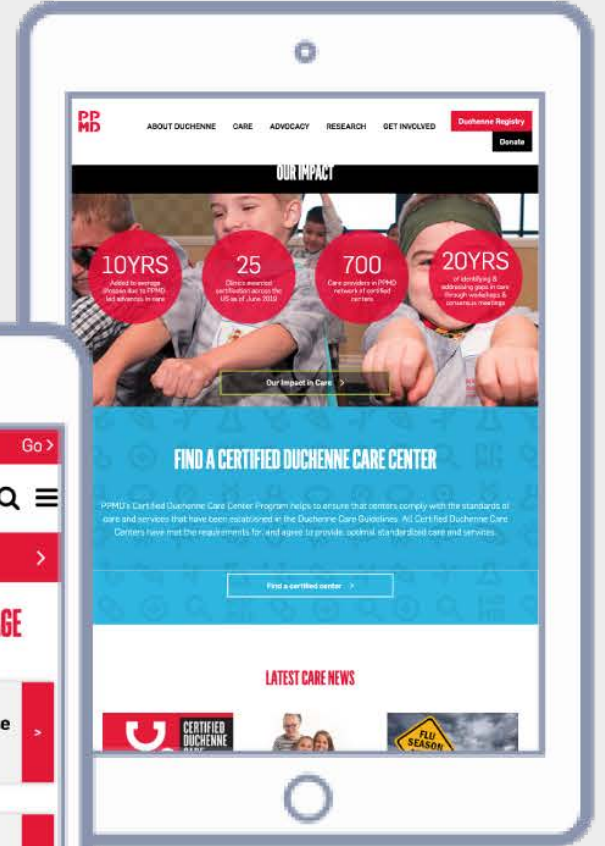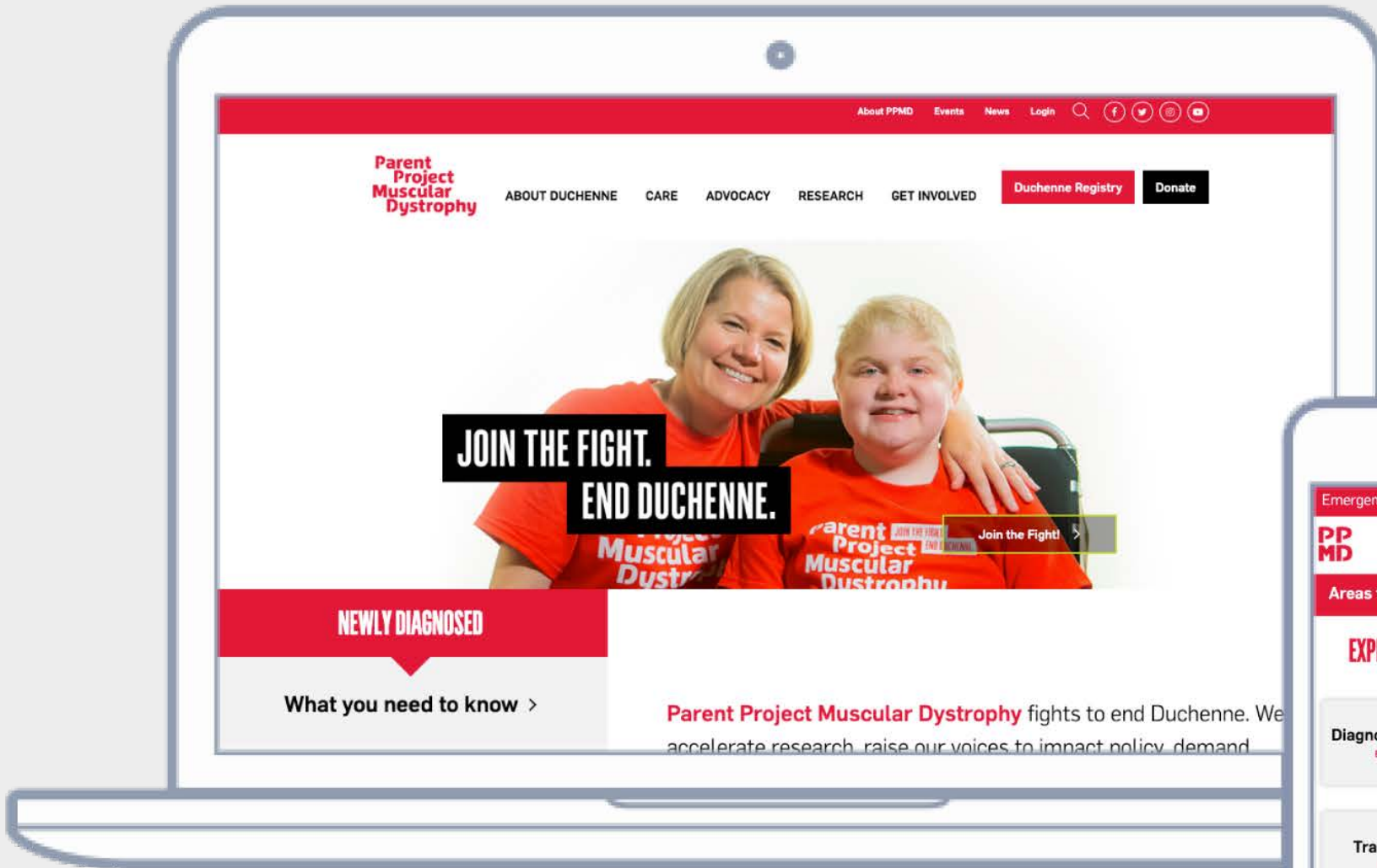
We've have had a 100 percent positive response. Even the little incremental changes are noticed and appreciated.

Will Nolan, PPMD

Now What?

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After The Launch

- Develop new strategies
- Evaluate and improve
- Keep reminding your team about the benefits of the project

Using Your New Tool

- Email – Monitor Metrics: Are your open and click rates improving? Which clients and devices are best? Are you ready for A/B tests and automations like a welcome or reengagement series?

- Fundraising – Monitor Income: How are your mobile conversions? Is it time for Google Optimize experimentation? Are you pushing recurring giving?

- Website: Are you using SEO best practices and good content strategy?

Takeaways

- Identify your problems
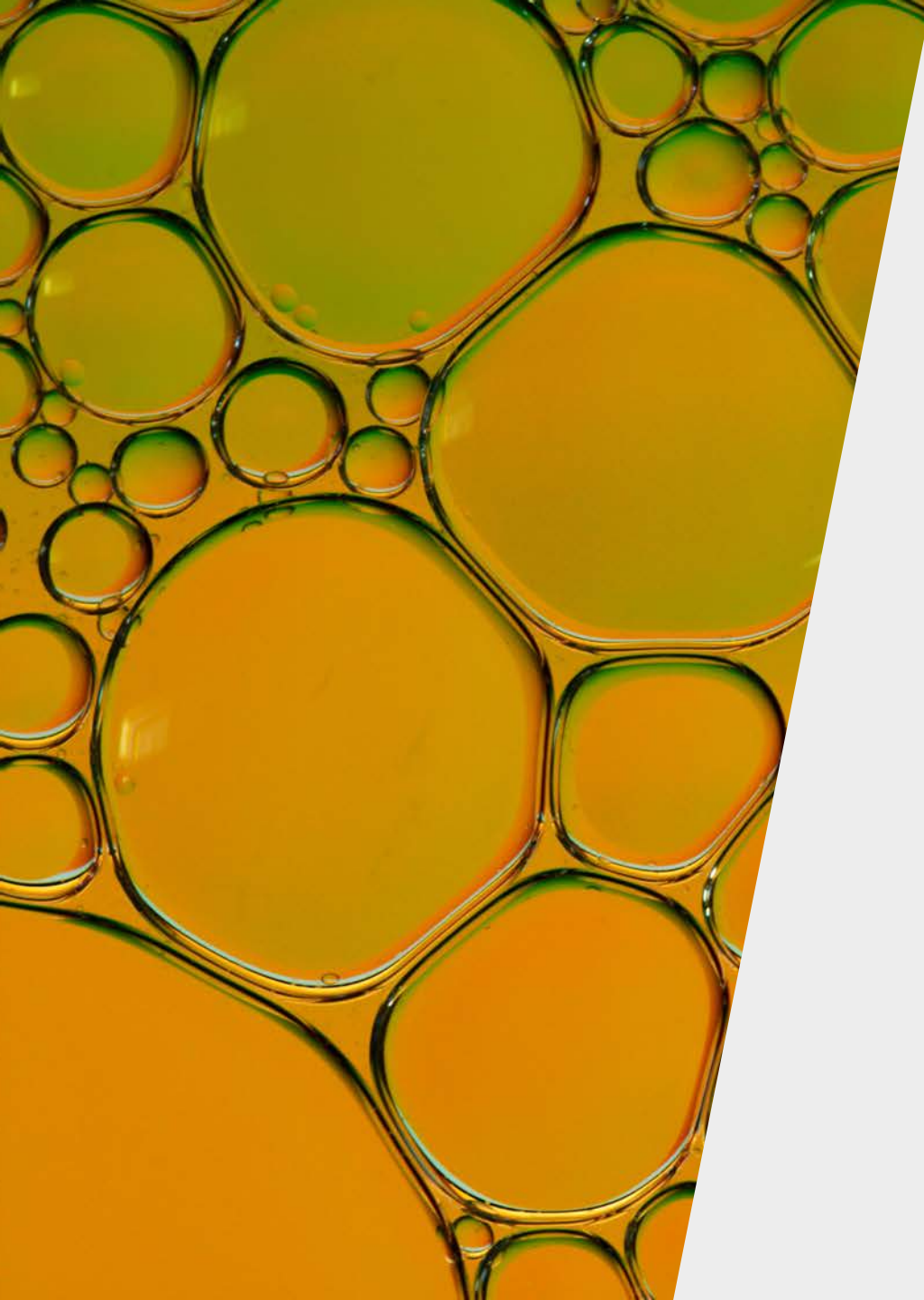- Outline your goals
- Know your audiences

- Get your team on board
- Have a plan
- Manage your project

- Document, test, and train
- Celebrate success appropriately
- Good content strategy

Firefly Resources

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