

# ONE VOICE

## A Best Practice Guide to integrated communications

"We have to ensure we're bold, consistent, clear and relevant to get people to notice us through all the noise. By reinforcing the same message multiple times, we can have far better cut through. That's where integration comes in."

Carly Wilson  
Head of integration and brand advertising  
Macmillan Cancer Support

In association with:

**GOOD**  
AGENCY

By Sarah Myers  
and Trina Wallace

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# Welcome

**“As with all our Best Practice Guides, we’re sharing knowledge and ideas in order to improve the quality of charity communications.”**

## **What’s going to happen to charity communications and marketing in the next 10 years?**

When I was recently asked this question for an article for *The Guardian*, one of my key predictions was around integration. I imagined a future where the often politically fraught relationship between communications and fundraising/policy/operations/campaigning had been replaced by a more integrated, audience-centred approach. And the resulting communications led to deeper engagement, greater coherence and improved efficiency.

Our research for this guide suggests that maybe this utopia is not so far away after all: we’ve found that many charities are well on the way to this ideal. We’ve talked to people from a range of organisations about how they’ve approached the task of integrating their communications, the obstacles they’ve come across and what they’ve learnt along the way.

Some had big budgets, others worked collaboratively and creatively with very little. Some overhauled structures, many straddled silos to improve processes. All were passionate champions driven by the same idea – achieving more for their beneficiaries by putting purpose above internal politics. And everywhere we looked we saw the process of integration reinforcing the position of communications itself as a central, strategic part of the operation.

This guide starts by looking at the myths around integrated communications, and the challenges these raise. We consider what good cross-organisational working really looks like. We suggest ways to produce more audience-focused communications, run a trial campaign and offer advice on how to evaluate effectively. Finally, using what we’ve learnt from senior communications and fundraising colleagues, we offer top tips that will help you towards integration.

As with all our Best Practice Guides, we’re sharing knowledge and ideas in order to improve the quality of charity communications. We hope you find this report a useful tool for helping get your organisation’s communications fit for the future.

**Vicky Browning**  
Director  
CharityComms

A scenic landscape featuring a dirt path leading through a field of trees. The trees are mostly bare, suggesting autumn or winter. The sky is a clear, pale blue. A large, semi-transparent watermark of the word "GOOD" is overlaid across the center of the image. The path is in the foreground, leading towards the trees in the background.

# GOOD

**“Integration can bring a step-change in the value you generate and the change you make.”**

**At GOOD Agency, we're focused on impact – how can we unleash the most good into the world? It's clear that, all too often, silos stand in the way – forcing organisations to focus on smaller, more internally-focused ambitions instead of achieving real, lasting and meaningful change. Integration is the antidote.**

Integration isn't new. What's changed is the sector's acknowledgment of the value of integration in achieving its goals.

Integration can mean different things to different people: internal processes to align messaging and strategies to engage supporters, or a consistent brand story and case for support across departments. It's all of these and more.

We developed this guide on integration with CharityComms to provide clarity and direction. If you've yet to take your first steps towards an integrated approach, I hope it inspires and reassures you. If you're already on the way, I hope it offers you greater momentum. The goal is worthwhile.

However, we don't underestimate the challenge. Having worked with the communications, fundraising and brand teams across dozens of charities, we know that culture, leadership and even data can throw up barriers at every step. That's where we've been able to help, bringing together teams, objectives and messages to combine strategy and creative, blend brand, communications, fundraising, campaigns and internal engagement to create a truly integrated approach.

We also know that to achieve integration, a charity needs to change the culture within – not just introduce new processes. This requires leadership from the top and for everyone involved to understand the benefits to their team, the charity and the world at large – as well as what's required of them.

Integration can bring a step-change in the value you generate and the change you make. I hope this practical guide helps you get there faster.

**Chris Norman**  
Strategy director  
GOOD Agency

**GOOD**  
A G E N C Y



# The cycle of integration

There are five interrelated factors we consider key to embedding an integrated approach to communications into your organisation. We've used a circle to acknowledge that the process isn't linear: the elements feed into each other, and different organisations will start at different points. If you're waiting for a perfect moment to tackle integration, you could wait forever. Consider starting now, at a point in the cycle that's right for your organisation.









## Why we created a commitment to integrated marketing

**Before we made a commitment to integration, people were getting on with their own thing. There was lots of great stuff happening, but we hadn't managed to be bigger than the sum of our parts. Many people across the organisation recognised that with an integrated approach, we would raise our income and have more influence and impact.**

So we developed our own definition of integrated marketing and commitment to it:

- We are committed to working together to proactively plan our mass public communications and marketing.
- We are joined-up in everything we do that reaches the British public, aiming to recruit more loyal supporters for Unicef.
- We are dedicated to developing campaigns and integrated moments that work together in unity, rather than in isolation.
- We are committed to prioritising – doing fewer things, bigger and better – so we use our resources more effectively.

This will help us raise more income, have more influence and, ultimately, more impact for children.

**Rebecca Walton**  
Head of brand  
Unicef

# “We’d love to take a more integrated approach, but...”

## We debunk some integration myths – and look at the challenges behind them

**Myth:** Our communications are already integrated. They all look exactly the same

**Challenge:** While visual consistency is essential for a strong brand, it's only a small part of true integration. The challenge is achieving consistent and coherent messages, which are truly driven by your charity's objectives, while taking into account the wants and needs of your different audiences. (See page 28: Using audience insight)

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**“You can achieve integration by using a focused and compelling engagement proposition. This will help build consistency of message by allowing each function to work to its key strengths within an agreed brand narrative.”**

Debbie West, fundraising and insight strategist, GOOD Agency

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**Myth:** To achieve integration we’d have to restructure the whole charity

**Challenge:** Traditionally, silos have run deep in the charity sector. To get rid of them, you don't necessarily need structural change. You will need a shift in attitude and understanding, as well as clever cross-departmental working and, of course, strong leadership. It's about collaboration, commitment at all levels, and shared objectives – not where your job sits in an organogram. (See page 18: Selling in the idea of integrated communications)

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**“Structure is just one part of the issue. It’s much more about the way you work together.”**

Sherine Krause, executive director of fundraising, communications and policy, Action for Children

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**“Don’t let individual targets be the objectives of an entire directorate. Be brave enough to dismantle those agendas that can become little islands in an organisation.”**

Mike Thiedke, director of public engagement, Plan International UK

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**Myth:** We can’t do this because we haven’t got a massive budget

**Challenge:** This isn't just for the big players with huge brand advertising budgets. You don't need a massive multi-channel campaign to achieve integration. If everyone's aligned with a coherent brand story and working to a strong messaging framework, you can have a huge impact. Getting that right is the challenge, however many noughts there are in your budget. (See page 26: Why you don't need big bucks for big bangs)

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**“Even the smallest charities can achieve integration. Talk to your CEO about their vision of the future. Go back to the charity’s roots. Why was it set up in the first place? What need are you trying to fulfil? Then think about three big things you are going to do next year and build content, calls to action and fundraising asks around those. You can do that even if there are just two of you.”**

Alison Griffin, former head of fundraising and communications, Refugee Action

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**Myth:** This doesn't apply to me, my audience is different

**Challenge:** A politician could be a marathon runner. A campaigner might donate clothes to your

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shop. A beneficiary may later become a donor. Wouldn't it be better if they were receiving a consistent message about your organisation, whichever t-shirt they happen to be wearing? This concept of 'my audience', while generally motivated by a commitment to the cause, is a myth and a barrier. (See page 28: Using audience insight and page 24: Good cross-organisational working)

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**“Why do people get protective? Usually because they want to do best by their supporter groups. But they're not individual teams' supporter groups. They're the organisation's supporter group. And giving them some coherence and connection about the whole organisation is massively important.”**

Sherine Krause, executive director of fundraising, communications and policy, Action for Children

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**“Audiences do not classify themselves through their transaction. They care about the cause and the impact they will have, and often embrace multiple ways of supporting it. They are driven by the impact and reward they desire. By ring-fencing supporters you are at risk of losing out on potential income to other organisations who are offering your donor the opportunity to campaign, run or donate their clothes to your organisation. By integrating your approach, you can significantly increase the lifetime value of all of them.”**

Debbie West, fundraising and insight strategist, GOOD Agency

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**Myth: But we've got completely different objectives here, so our messages will be very different**

**Challenge:** Have you? Are you sure? Or are you all trying to beat cancer, find solutions to environmental problems, give a voice to people with learning disabilities...? Of course teams have their individual objectives or Key Performance Indicators (KPIs) to meet – and integration must help them do that. But getting past the 'tribe mentality' ('I'm a fundraiser', 'You're a campaigner') is key. (See page 24: Good cross-organisational working)

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**“If your objectives are very different it can be hard to work together. You need collaborative objectives and an overall goal to build towards. This should be your key focus. It comes from your strategy and should be about what you want to ultimately achieve. Everyone contributes to this goal – you might do it in different ways and have different tasks to carry out, but you're all driving towards it. You might think you're communicating effectively, but if you're not working towards that overall goal, you probably won't be.”**

Rhiannon Lowe, senior brand manager, Cancer Research UK

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**Myth: We already have so many different guides, toolkits and ways of working. Now we need more for integrating our communications**

**Challenge:** Charity jargon can disguise the fact that different departments need the same tools and resources. For example, fundraising might be using a 'case for support' while communications have a 'mission statement' or a 'standard descriptor'. These should be the same. Case studies, content, images and other assets should be flexible and accessible. Streamline what you have and make sure it's all focused around who you are, what you're doing, and why. (See page 45: Tools that will help and page 24: Good cross-organisational working)

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**“We want to give people a set of tools that help them achieve their specific objectives, and promote a more integrated approach at the same time. These should give them great content which they can adapt as they need to, and could include: an annual integrated marketing framework outlining shared objectives; target audiences; major peaks of activity; a core narrative/messaging document; and a film and presentation about who we are.”**

Rebecca Walton, head of brand, Unicef

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## A journey to joined up thinking

### On a drive for more funds, Refugee Action integrated our communications after redeveloping our brand in June 2014.

Our main income comes from statutory funding from the Home Office, and every year we experience more funding cuts. We needed a drive to generate unrestricted income – this was our key motivation for integrating our communications.

With a cause that's niche, marginalised and difficult to fundraise for, we needed to make the maximum impact possible with the resources we had. One of the first things we did, two years ago, was join up our fundraising and communications departments. It put us in a better position to get people who'd campaigned or signed a petition and take them with us on a journey that ended in them donating.

We also needed to smarten our strategic thinking. Historically, we'd been seen (internally and externally) as a provider of government services, rather than the charity driving forward social justice that we wanted to be. Our strategic development and impact wasn't at the forefront of our organisational thinking. We had to really consider what would make the biggest difference to the lives of refugees and how we could bring our supporters and donors closer to what we're doing on the ground.

We developed our brand and new proposition: 'We survived. Help us live'. The direct speech is giving people a voice. 'Survived' helps with raising awareness of what asylum seekers and refugees have been through and why they need our support. 'Live' is about helping people cope with what's happened to them so they can start living a normal life, as well as actively influencing policy and advocating for wider change to society to help them thrive in the future.

When we went public with our new proposition in our first wave of marketing in June 2014, we added 25% more regular givers in the first six weeks.

We're now running completely integrated fundraising and campaigning asks. Wherever we can, we turn our policy change and strategic influencing work into

actions for supporters. For example, our Bring Back Dignity campaign highlighted that asylum seekers were expected to live on £5.23 a day. We exposed the way that this rate was calculated as unlawful, took the government to court and won. We then called everyone who'd signed our petition to tell them more about what it meant to asylum seekers and how they could help. The conversion rate (from campaign action to donation) was close to 12% in the space of a month – we've taken that cold audience on a journey to become donors.

We started demanding more of our colleagues in service delivery and combining their plans with our fundraising and communications. That way we can build key communications/fundraising/campaigning 'moments' throughout the year so that we can put out the same key message through key channels at the same time. We want this message to be, ideally, one of our top line influencing objectives. These objectives are all linked to what we're doing on the ground – something that's helping our clients. These help us take people who engage with us on a journey and convert them to donors.

Integration involves an ongoing process of internal cultural change. What really helps is that people buy into our new proposition, they understand why we're doing this – and they can see the results. As part of our new approach, our services staff are getting out there and meeting supporters. Our supporters are meeting our service teams. The services staff are really excited to talk about their work and show the difference it can make. Before they didn't have a channel for that, now they're attending events and using social media. And when they see that difference resulting in a donation, that's even better.

#### **Alison Griffin**

Former head of fundraising  
Refugee Action

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# What does success look like?

Ultimately, you're looking to do something that will advance your organisation, helping it to improve and grow. Integration could initially be driven by a need to increase fundraising income or uptake of your services.



Perhaps there's an immediate need to be clearer about what you do and why. It could be about creating a theme that unifies the different activities, products and communications that come from services, fundraising and campaigns. Whatever your initial motivation, integration will help you recruit and retain supporters, increase their lifetime value and improve their perceptions of you – if you get it right.

## More people understand who you are and what you do

When you're considering integrating your communications, a good place to start is with a look at what might happen if you don't.

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**“We'd been in a position where our communications were quite ad hoc and sporadic. They were planned in silos, and if you looked at them in totality they didn't support each other. One of the reasons we had problems with the way we were perceived was because our communications weren't integrated and joined up – we weren't going out with a unified message. So people just largely made up their own view of the RSPB, rather than us influencing that view.”**

Jonny Wright, head of brand, innovation and planning, RSPB

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## All your messages are focused, clear and consistent

Whether you're a donor, supporter, volunteer or beneficiary/service user, you want to see a clear, compelling and focused story – one that leads you to understand and trust your chosen organisation.

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**“When a charity isn't integrated, supporters can get too many communications from different departments all saying different things. They'll see messages out there in the marketplace that just don't align. For a big organisation, if they've got their integration right and then they take it to market through a campaign, you want to put on the radio or TV in the morning and hear a news piece about them, then read about them in the newspaper or on Twitter on the way to work. This needs backing up with the same story on**

**a piece of advertising, a tube panel, billboard or Facebook. Then when a piece of direct mail carrying the same story hits your doormat, the existing awareness can heighten the response rate. If you haven't already responded by text message, that is!”**

Dan Dufour, associate director - brand, GOOD Agency

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## More support, income and impact

When you're inside a charity that's integrating successfully, it feels like everyone's driven by one aim. They're working for the cause, not their department or individual targets. Not only will your staff feel this, the impact reaches your donors, volunteers, and beneficiaries.

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**“For last year's Christmas fundraising appeal we piloted a more integrated approach to audience targeting, messaging, channel mix, and planning of moments during the appeal. One of the key benefits to us was how attractive this was to our partners and funders. We secured aid match from the Department for International Development, which doubles what we raise. We were able to bring on board a key corporate partner, easyJet. This was the result of presenting a high profile, clear, joined up campaign. There was a series of integrated activities that they could see working across channels and audiences and that they could be part of. For us, integration had a direct impact on income – this was our best Christmas campaign yet. It shows there can be some very tangible short-term benefits while you're working towards those longer term profile building and brand objectives, which can take years to offer clear results.”**

Rebecca Walton, head of brand, Unicef

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## Getting long-term results for services

### Action for Children's 'Fostering Myth Busting' campaign is building the charity's reputation in the field of fostering.

We wanted to help more vulnerable children by raising awareness of fostering and encouraging people to foster with us. Our research proved that fostering myths were threatening to cause a crisis because people didn't think they could foster – even if they wanted to.

Our marketing team originally planned to invest in advertising for its recruitment drive. But it was clear that a creative campaign, and media coverage, bringing the strength of teams across the charity together, could both save money and reach more potential foster carers.

We put together a hard-hitting media story, using our key statistics, and asked 15 foster families to be case studies. We involved children's services colleagues as spokespeople, put together a social media campaign, involved our projects around the UK and prepared the customer care team to handle new fostering enquiries. The opinion poll which we conducted provided the crucial hook for our campaign – exposing misinformation and misunderstandings among the general public. Integrated working was crucial. We set up a group, with representatives from all the teams involved, so our activities were properly integrated at every stage and used every channel we could.

The campaign was a major success. We secured 351 pieces of coverage, including extensive TV, radio and national media and Scottish, Welsh, Northern Irish and regional media. Our campaign web page received 126,329 page views between 8 and 18 September 2013, which resulted in 568 online enquiry forms about becoming a foster carer being filled in: a 488% increase.

The real measure of success, though, was the number of new potential foster carers we found. Our campaign resulted in 734 new fostering enquiries. We received a 49% increase in enquiries from potential carers than our May 2013 foster carer recruitment drive.

#### **Sherine Krause**

Executive director of fundraising,  
communications and policy  
Action for Children

# Selling in the idea of integrated communications

**You've decided integration is an effective way of working that will improve your processes and get results. But how do you convince your colleagues and persuade your management team?**

## Gather evidence

Organisations don't try to change unless there's a strategic issue that needs addressing. You'll need to clearly illustrate your problem and why an integrated approach to communications is the right solution. It can take time to research and gather the evidence you need. This may be anything from basic monitoring of your brand to extensive market research into what the public know about your work or how they feel about a specific issue.

Do an audit of your communications. If they're not coherent or consistent, this will soon show through when you put them all together. Case studies from similar organisations can be an important tool too. They demonstrate how others have tackled a problem and what you can gain from doing the same.

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**"Do something that many charities find hard. Acknowledge that the competition may be doing stuff better than you. We can all learn from the good practice of our competitors."**

**Sherine Krause, executive director of fundraising, communications and policy, Action for Children**

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Your own trial campaign will also give you strong evidence that this is the right approach to take. (See page 34: Test and learn: Delivering a trial campaign).

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**"You have to be able to demonstrate success. Show how your approach is going to benefit people's respective bottom lines – whether that's the fundraising bottom line or an awareness and attitude bottom line. And use real examples. The**

**trial campaign approach is very helpful, because that's how you demonstrate that something works."**

**John Grounds, strategic marketing and communications consultant**

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**"Before we started on our integrated campaign, we'd done a lot of research and testing with focus groups. We had the evidence to show our senior managers and staff that this wasn't just our internal opinion. We made sure we were positioning everything in the context of our audience groups. And we also kept reminding managers and staff we were working to a key pillar of our organisational strategy. We were able to build a picture that people couldn't ignore – and reassure them that we would be testing and analysing all our campaign results."**

**Natasha Dickinson, head of marketing and communications, RNIB**

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## Start at the top

Ideally you want your CEO and most senior managers right behind this idea. How hands on or involved they get may depend on the size and structure of your organisation – and their management style. But if they champion the project, it'll make a big difference to the speed it progresses and the commitment of others.

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**"When the chief exec is saying 'This is vital for achieving our corporate goals', all of the other management board and trustees listen, and buy into it."**

**Jonny Wright, head of brand, innovation and planning, RSPB**

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**"If your fundraising and marketing departments are separate, get both directors to invest. If they've put in a proportion of their budget, it's**

**in their interest to push it through as quickly as possible – and keep going if it gets tough.”**

Natasha Dickinson, head of marketing and communications, RNIB

**“Brand is not only the remit of the communications and marketing team. Successful brands are led from the top, and applied across the whole organisation consistently.”**

Dan Dufour, associate director – brand, GOOD Agency

### Speak their language

Show that you understand different teams' objectives – and demonstrate why an integrated approach will help achieve them. For example, you can use hard facts and financials to convince fundraising teams and highlight the alignment with brand values for brand managers. Make sure everyone can see the impact it will have on the organisation as a whole.

**“For our scientific audiences, we presented figures-based rationale, showing how it would help drive more science and research. You need to develop evidence and information about why it's important in people's worlds and what difference it is going to make there.”**

Rhiannon Lowe, senior brand manager, Cancer Research UK

**“When we worked with RSPB to refresh its brand and create an integrated platform for engagement, we always linked the work back to its core purpose of nature conversation. This involved working closely with the RSPB's head of conservation and holding internal workshops with staff. We assured them that in order to carry out more conservation to save nature we had to inspire more people to support them by investing in improving the charity's communications and fundraising first.”**

Dan Dufour, associate director – brand, GOOD Agency

### Be creative and tenacious

People always find new processes challenging, so you need to be persistent and patient. When you come up against obstacles, it can be easy to lose sight of

why you're doing this. Keep revisiting your objectives, reminding your colleagues (and yourself) what you're trying to achieve and why.

**“We did a huge internal engagement piece – over 100 interviews internally, as well as lots of different roadshows and training programmes. We had workshops with the senior management team and board of trustees. It was a big investment of time. Brand has traction in our organisation now and that's mainly because the top of the organisation has bought into it.”**

Jonny Wright, head of brand, innovation and planning, RSPB

**“When you're presenting your plans, do it creatively, rather than using PowerPoint. Senior managers sit in endless meetings and presentations, so do something different. Cover the room in a range of communications. Devise practical exercises they can take part in. Get them to think creatively for themselves.”**

Rhiannon Lowe, senior brand manager, Cancer Research UK

**“Do something that many charities find hard. Acknowledge that the competition may be doing stuff better than you.”**

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# Strategy - brand - integrated communications: a straight line?

Successful organisations ensure the foundations of their brand (vision, mission and values or equivalent) always stay linked with strategic objectives and goals. If you start from your strategy, and your brand is guiding everything you do, you'll always be achieving a level of integration.



## Keep checking in

In an ideal world, the road to integrated communications would be fairly straight: a process that starts with strategy, which informs and fits neatly with brand, which drives the integration. But we know it doesn't always work like that. Strategies get reviewed. Brands get refreshed. You may need to update your communications while your 'big picture' is being worked on. And be prepared to take a shift in direction.

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**“We're currently building our strategy and our operational plans will flow from that. As soon as the strategy is in place, we'll need to review our brand and forthcoming comms. Ideally you'd have strategy first, but we had to do our comms plan first and then we'll refer back. You want to do things in the right order, but you rarely have that luxury and you have to be pragmatic.”**

Sherine Krause, executive director of fundraising, communications and policy, Action for Children

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**“We're at the point where we're coming out of one organisational strategy and about to enter into a new one. The idea is that all of this is in line with our organisational objectives – our income and influence objectives are at the top, then our brand objectives support those. The challenge for me – it's a new role and a new team – is building up expertise and driving forward brand strategy and integrated communications. Our organisational strategy is currently fully focused on outcomes for children and the income and influence needed to do that, as it should be. But we need to build more in there around brand and integrated marketing to achieve that.”**

Rebecca Walton, head of brand, Unicef

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For more on aligning your brand and corporate strategy, see CharityComms' Best Practice Guide: [Branding Inside Out](#)

**“You want to do things in the right order, but you rarely have that luxury and you have to be pragmatic.”**

# CANCER, WE'RE COMING TO GET YOU



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Cancer,  
we're coming  
to get you

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## Starting with strategy

**When we were developing our recent brand campaigns, our start point was our newly defined brand strategy and organisational vision – what we're here to do and how. Effectively it was about what makes us different to any other charity, and the reason why we think people should support us.**

Having clarity about our position gave us a mark in the sand to work from, a stronger focus and sense of cohesion, as well as a clear message that we could bring to life across all our communications. The role of our advertising was to translate this into a confident and engaging message, to build understanding of what we do, and make people feel connected to us in a deeper and more meaningful way.

We've run a series of integrated campaigns since we refreshed our brand in September 2012, with each doing slightly different jobs. At the heart of all of them is the concept of 'Beating cancer sooner', which is the DNA of our brand and the idea that we want people to associate with us and believe in.

The first campaign we ran focused on our pioneering science/scientists and the role we play in accelerating the progress being made in beating this disease. The second focused much more strongly on the human impact of this research, the lives being saved now and our determination to bring forward the day when all cancers are cured. The third is about getting everyone to feel involved and inspired to join us in the fight against cancer. It's about collective action and reminding people that we can't do it alone. We believe as an organisation that we will beat cancer and, with the public alongside us, we can make that day happen sooner.

In terms of integration, we want Beating cancer sooner to be a consistent message across everything we do, and we will continue to work hard to make this happen. We still have a way to go to before we realise this across all communications but we're definitely much more joined up in our approach today than we were a few years ago.

### **Rhiannon Lowe**

Senior brand manager  
Cancer Research UK

# Good cross-organisational working

## One in four fundraising and communications professionals blame rigid organisational structures for ensuring communications and fundraising operate in silos, according to a CharityComms study.

Addressing this through a restructure can really improve the way you work together. But that takes time and resources. And there is no one ideal structure that will guarantee to rid charities of silos for good. Here are some steps you can take towards efficient collaborative working, wherever key departments sit within your organisation.

### Get the right people together at the start

If you're going to achieve integrated communications, you need to integrate your processes. That involves getting the right people in a room together, as early as possible in the planning stages of any project or campaign. Don't draw the line at communications and fundraising colleagues. If you're after true integration, you need to be talking to your services, operations, policy and campaigns teams as well. (See page 34: Test and learn: Delivering a trial campaign).

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**"If there are different people responsible for campaigns, brand, fundraising, and they're all working in different silos, a very important initial step is for them to all get together to share their individual plans. Because even by discussing those plans, you're opening up the opportunity to collaborate on essential elements."**

**Dan Dufour, associate director – brand, GOOD Agency**

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### Integrate your objectives

Focus on what unites not what divides. Too often departments start by saying 'Right, this is what we're going to do next year' as opposed to saying 'What are we trying to achieve?'. When you're planning your communications and campaigns, you'll need clear common goals as well as individual targets. Revisit your strategic objectives and make sure they're being translated into your integrated plans. Work together to develop shared objectives and Key Performance Indicators. Respect each other's skills, experience and mindsets and recognise you will need each other's help to succeed. (See page 34: Test and learn: Delivering a trial campaign).

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**"Integration can be really hard. It requires an organisational mindset and a willingness to be flexible. You can't be territorial; you have to be collegiate. You have to involve people, to negotiate and collaborate. That can take a bit longer than it would do if you were operating a 'command and control' model."**

**Adeela Warley, head of communications and experience, Friends of the Earth**

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**"The biggest hurdle is that often fundraising people, for example, are living on a different planet to advocacy and campaigns people. And then comms people are trying to cater for both – responding to what they're pulled into. What we're trying to do here is make sure that comms is truly strategic. Acknowledging those different planets exist, we make strategic decisions about how we position comms. So we've pulled together anything that relates to our income, influence and**



**profile into one directorate: ‘public engagement’.** We make sure the work we do is audience-led. We always try to understand who our target audiences are and how the work relates to profile, income and influence. It’s very tangible now, which means all teams are forced to work together – not based on good will but on strategic decisions.”

Mike Thiedke, director of public engagement,  
Plan International UK

## Rethink ‘ownership’

Your processes need to encourage collective ownership. Remember, communication channels and audiences aren’t ‘owned’ by specific departments, they all ‘belong’ to the charity as a whole to help it achieve its aims.

Good collaboration involves clearly defined areas of responsibility, not decision by committee. Be definite about who will have sign off and appoint a conflict resolver who has the last word if there are clashes. Equally, teams need to be empowered to make decisions and deliver their products and services without feeling ‘policed’.

**“Our business plans and budgets are together under one directorate. Previously, our events budget, for example, was shared between different teams. Corporate partnerships had money to make sure major donors can be treated well. The advocacy team had a budget for bringing in politicians, and comms might use their budgets for talks and conferences. These were all different pots. People were taking care of their own events. Since we pulled budgets together, no event happens without people from comms, advocacy and fundraising being involved. Even if it’s just to say ‘We don’t need to be involved in this to meet the objective’.”**

Mike Thiedke, director of public engagement,  
Plan International UK

**“An organisation’s communications channels aren’t ‘owned’ by the digital manager or the fundraising manager, they are the communications channels of the whole organisation. Therefore everyone has as much ownership of them as anybody else. Breaking down those barriers is part of the process and integrated comms is a solution to a campaigning challenge.”**

Ben Knowles, director of music, marketing and communications, War Child

## Choose your champion, celebrate success

You need someone to champion integration, to truly understand its benefits and what it can achieve. Remember to share your successes – it’ll help encourage more integrated working.

**“Sometimes you have to find a way to be brave and challenge the status quo. You need someone to take ownership of communications decisions, a senior sponsor or director who believes in the brand and will be a passionate advocate for it.”**

Rhiannon Lowe, senior brand manager, Cancer Research UK

**“When a piece of comms really works, when you get that press coverage because everyone’s worked together wonderfully, really celebrate it internally. There’s nothing like a bit of success to get people to work in the same way again in the future.”**

Sherine Krause, executive director of fundraising, communications and policy, Action for Children

04

# Why you don't need big bucks for big bangs.

You don't need endless resources to make integration work. In fact, the fewer communications you're producing – and the fewer people involved in sign off – the easier it should be to have them all on brand and joined up.



**“We're a tiny fundraising and communications team. It means we might be processing cheques one day, writing strategy the next. But it also means we can be really agile and flexible and push boundaries on things like tone of voice, as there's no huge line of process to get through.”**

Alison Griffin, former head of fundraising and communications, Refugee Action

**“The benefit of being a small charity with six members of staff is that we find ourselves not too limited by what we can do. I think a bigger charity, which has a broader audience and many stakeholders, may not have been able to take the same risks that we can.”**

Jamie Clews, former head of brand, CoppaFeel!

## Pool resources where you can

When budgets are tight, don't spread them too thinly with endless projects. Come together at the planning stages so you can see where collaboration will save money and allow for greater impact on every channel you use. Increasingly different departments are now pooling resources and planning integrated activities at key points of the year. These are commonly referred to as 'hero initiatives', 'moments' or 'milestones'.

When you take a cross-organisational approach to your communications, you're bound to highlight some overlap. If you can merge or streamline some outputs and activities, you can improve your communications and trim your costs.

Put together flexible toolkits and guides that focus on aim and audience, rather than reinventing your guidance for every channel. Share content and case studies, photos and video that can be adapted for different aims.

**“Rather than saying ‘Here's our new campaign proposition’ and then expecting everyone across the organisation to get what that means and think about how they might integrate it in their work, we've given people tools and assets they can use – that they would need anyway – to help with campaign integration as well as meeting their own objectives.”**

Carly Wilson, head of integration and brand advertising, Macmillan Cancer Support

**“The benefit of being a small charity with six members of staff is that we find ourselves not too limited by what we can do.”**

# Using audience insight

## Understanding, targeting and engaging your audiences is key to successful integration.

This might require a mindset change, first and foremost, in the way your organisation thinks about your audiences. People don't see themselves as 'committed givers' or 'warm DM recipients', they're all people who support your cause. If they're being spoken to by lots of different teams, they still want to be hearing some kind of coherent message. Integration is all about working with shared audiences. There are various ways you can help move colleagues towards this way of thinking.

## Reframe the way you look at your shared audiences

More charities are identifying and segmenting their key target audiences using organisation-wide audience segmentation models and customer relationship management systems (CRM). These use data analysis, qualitative and quantitative research. They allow you to divide up your audiences based on things like how people feel about your cause, their age and life stage, where they live, socio-demographics and how they consume media. For smaller charities, the first step to creating these might be to integrate the data they already have about their different audiences and how they're currently interacting with the charity. Once you have identified your audience segments, you can then agree which ones to prioritise for different areas of your work.

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**"If universal audience segmentation is not within your budget, start by understanding who you already have on your database(s). Think about their initial motivation for engaging with you and how they do so now, plus when, how and what they donate. This allows you to maximise current supporters' loyalty and helps you identify how to attract new ones. Planning tools can add to your**

**knowledge about your audiences. We use Target Group Index, Nielsen, Acorn and Mosaic."**

**Debbie West, fundraising and insight strategist, GOOD Agency**

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**"Quite often we label audiences with products. For example, people say volunteers are an audience but they're actually a part of your supporter audience, they've just adopted a product of volunteering. As part of our new communications planning system we think of the products after we've thought of audiences. Having new segments of our audiences has helped with that."**

**Jonny Wright, head of brand, innovation and planning, RSPB**

## Create a hierarchy of asks

Start by thinking what you want your audience to do first. How do you want them to respond? What is the most effective way of inspiring them to do that? This way you can develop integrated communications and fundraising asks.

Often the tension with sharing audiences can be around teams meeting their objectives, whether that's to get someone to donate, sign a petition or volunteer. With integrated work, it's vital to agree what you're trying to drive people towards and when. Creating a hierarchy of asks within the supporter journey can help to get round that conflict.

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**"When we developed organisational supporter journeys for Prostate Cancer UK, we analysed supporter and market data to identify key insights about their audiences that drive who gets which ask and when. Every journey, no matter how a**

supporter came into contact with the organisation, reflected the core engagement proposition of a 'Movement to help give men a fighting chance against prostate cancer'. It's about understanding your audiences and aligning your goals with their needs and desires."

Debbie West, fundraising and insight strategist,  
GOOD Agency

"Right from the outset of our integrated Bee Cause campaign, our lead fundraiser and campaigner worked together on creating asks for people to devote their time and effort, as well as their financial support. We were easily able to explain how people's donations would help bees, and empower donors to help by directly sowing seeds themselves. By working together we were able to say 'Well, actually, at this point in the campaign we know that we've already asked people to do this, so this would be a good time to ask them to take action, or vice versa.' So those kind of old tensions that you would get from competing interests for a supporter were worked through."

Adeela Warley, head of communications and experience, Friends of the Earth

### Use messages from a unifying theme to speak to audiences

'No one alone', 'No child born to die', 'Beat cancer sooner'. These are all unifying themes which summarise the work that the organisation does. Some people worry integration is about saying exactly the same thing in the same way to everyone. But if you're developing your messages under a unified theme, you can carefully tailor your message for different audiences and still have an overarching coherence.

"Our overarching core proposition is 'Tackling hunger, transforming lives' and our proposition is 'Give a life free from hunger'. Hunger Stops Here is our latest integrated campaign. So hunger, and tackling hunger, is always at the heart of everything we do."

Sarah Molloy, head of communications, Concern Worldwide (UK)

**"It's about understanding your audiences and aligning your goals with their needs and desires."**



## One audience, one message

**When we were developing our recent brand campaigns, our start point was our newly defined brand strategy and organisational vision – what we're here to do and how. Effectively it was about what makes us different to any other charity, and the reason why we think people should support us.**

We're in a unique position in terms of integration because currently we rarely run activity with a dual Key Performance Indicator (KPI) of awareness and fundraising. We've set up CoppaFeel! as a unique proposition for our audience which gives a clear, unified focus on awareness.

We target one audience – 18 to 30 year olds – with one key message: check your breasts for the signs and symptoms of cancer. Our name, then our brand, came before anything else. It's brash and bold because we're delivering a serious message to young people in a fun way that resonates and appeals.

When considering integrated communications, we have some concerns about diluting our message by having dual awareness and fundraising asks. The fear is that if young audiences think you're coming to them for money, they might not listen. Unfortunately, there is the obvious risk here of the loss in all-important income.

Fundraising for CoppaFeel! has often come as a by-product of building favourability around the charity in our brand communications. Although we don't specifically ask our core demographic to help, when they want a cause to raise money for, they often think of us. As awareness goes up, so does fundraising income but the revenue is not as strong as a campaign where income is a KPI.

One of our key tactics to deliver awareness with mass cost efficiency is identifying and making good use of corporate partners. We work with media and corporate brands if we feel their communication channels are

a good route for us to deliver on our charity's core objectives and reach our target demographic.

Perhaps our most well-known partnership is the 'Check 'em Tuesday' campaign with *The Sun*. Prior to the launch in March 2014, we had relatively low awareness. Working with one of the biggest media brands in the country offered a great way to reach 6 million readers each week. The campaign had its critics but *The Sun* reaches more 18 to 30 year old women than *Reveal*, *OK!* and *Heat* magazines can offer combined in a week.

We have managed to efficiently deliver on our key measures with dramatic increases in brand and signs and symptoms awareness. Six months of continual presence in the nation's biggest daily has also helped make us front of mind for some of their readers when they're considering a cause for fundraising. This doesn't mean that we haven't sought a great integrated idea. We'd love to achieve that really fun, informative and shareable idea that makes people both want to check their breasts and, at the same time, raise money or donate to CoppaFeel! Who hasn't had the meeting where they've said, 'We need the next Movember' or 'How can we start the new No Make Up Selfie?'

When we brief agencies about campaigns, we ask them to consider two questions: 'Is this going to be truly shareable?' and 'Can it make money without diluting the cause?' The answer to at least one of these has to be yes, but we are still waiting on the campaign that delivers on both.

In the meantime, we are thinking strategically about future fundraising and how to integrate that within our communications. Potentially, we might develop a second fundraising audience, the parents of young women perhaps, if it doesn't detract from what we are trying to do with our core audience."

### **Jamie Clews**

Former head of brand  
CoppaFeel!



## Same message, different audiences

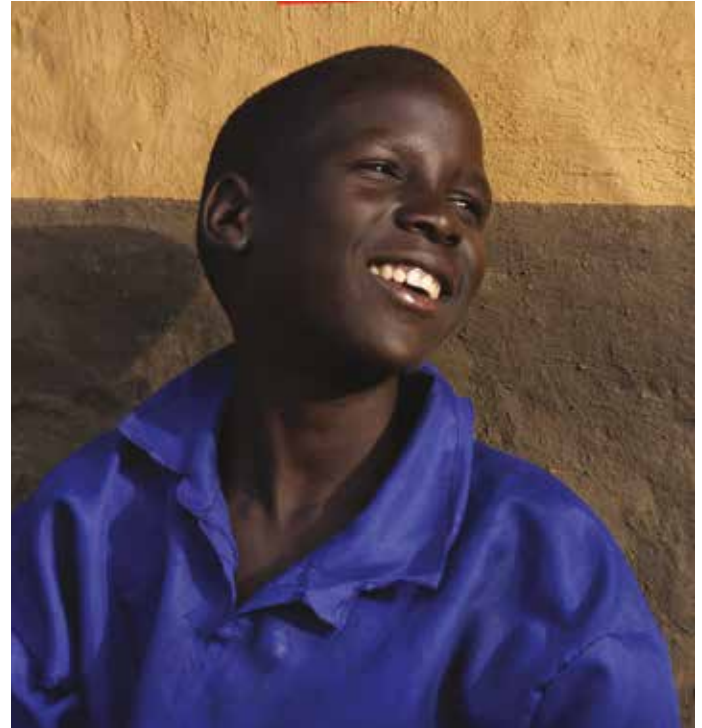
**Our advocacy team had been working on the issue of sexual violence against children and young people in conflict for over a year when they approached the rest of the organisation to propose a cross-organisational campaign.**

Foreign secretary William Hague and actress Angelina Jolie were leading on a London June 2014 summit to stop sexual violence in conflict. But the original drafts of their proposed agreements for governments had no reference to children at all. In our experience, half of the victims of sexual violence in conflict are children.

We agreed three months before the summit that this was an issue we were able and committed to take a unified stance on. We got together in a room and made the decision to delay pieces of activity we had planned. The effects would have been diminished by us being incoherent, scattergun and stretching our resources. Paramount was our advocacy message that children needed to be in the paper that was submitted and supported by national governments around the world. We looked at what the fundraising team could be doing to support this and what opportunities we had for communicating with audiences. For example, there was an opportunity to target the thousands of people coming to visit the summit over its four days in London's Docklands. So, we ran a tube and train advertising campaign showing how we rebuild children's lives and included a donation ask by text message.

Another opportunity was a concert we were hosting at Shepherd's Bush Empire at which our CEO and presenter Fearné Cotton spoke about Polline, an amazing young lady who was a sex slave in Uganda from the age of 12. We asked the crowd of 2,000 people to send text messages to support our work, which 10% of the audience did.

Our messaging to all those audiences, Parliament, young people and those who attended the summit, as well as our social media followers and website visitors,



was consistent: 'It's unacceptable that a child should be targeted with sexual violence in conflict. War Child proves what difference can be made. By supporting War Child you're doing something to change and save the lives of these children.'

We were successful with our advocacy aim because children appeared in the very first paragraph of the paper. William Hague said: 'Children are uniquely vulnerable to sexual violence in conflict and War Child's expertise has made an invaluable contribution.'

A big learning was that we can get our War Child music audience to interact with us to turn them into War Child supporters. Before, we missed these opportunities. War Child has nearly 40,000 'likes' on Facebook and our brand recognition is really high among young music fans. The scale of reach we can get by bringing the previously siloed music department into the core of our main fundraising and marketing means we can maximise opportunities and use those channels.

### **Ben Knowles**

Director of music, marketing and communications  
War Child







## Putting your audience at the centre of your communications

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**“Is it any wonder?” That was the main thought we had about the confused perception of the RSPB when we did an exercise with various internal stakeholders. The public largely think the RSPB is for people who like watching birds, even though we work for a vast array of wildlife, from hedgehogs and red squirrels here in the UK, to tigers and elephants around the world.**

When we laid out our communications, we had walls and tables full of a completely random mix of message, brand and product, all going to the same audience. The public didn't understand what we did because we weren't going out with a coherent message.

We started our integration work by considering our new corporate strategy positioning ourselves as a nature conservation organisation. And, after a lot of work, landed on 'Saving our threatened wildlife together' to describe our brand story.

In June 2013, we launched 'Giving nature a home' which was about the RSPB getting its new brand story out there. Being more integrated meant starting with our audience first and we worked with agencies to develop a new audience segmentation model. These segments meant that when people connected with us through the campaign we could target them with a specific communication depending on what segment they were in. That's what people expect now when they interact with a company or a brand.

We're putting resource into back end systems, like data and our website, to improve the supporter experience because more people are engaging with us now. My team plans communications, starting with who we want to talk to. Then we plan our big set-piece activities, and all the other activities underneath them.

### **Jonny Wright**

Head of brand, innovation and planning  
RSPB

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05

## Test and learn: Delivering a trial campaign

Integration can seem huge and overwhelming with so many things to get in line. But it doesn't have to be. Running a trial campaign is a good way to test how your organisation can work together to integrate communications.



You might choose a self-contained activity, which all parts of your organisation have a stake in being a success, and use that as the pilot to demonstrate how integration works.

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**“Choose a particular focus that you have in your organisation and bring everybody together around that. Set some shared objectives and, if it works you, have your demonstration of why integration is a valuable approach.”**

**John Grounds, strategic marketing and communications consultant**

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Starting a trial campaign involves taking a calculated risk because you'll probably do it before you think everything is entirely integrated internally. For example, perhaps some staff haven't quite been sold on the idea. The most important thing is that you have a clear idea of who you are, what you want to communicate and a unifying theme that everyone can work to. (See page 28: Using audience insight).

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**“If you try and cover everything before you start, you'll probably never start. Pick off the really big stuff and wait for the smaller things to fall into place. I don't think it mattered that we hadn't changed the logo signs on the trail paths on our nature reserves when we were getting out to 86% of the adult population through TV.”**

**Jonny Wright, head of brand, innovation and planning, RSPB**

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**“We encourage people to take calculated risks because it allows us to be integrated across all our channels without it becoming hampered by compromise.”**

**Ben Knowles, director of music, marketing and communications, War Child**

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Your trial integrated campaign needs to deliver on an aspect of your organisational strategy. Keep going back to your strategy to check that you're on track with the campaign. If you've been through the process of creating a new strategy and brand, this will shift the way you communicate to audiences.

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**“Following our change in strategy, we needed to shift understanding of Macmillan from being an organisation that just offers support, to one that also urgently needs people to support us, so that we can help people with cancer. Our ‘Not Alone’ campaign is designed to do just that.”**

**Carly Wilson, head of brand advertising and campaign integration, Macmillan Cancer Support**

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## **Set up an integrated communications working group**

There's no substitute for getting the right people together in a room to plan your integrated campaign. That might start, first of all, with the heads of different departments, such as campaigns, communications, fundraising and services, coming together to discuss how a campaign can deliver on each of their objectives.

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**“At NSPCC, we had a group called the communications strategy group which consisted of four people: the director of fundraising, the director of policy, the director of services and myself as the director of communications. I chaired that group and on the very rare occasions when we didn't reach agreement, if there needed to be a decision, I would take it. If you are an organisation that has a service delivery element to it, it is important that they are part of that decision making process.”**

**John Grounds, strategic marketing and communications consultant**

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For larger campaigns, set up a separate day to day working group responsible for delivering the campaign's objectives. It's important that the group meets regularly, every two or three weeks, to delegate work, check progress and keep on track with plans. Make sure all members are clear about what their role is. One way to do this is to write responsibilities into job descriptions.

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**“We have a model of working called co-creation, which brings a cross-departmental team together to develop an integrated campaign. There's a**

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lead person from the campaign policy part of the organisation, a senior campaigner, and someone from the engagement directorate who is either in comms, activism or fundraising. They are a co-lead for the campaign with the campaigners and one of our senior management team is a sponsor. The group clarifies what the aims of the campaign are, sets objectives, plans activities, sets KPIs, and leads on monitoring and evaluation.”

Adeela Warley, head of communications and experience, Friends of the Earth

And, of course, if you do decide to have these groups, it's important to make sure they talk to each other.

“I manage our integrated marketing group which meets regularly and includes senior staff such as the director of brand and comms and the director of individual giving. Once a month, we open up the meeting to the leads of key integrated projects. They come along and give an update, flag integration opportunities and challenges and ask for advice and direction.”

Rebecca Walton, head of brand, Unicef

## Plan together

Media plans. Fundraising plans. Digital plans. Your charity might already have enough paperwork when it comes to planning. To deliver an integrated campaign, you need to create a master plan. That will start with departments sharing information so you can create opportunities to work together. (See page 23: Good cross-organisational working).

“We have a ‘communications planner’ which maps out our messages for the shorter and longer term. You can see what we’ll be talking about in each month so that the whole organisation is focused on it. So what goes out from each team, whether it’s communications, press, fundraising or direct marketing, is focused on that.”

Sherine Krause, executive director of fundraising, communications and policy, Action for Children

“You need a shared plan of what a supporter journey looks like for the campaign. Our major campaigns coordinator keeps the calendar up-to-date. We also have organisational monthly planning meetings. Our major campaign planning team brings its supporter journey to that meeting.”

Adeela Warley, head of communications and experience, Friends of the Earth

“Each of our departments has planning days where we’ll discuss new ideas for next year. Then we come together to share our plans to see how we can work together in an integrated way.”

Sarah Molloy, head of communications, Concern Worldwide (UK)

“If you try and cover everything before you start, you’ll probably never start. Pick off the really big stuff and wait for the smaller things to fall into place.”

## WE ARE MACMILLAN. CANCER SUPPORT

# Setting up a working group

**We started by working with a small group of senior people from our marketing, communications and fundraising departments to develop a collectively owned, top line strategy for our 'Not Alone' campaign.**

Then, on an on-going basis, I lead a working group of about 10 people who have been selected to represent areas across Macmillan and actively contribute to the development and implementation of the campaign. We meet for an hour and a half every two or three weeks. Members are active champions for the 'Not Alone' campaign and responsible for spotting opportunities in their areas and working with those teams to integrate the campaign as effectively as possible.

Each person has agreed to take on a wider responsibility than their day-to-day remit, when it comes to their role in the campaign. One person, for example, is responsible for representing the whole of mass fundraising on the group, even though that's significantly bigger than her usual remit. This has also been agreed with each representative's line manager, so there's clarity for everyone and expectations are crystal clear.

Members raise opportunities, challenges and concerns which we discuss together. Our digital engagement manager, for example, leads on integrating messaging and using assets we've developed for the campaign – case studies, films, info graphics and other content across all our digital and social platforms. She will set up any subgroups she needs to make that happen and involve me as and when necessary.

The group has changed and morphed over the last two years. New representatives have joined while others have left as we have re-prioritised. It's been fluid and that's really important. I try to keep the agendas fresh and forward thinking. There's no point in going over the same ground if everyone gets what they're doing.

### **Carly Wilson**

Head of brand advertising and campaign integration  
Macmillan Cancer Support





MONFRIDAY 16p

# THE BEES N

## (ALMOST AS MUCH AS



Britain's bees are in trouble. Their habitat is vanishing and is falling fast. And that leaves us in big trouble too. It's up to little creatures to pollinate our fruit and veg crops. So, to get your bee-friendly wildflower seeds. Plant them in your garden and you'll have a garden that'll help bees - and the environment.

**Text BEE to 70444 to**  
and get your bee-friendly flowers

ENGAGING AUDIENCES

You will be charged £1, plus one message at your standard network rate. Friends of the Earth will receive a maximum of £2.50. If you'd rather we don't contact you, text REMOVE to 70060. Alternatively, you can get your seeds by calling 0800 581 051.



## Our trial campaign

**Bee Cause tested an integrated way of working for us and was driven by two of our strategic goals. They're around seeing nature thriving and getting more people actively engaged in making a positive difference in a way that helps improve wellbeing and improves and protects the natural environment.**

On a campaign level, we wanted to: persuade the government to agree to draw up a national bee action plan; inspire activism and financial supporters; and engage new audiences to get involved with the campaign.

From November 2011 to the launch of Bee Cause in April 2012, our co-creation team (see page 35: Set up an integrated communications working group) met at least once a week. The team worked on creating two key asks which ran through all of our communications channels using the message 'The Bees need you (As much as you need them)'. The first was a text ask for £3 for wildflower seeds and the second was a suggested donation of £15 for a Bee Saver Kit which contained wildflower seeds, a garden planner and other materials. We also used emotive storytelling, creating Honey the cartoon bee to give our beneficiary a personality.

Because we carefully monitored the campaign and were working in an integrated way, we could explain how people's donations helped bees and cross sell offers. For example, within 24 hours people who asked for a Bee Saver Kit got an email with a link to our virtual map where we marked every donation with a flower. Then they got a call from our fundraising department within seven days.

We had such a big response that we had to create a rota of staff to help stuff envelopes and enter data to the supporter care system. Managing the tone of voice was a challenge because the campaign was very

positive but the issue of pesticides became politically live and we needed to send a serious message about what needed to change. We used social media to test the tone and got feedback from our volunteers and fellow NGOs working on the campaign.

We can clearly see how the results from the campaign meet our original organisational objectives to reconnect people with nature and engage new audiences. We raised £560,000 from the campaign in 2013 and recruited 40,000 new cash givers. In June 2014, the government agreed to our call to draw up a national pollinator strategy to tackle declining bee populations. We also worked with communities across the country to create 200 Bee Worlds, habitats in towns, parks, fields, and business premises which created a conversational relationship with our supporters. People who created Bee Worlds are sharing their pictures and telling us what a difference they've made.

### **Adeela Warley**

Head of communications and experience  
Friends of the Earth

# Inspiration from the corporate sector

Here are three examples of integrated campaigns from the corporate world that use unifying themes.

## Coca Cola's 'Share a Coke' campaign

Personalising one of the biggest brands in the world is a tricky brief but one this campaign achieves in an integrated way. After Coke replaced its usual branding with 150 of the UK's most popular names in 2013, traffic on the Coke Facebook site increased by 870%. Coke also use the messaging on its website, TV ads and digital content to target 18 to 25 year olds. The jury is still out on the overall effectiveness of the campaign in terms of increasing sales, but YouGov research has shown it greatly improved perception of the Coke brand.

## O2's 'Be more dog' campaign

This mobile phone company backed up its TV advertising about how "being more dog" means using more technology, with digital content that got people talking about the brand. Customers could throw virtual frisbees from their smartphones to their PCs or make "dog bombs" – personalised messages telling people to be more dog.

## Virgin's 'Fly Virgin trains' campaign

Virgin's research discovered that people overestimated train journey times and ticket prices. So this campaign aimed to sell more train tickets by showing Virgin customers they knew they wanted to spend less time travelling and more time at their destination. It included TV, digital and radio advertising, press, online and social media and raised £11 million in revenue.

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"The corporate sector is spending tens of millions of pounds on hardware, software and ways to manipulate data, which is largely all to do with integrating your communications. I think the charity sector has tended to shy away from that kind of investment in systems until a little bit more recently. This is an area of underinvestment that we now need to properly invest in."

Jonny Wright, head of brand, innovation and planning, RSPB

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# Working with agencies and consultants

**Getting external support can help your organisation better identify what needs to change and how you can make that happen. However, if you don't manage it well, you may find it a hindrance – after all, that's more people you've got to integrate into your integration process.**

## **Make sure the agency has specific expertise in the areas you want to integrate**

If you want to develop a brand that works for fundraising, the agency will need to have expertise in brand communications as well as fundraising. If you decide to bring different agencies together, make sure they're happy to work together in a collaborative way.

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**"It's very useful if the agency you work with has been through a very similar thing before because they can bring that experience and say: 'This has worked for other organisations'. Often, it's that external voice that people want to listen to."**

**Jonny Wright, head of brand, innovation and planning, RSPB**

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## **Include agency staff in campaign planning meetings and brand induction**

Make sure agency staff have a really clear understanding of your aims and objectives. Include them in campaign planning meetings and brand inductions. Help them become fully immersed in your organisation.

## **Brief thoroughly**

Make integration part of your brief. For example, your brief might be to identify and develop a unifying theme that works across communications, campaigns, and fundraising. Make sure you include what you're looking for in terms of metrics too.

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**"There are still clients that will commission us for specialisms, but, increasingly, they are coming to us with integrated briefs asking us to help provide tools that enable them to better tell their brand story."**

**Dan Dufour, associate director – brand, GOOD Agency**

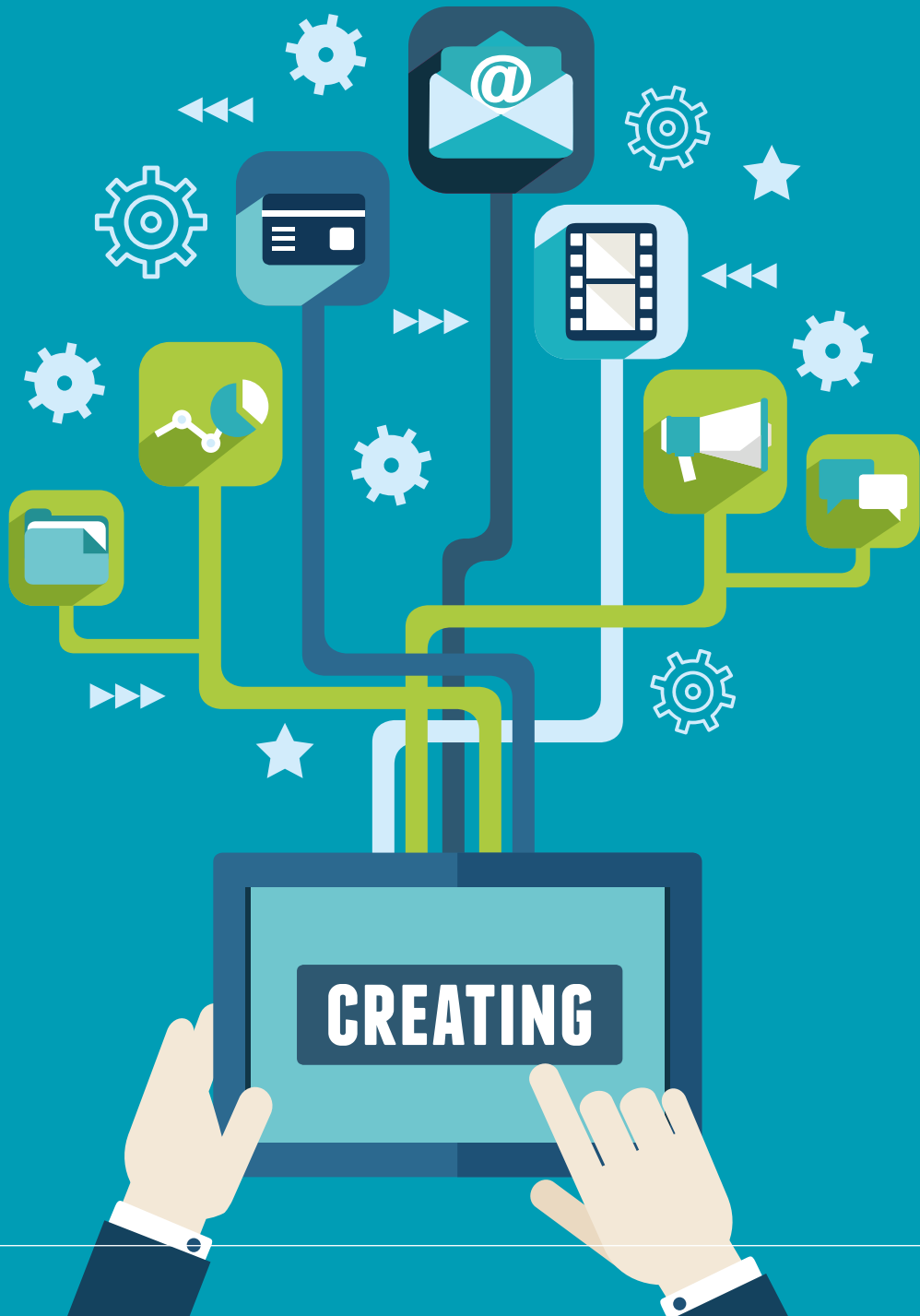
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**For more on working with agencies see [CharityComms' Best Practice Guide: How to be a smart client.](#)**

06

# Evaluation

Planning how you're going to evaluate your communications is a key part of the integration process. It's important to agree together at the beginning of the process, when you're working out who to talk to and what channels to use, what it is that you're going to collectively measure.



## Agree shared metrics

In an integrated world, metrics should be shared and looked at across departments.

Metrics you might use to measure your brand include: awareness (prompted and spontaneous), understanding, distinctiveness, personality, relevance, trust and consideration to support. Tools to measure these include nfpSynergy's Charity Awareness Monitor, YouGov's Charity Index and the Charity Brand Index published by *Third Sector* and Harris Interactive. Online 'buzz monitoring' is also increasingly common, where a charity will monitor the sentiment towards their brand online.

The most common fundraising metrics focus on: return on investment (ROI); how many respond to a communication; the average amount people donate and the total amount raised by a campaign; how much it costs to get someone to respond to a campaign (including marketing); donor retention; how often people donate; who takes up Gift Aid; and number of donors.

Other measures give an indication of the efficacy of your communications and can be monitored if they reflect your objectives. They include: the number of website visitors, helpline calls, service users, volunteers, members or campaigning actions.

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**“Many charities now have their own brand health monitors to understand the nature of conversation and perceptions online. It’s a good idea to create a dashboard containing cross-department metrics to monitor progress over time.”**

Debbie West, fundraising and insight strategist, GOOD Agency

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## Use the same evaluation tool

There are various planning and evaluation tools which help you identify, either for an on-going campaign or a specific communication, precisely what it is you're trying to achieve against different criteria. You then build your evaluation framework against those criteria.

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**“If everybody is using the same planning and evaluation model, you can choose which channel is most effective for achieving which part of the objective. So, the person responsible for**

**social media might focus on changing people’s attitude towards an issue because they can seed and monitor conversations.”**

John Grounds, strategic marketing and communications consultant

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## Develop proxies for outcomes

By deciding on specific outcomes to track, you can build up some important data to show the impact of integration. It's evidence you can show your senior management team that you're making progress towards your long-term goals. For example, a proxy measurement for reducing alcohol-related illness might be the number of arrests made for alcohol-related problems. Of course, measuring usual outputs, like press cuttings, clickthroughs, retweets and how many people sign up for direct debits, will also help evaluate the impact of your work.

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**“We set up a dashboard to help us track the impact of our integrated campaign. It looks at a range of measures from brand awareness to increases in visits to our website and income off the back of brand advertising. But the success of integrated activity is difficult to measure as a separate entity, when it is, by its nature, the impact of the sum of its parts.”**

Carly Wilson, head of brand advertising and campaign integration, Macmillan Cancer Support

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## Use what you learn to feed back into the integration process

At the end of a campaign, evaluation becomes part of your cycle – it feeds back into the briefing for the next one. The bigger challenge of integrating is to move beyond trial campaigns to a deeper level of integration.

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**“The big challenge for us, if we continue to grow over the coming five years, is how we embed that community spirit of integration into a structure to ensure that we do it.”**

Ben Knowles, director of music, marketing and communications, War Child

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**“We constantly try to improve how our model works and review who’s responsible for what.”**

**Adeela Warley, head of communications and experience, Friends of the Earth**

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### **Heed painful lessons**

Some of what you learn through adopting a more integrated approach to your communications won't be easy to fix. For example, with more insight into how your audiences respond to what you do, you could realise that you need to stop a particular aspect of your work. While problems like these might require more resources at first, solving them will help you achieve your organisational objectives in the long term.

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**“A lot of charities struggle with ending products. You need a rigorous planning cycle, that makes space for portfolio evaluation and for new product development, and you need to get rid of some of the ones that are failing.”**

**Jonny Wright, head of brand, innovation and planning, RSPB**

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### **Feed back on how your organisation worked together to inspire more joint working**

Perhaps you'll discover that your most effective fundraising ask came from someone in policy. Or a creative concept for a trial campaign came from one of your services team. Integration is proof that there is a huge amount of creativity, ideas and insight across charities and untapped potential can be hidden away in organisations that operate mostly in silos. Acknowledging this in evaluation reports, or with colleagues, can help break down silos.

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**“There is passion and creativity in every part of the organisation. Even when communications isn't part of someone's job, they can come up with brilliant ways of communicating important parts of the work we do.”**

**Ben Knowles, director of music, marketing and communications, War Child**

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**“There is passion and creativity in every part of the organisation.”**

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# Tools that will help

**Arming colleagues with tools can aid integration. Dan Dufour, associate director - brand at GOOD Agency, shares 10 tools that will help you integrate your communications.**

## 1. Responsibility assignment matrix

This, also known as an RACI, is a tool that can help you agree roles and responsibilities for integrated cross-departmental projects. RACI is an acronym of the four main responsibilities: Responsible, Accountable, Consulted and Informed.

## 2. Pen portraits

These help colleagues to visualise their target audience or priority audience segment. They can be broken up for media planning purposes into demographic, geography, behaviour, interests and preferred media. Or they can be more creative, based on the life of an individual or family.

## 3. Communications audit

A regular audit can monitor how the brand is being expressed across departments and channels, including online. This can help you figure out what refinements or development is required. When you're auditing, you might assess communications on a range of criteria, including whether they're consistent enough to be instantly recognisable (even when the logo is covered up) and meet the needs of different departments.

## 4. Brand model

This outlines your vision, mission and values. It should come from your corporate strategy and run through everything you do, from what and how you communicate to the way you operate and behave as an organisation. Brand models come in all shapes and sizes: worlds, pyramids, keys or even onions.

## 5. Brand story

This is the most important tool to help you integrate your communications. It's an emotive narrative that clearly outlines the problem you seek to address, your charity's role in addressing it and the role your supporter could have. Begin by asking why your story matters to your audiences. Ours have a fundraising case for support built into them.

## 6. Storytelling framework

This document breaks up a charity's brand story and fundraising case for support into key themes. That way, it's easier to articulate details of the problem or threat you're dealing with, your solution and the role your different audiences can have in achieving it. It can include key statistics, case studies, audio-visual and digital material and other content. Communicators can use this to communicate the same story to build awareness and understanding and drive donations.

## 7. Message matrix

Once you have your brand story in place, you may want to break it down or build on it for specific audiences or purposes. For example, you might have one version for supporters for fundraising and campaign purposes and another for services marketing and people you support.

## 8. Standard descriptors

These are short, medium and long descriptions of what you do and why. They can be used across all communications for consistency.

## 9. Brand guidelines

A good set of guidelines should cover all the elements that make up your brand (what you stand for, how you look and what you say) without becoming a volume of *War and Peace*. Rather than organising these according to what channel you might use your brand in, structure them by audience or function. So, include how to use words and images in a services marketing context or a fundraising one to support communicators to deliver the brand in their area of work. Or if you've done some audience segmentation work, structure them by audience segments. More and more guidelines now exist online so everyone can access them freely.

## 10. Integrated campaign plan

A good integrated plan outlines: the campaign proposition and case for support, what actions you'd like supporters to take, target audiences, messages, calls to action, channels and internal stakeholders.



# NSPCC

## A decade towards integration

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**FULL STOP launched in 1999 as an appeal, evolved into a campaign and became the NSPCC's whole strategy. It was a single organising thought – ending cruelty to children – that linked together almost every aspect of our marketing and communications activity. So we had a core that was a driver towards integration.**

We moved towards integration by choosing two or three points in the year when we felt we could really maximise the value of the investment we were making in marketing and fundraising by pulling things together even more tightly. For example, in 2002 we launched a campaign around a cartoon boy who was being beaten up by his father. To make sure all our communications included images and messages from this campaign, as well as FULL STOP, we introduced a new way of working.

We'd issue a master brief to all internal departments and our agencies at a meeting with all of them, perhaps around 50 people. Then the same people would come back to share how they thought we could get audiences to respond in the way we wanted them to. Once we'd agreed that, there would be individual project plans for each element of the campaign. And at the end of the campaign, everybody would feed their results and analysis into one report. It was a constant reiteration of knowledge from each of the campaigns.

If I looked at one or two of the smaller campaigns now I'd have to say we probably stretched a point by putting the FULL STOP name on them. But because the brand had become so strong, it didn't feel like it was dissonant.

Now, the organisation has moved on. There's not a FULL STOP campaign anymore. It's absorbed itself into the brand. Is that natural evolution? It has certainly left a mark on the organisation and the public – it's what they associate the NSPCC with."

FULL STOP achievements:

- In 2009, more than 80% of adults regularly told the NSPCC that ending cruelty to children was one of their top causes – an increase of 65% from the launch of FULL STOP in 1999.
- The FULL STOP Appeal raised more than £250 million for services and activities to end cruelty to children.

### John Grounds

Strategic marketing and communications consultant and former director of communications at NSPCC (2002-2009)







## How a communications framework helps us tell a consistent story

**Over the last two years, we developed a core proposition 'Tackling hunger, transforming lives' and a range of tools that are helping our staff deliver integrated communications. It was painful at times to agree messages and get buy in. But they have helped give our organisation a shared identity, keep people on message, and make it easier for us to do our work.**

We then developed a fundraising communications framework based around the engagement proposition 'Give a life free from hunger'. The framework includes guidance on how to apply our engagement proposition to distinguish Concern Worldwide from its competitors across key themes of our hunger work and all areas of fundraising and service delivery. The document gives guidance on which stories to tell including an outline of the key problems and solutions. It also has tips on developing fundraising stories, including suggestions for selecting the perfect case study, quote, photograph and shopping list – showing how donors' money will be invested.

The framework helps ensure the best aspects of our story are told to the right audiences at the right time. We can divide up our overseas work into sizeable chunks to make it easier for our audiences to digest and understand the work we do. Importantly, it also helps us vary the story we want to tell in a coherent and consistent way, which we hope will deepen supporter engagement.

### **Sarah Molloy**

Head of communications  
Concern Worldwide (UK)

# 10 top tips towards integration

## 1. Start with a clear idea of who you are and what you stand for.

“Don’t think about integration if you don’t have a clear idea of what you want to communicate and how you want to express it. Engage staff and supporters with that vision.”

Rhiannon Lowe, senior brand manager, Cancer Research UK

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## 2. Bring everything back to your strategy, brand and narrative.

“Remember that whatever you’re trying to achieve with a particular audience, at a particular point in time, your deeper purpose as an organisation should absolutely be encapsulated in your strategy, your brand and your narrative. If you keep going back to that, it will help you to achieve integration.”

John Grounds, strategic marketing and communications consultant

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## 3. Understand your audiences.

What do they think about you, your area of work and how it fits into their everyday life, or not? “Look at yourselves to ask how you are influencing their perceptions of you.”

Jonny Wright, head of brand, innovation and planning, RSPB

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## 4. Spend time explaining to colleagues why integration is important.

Get your CEO onside and don’t forget your services team. “Explain how important they are in telling your story and bringing audiences closer to your beneficiaries.”

Ben Knowles, director of music, marketing and communications, War Child

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## 5. Get colleagues to understand what it means to be supporter-facing.

“I sent a map to local staff to show them they had supporters down the road from their offices. They could see real people in their communities who care about the cause.”

Alison Griffin, former head of fundraising and communications, Refugee Action

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## 6. Take it step by step.

You might not be able to change all your communications all at once, and it’s important that you think about how to make your message(s) relevant to what you’re communicating rather than just apply the same idea or statement across everything. It shouldn’t feel forced. “Focus in on an area, campaign or some key comms rather than trying to do lots of different channels and comms all together. Get it right in a certain area first.”

Rhiannon Lowe, senior brand manager, Cancer Research UK

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## 7. Take action and calculated risks.

Integration isn't about more meetings and complex systems, it's about working together on your cause. "Break down silos, engage with each other, be open minded. Don't fear it, do it."

Dan Dufour, associate director - brand,  
GOOD Agency

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## 8. Develop tools for staff.

From case studies to storytelling frameworks, tools to aid integration will help make your colleagues' jobs easier. "The support and tools we've developed are all designed to keep it as simple as possible to understand and easy to weave into any communication."

Carly Wilson, head of brand  
advertising and campaign integration,  
Macmillan Cancer Support

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## 9. Keep asking 'why?'

Every time you communicate something, whether it's a message on a TV advert or a Facebook post, ask why you're doing it. "When we weren't integrated as communications and fundraising, we'd search for something to put on Facebook – we weren't strategic at all. Now everything we put out through social media is tied in to the core of what the charity does and to a wider strategic objective."

Alison Griffin, former head of fundraising and  
communications, Refugee Action

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## 10. Learn from what you do.

Plan evaluation into your integration process and adapt when things aren't working. "Not integrating can waste time and money, and, ultimately, it could lead to supporters ditching your organisation."

Dan Dufour, associate director - brand,  
GOOD Agency

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**“Integration isn't about more meetings and complex systems, it's about working together on your cause.”**

# Further information

## About CharityComms

CharityComms is a membership network for communications professionals working in UK charities. We're here to help raise the standards of communications across the sector, to fly the flag for communications as a vital strategic function at the heart of charities, and to connect communications professionals through sharing best practice.

Membership of CharityComms gives you access to great content, examples of best practice, networking events and a host of opportunities for professional development. Find out more at [charitycomms.org.uk/membership](http://charitycomms.org.uk/membership)

To explore more best practice on a range of key communications issues, check out our events calendar at [charitycomms.org.uk/events](http://charitycomms.org.uk/events)

## **GOOD is a communication agency that uses emotions, values and culture to unleash the good in people.**

What people want from organisations has changed.

People want companies to make life better, not just make a profit.

People want charities to enrich their lives, not just take their money.

The worlds of commerce and charity are getting closer than ever. This is a response to a changing world, where people's decisions are driven by a need for impact and purpose as well as enrichment and reward. They don't just want a one-sided transaction – but an exchange of value, with organisations that share their values.

GOOD Agency is here to help people and organisations of all kinds to work together for the common good. We create brands that move people emotionally and give them a role in the story. And we create engagements that inspire people to act by enriching their lives.

**We unleash the good in people.**

[www.goodagency.co.uk](http://www.goodagency.co.uk)

@thegoodagency

## About the authors

Sarah Myers has been a writer, editor and project manager for over 15 years. After working in-house for Mencap and Macmillan Cancer Support, and as an editorial manager at a charity copywriting agency, she is now freelance. Her clients include a wide range of large and small charities and specialist communications agencies. Find out more at [sarahmyers.co.uk](http://sarahmyers.co.uk)

Trina Wallace has over 10 years' experience as a charity sector copywriter, journalist and editor. She has worked on communications projects with more than 50 charities, including Cancer Research UK, Oxfam, WaterAid and Barnardo's. She has also written for publications such as *The Big Issue*, *The Guardian* and *The Western Mail*. Visit [trinawallace.com](http://trinawallace.com), or follow her on Twitter @trinawallace

## Steering panel

Thanks to the members of our steering panel who have contributed to the ideas, content and development of this project:

Natasha Dickinson, head of marketing and communications, RNIB

Dan Dufour, associate director – brand, GOOD Agency

John Grounds, strategic marketing and communications consultant

Ben Knowles, director of music, marketing and communications, War Child

Sherine Krause, executive director of fundraising, communications and policy, Action for Children

Rebecca Walton, head of brand, Unicef

Jonny Wright, head of brand, innovation and planning, RSPB

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# Useful resources

- CharityComms, Best Practice Guide *Branding Inside Out*, 2012.  
Available at: <http://www.charitycomms.org.uk/articles/branding-inside-out-a-best-practice-guide>
- CharityComms and Forster, *Communications and Fundraising: a great divide or a beautiful partnership?*, 2011.  
Available at:  
[https://charity-comms.s3.amazonaws.com/uploads/attachments/11/a\\_great\\_divide\\_or\\_a\\_beautiful\\_partnership.pdf](https://charity-comms.s3.amazonaws.com/uploads/attachments/11/a_great_divide_or_a_beautiful_partnership.pdf)
- CharityComms and Joe Barrell, *Make it matter: creating communications strategies in the non-profit sector*, 2014.
- CharityComms, *Working with agencies: how to be a smart client*  
<http://www.charitycomms.org.uk/articles/working-with-agencies-how-to-be-a-smart-client>





