NATIONAL CHILDREN'S BUREAU

Finance & Corporate Services – how you can help drive digital innovation, build resilience and support inclusivity in your charity!

CFG Annual Conference. 2021

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processes, people and technology

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A digital transformation story in 3 chapters

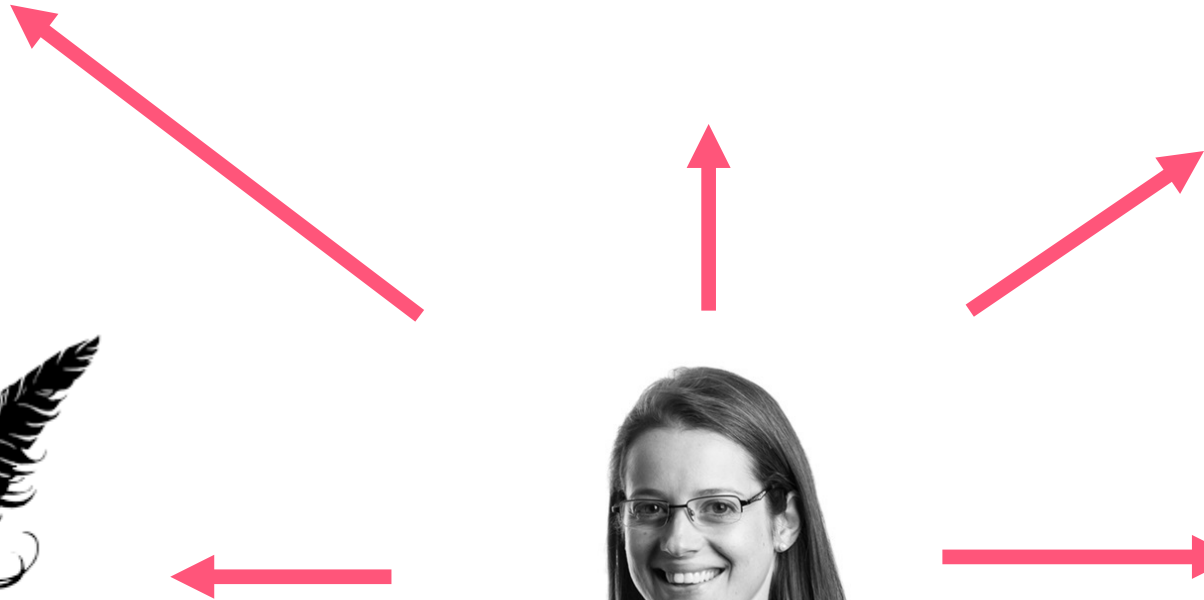A modern workplace → Reaching audiences in new ways → Embedding the change

A digital transformation story in 3 chapters

A modern workplace

No longer just responsible for finance

Conference calls... in 2017

NATIONAL CHILDREN'S BUREAU

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Initial priorities

Support

↓

Outsourced

Infrastructure

↓

Cloud

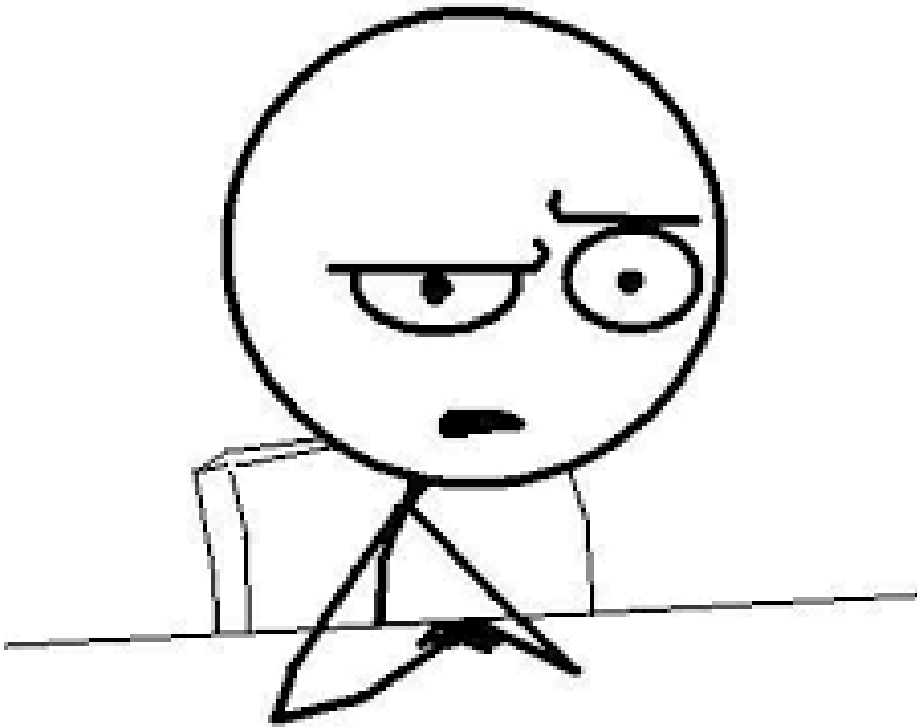**Culture**

↓

Agile Working

Our agile workspace…

When not in lockdown…!

But what comes next?

We recognised we needed some help to develop a digital strategy focussed more externally…

A digital transformation story in 3 chapters

Reaching audiences
in new ways

Early 2020 – before the pandemic – a desire to innovate using digital

"Our digital vision is to use the right technologies, practices and processes, guided by a clear sense of purpose and a culture of collaboration, so we can engage effectively with our stakeholders to bring people and organisations together and bring about the best for children and young people."

Technology + culture + a focus on stakeholders

All digital and technology decisions should be guided by NCB's strategic objectives

A clear vision for which technology solutions will provide your 'intelligent core'

Recognition that getting the best out of your digital technology requires a different cultural mindset

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Moving to a 'culture of collaboration' – and breaking down silos

Putting the 'customer' at the heart of NCB's digital approach

Enabling collaboration between your stakeholders & customers – not just NCB's internal teams

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Resilience – how does NCB continue to be able to deliver services beyond face-to-face?

Inclusive – how can we reach new audiences in new places?

'the product of an interaction between an organisation and a customer over the duration of their relationship. This interaction is made up of three parts: the **customer journey**, the **brand touchpoints** the customer interacts with, and the **environments** the customer experiences (including digital environment) during their experience. A good customer experience means that the individual's experience during all points of contact matches the individual's expectations.'
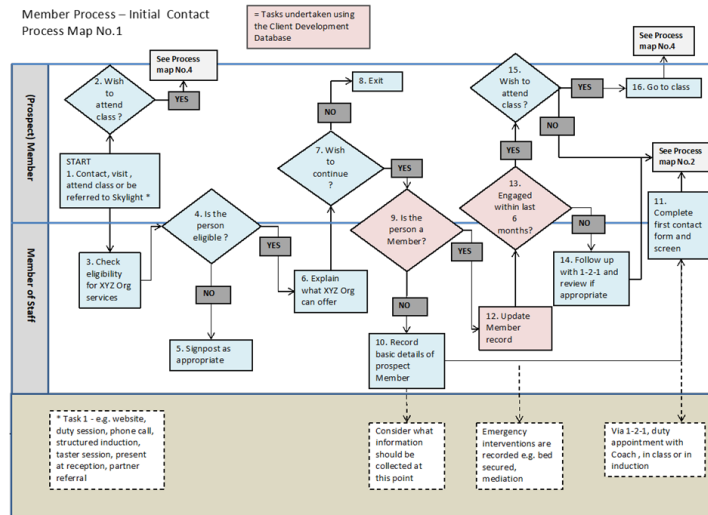
Putting the 'customer' first

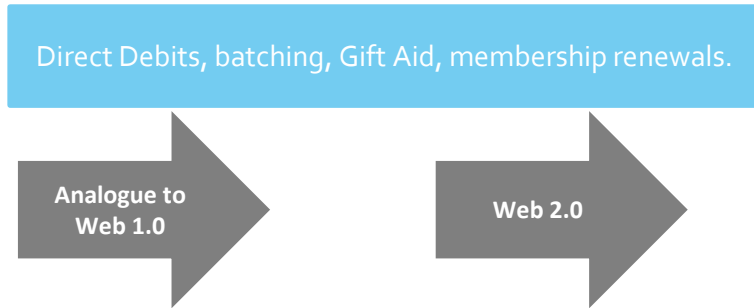Direct Debits, batching, Gift Aid, membership renewals.

Analogue to Web 1.0

Web 2.0

Inside-out design thinking (UX)

Means your focus is on processes, systems, tools, and products that are designed and implemented based on **internal thinking** and **intuition**. The customer's needs and perspectives do not play a part in this type of thinking; they aren't taken into consideration. You make decisions because you think it's what's best for the business - not for customers. Or you think you know what's best for customers.

Putting the 'customer' first

Analogue to Web 1.0

Web 2.0

Web 2.0 to personalisation

Intelligent personalisation

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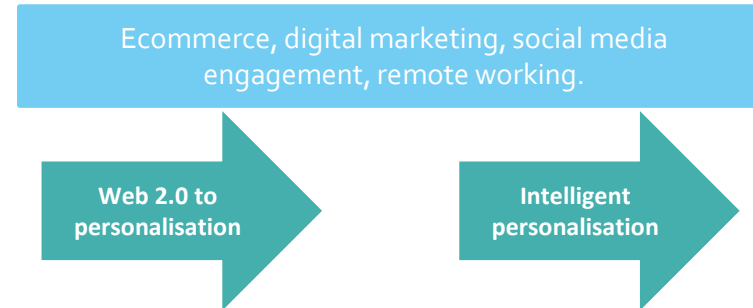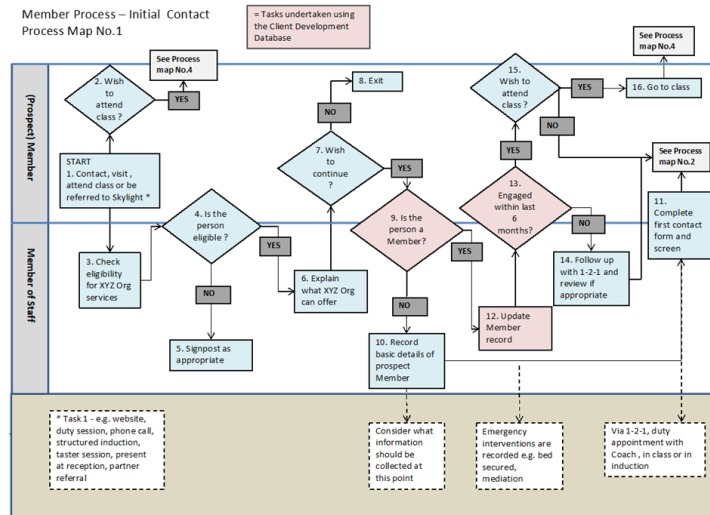
Outside-in design thinking (CX)

Means that you look at your business from the **customer's perspective** and subsequently design processes, tools, and products and make decisions based on what's best for the customer and what meets the customer's needs. You make decisions because you know it's what's best for your customers. Why? Because you **listen to them,** and you understand them and the jobs they are trying to do

NCB Example 'Customer Experiences'

Current digital ecosystem

Future digital ecosystem
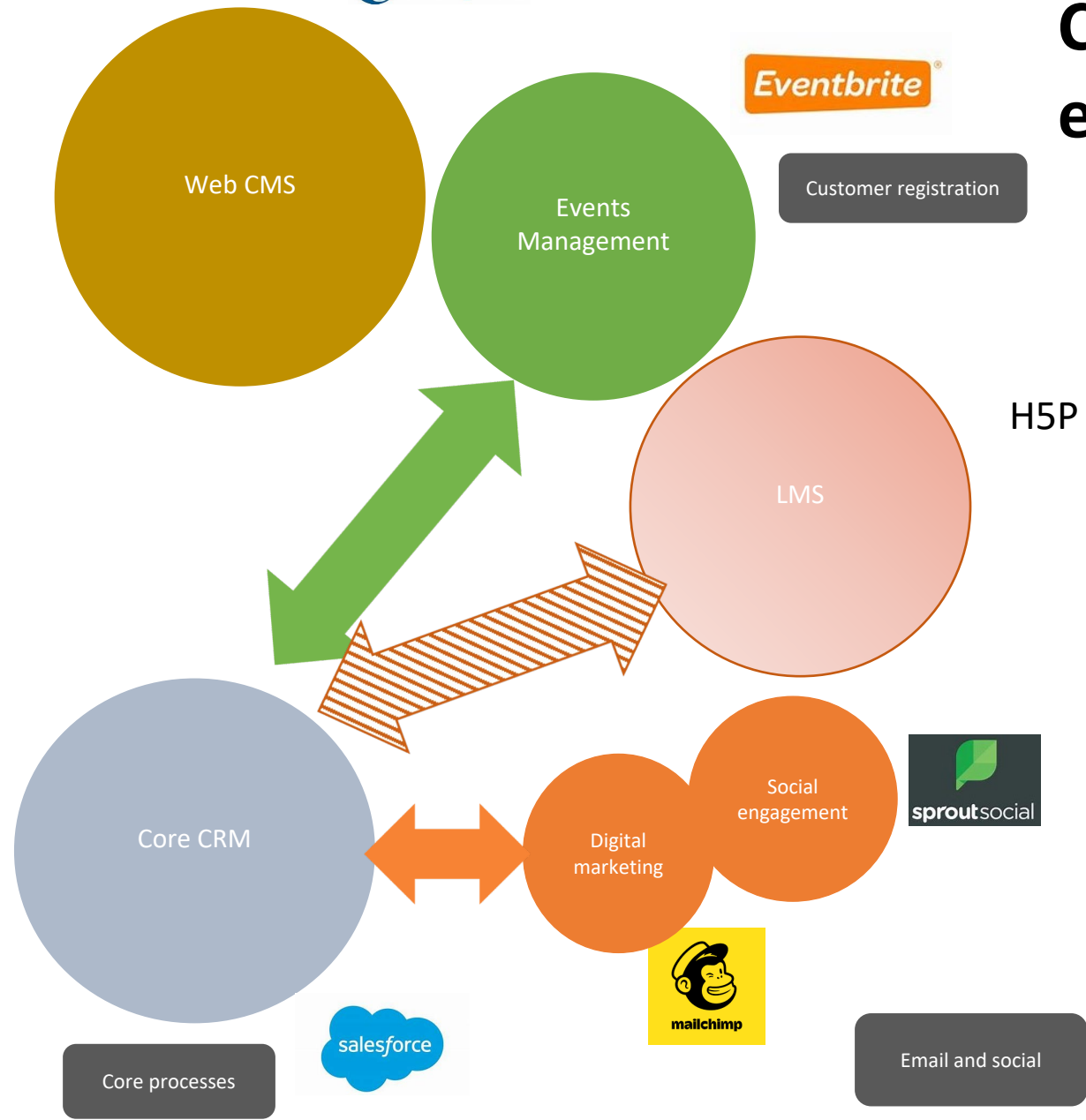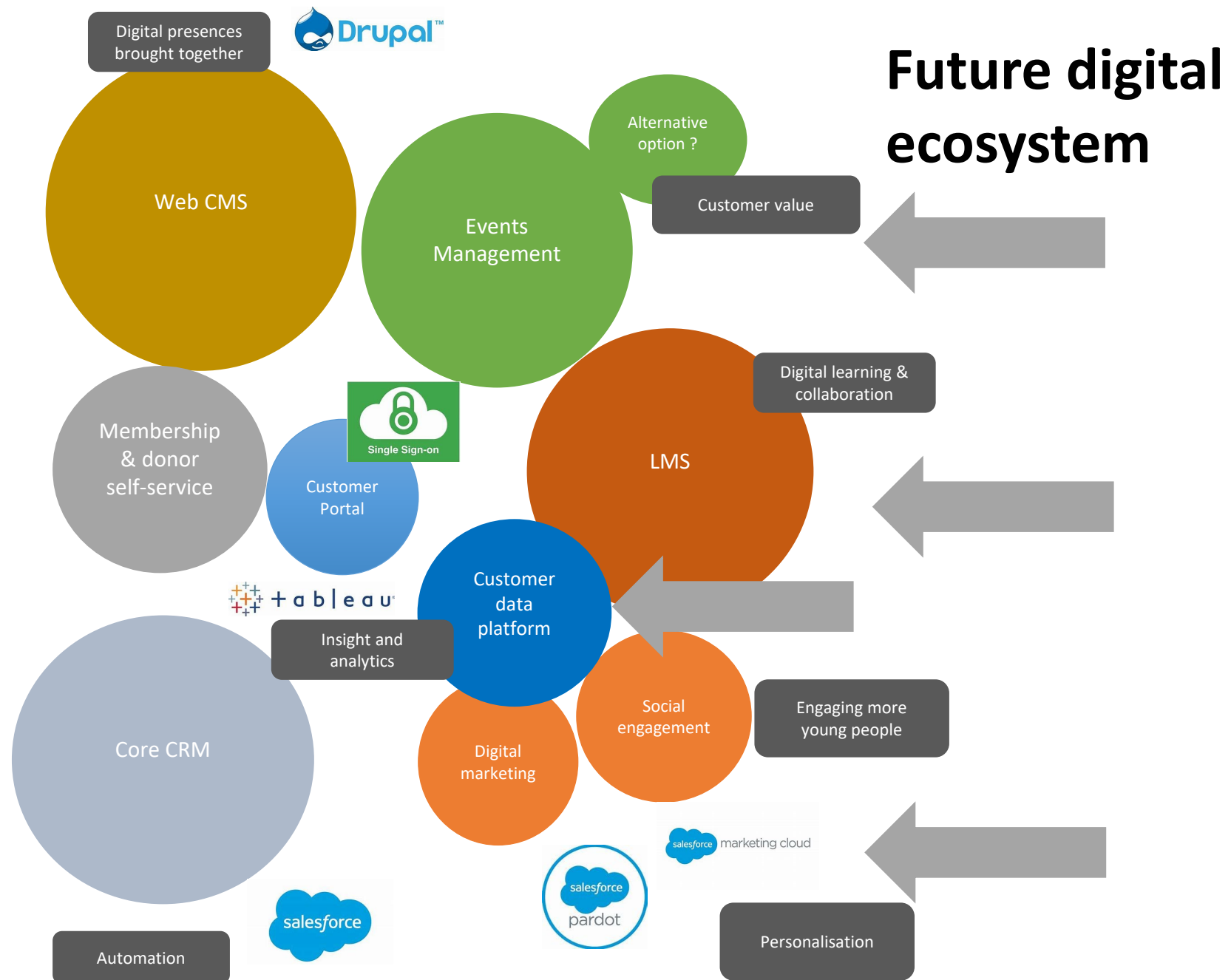
Building resilience, becoming more inclusive

Digital presences brought together

Web CMS

Events Management

Alternative option ?

Customer value

Membership & donor self-service

Single Sign-on

Customer Portal

Digital learning & collaboration

LMS

Customer data platform

Insight and analytics

Core CRM

Digital marketing

Social engagement

Engaging more young people

Automation

Personalisation
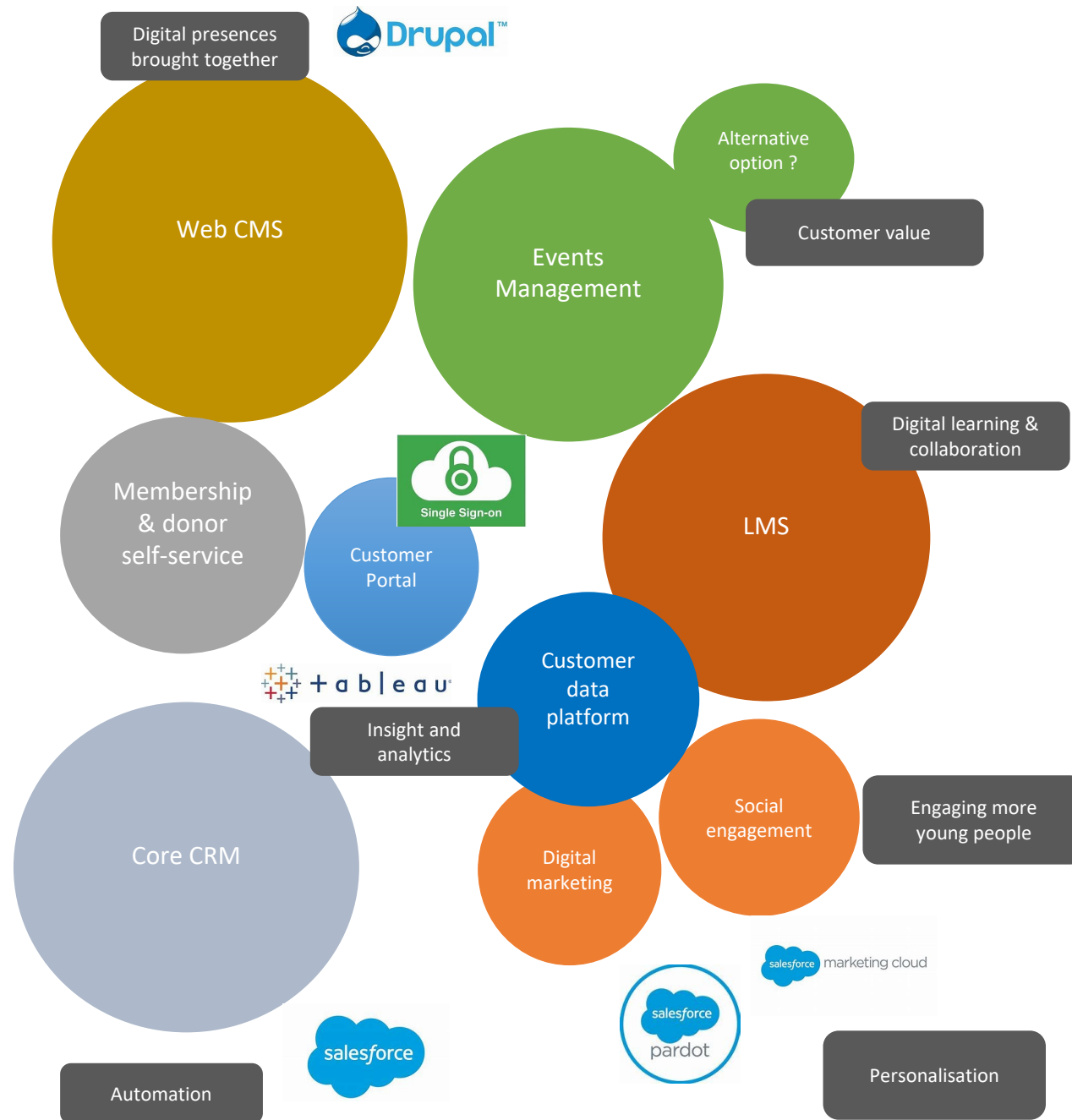
Resilience – providing better digital platforms that enable us to expand our reach (i.e. self-paced learning, no geographical limits)

Resilience – providing better integrated digital platforms to enable members to get better value from what we offer

Resilience – more integrated data, better structured data, and improved analytics = better use of data to drive decision making

More inclusive – enabling people to learn at their own pace, at their own time – a better fit to their busy lives

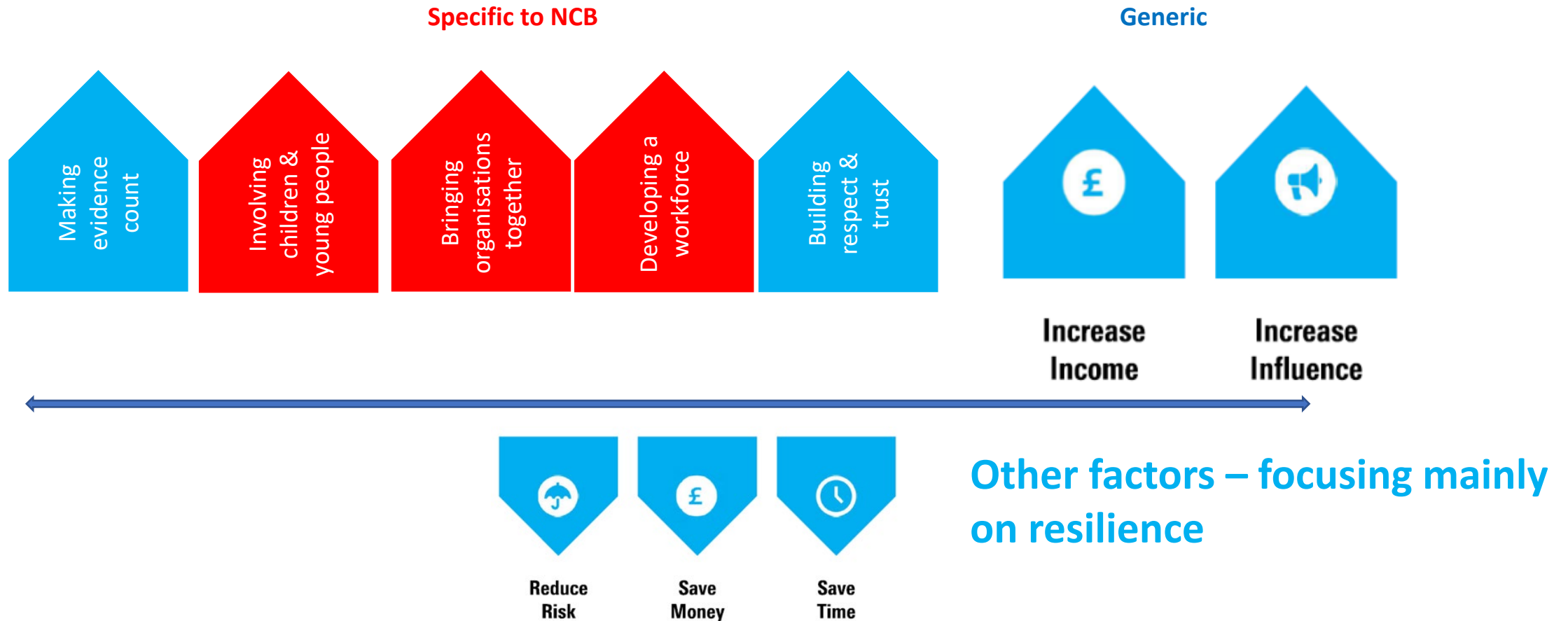**How does NCB choose what digital projects it does, and what digital projects it doesn't do?**

Strategic objectives – speak to inclusiveness and resilience

Specific to NCB

Generic

Making evidence count

Involving children & young people

Bringing organisations together

Developing a workforce

Building respect & trust

£ Increase Income

📢 Increase Influence

☂ Reduce Risk

£ Save Money

🕐 Save Time

Other factors – focusing mainly on resilience

Using that scoring mechanism to decide what to do…and what not to do…

		MEC	Score	ICYP	Score	BOT	Score	DTW	Score	GRT	Score	Sub-total	Efficiency	Risk	Revenue	Sub-total	Overall Total
Project X		5	5	3	3.6	5	5	1	1.5	5	5	20.1	0	5	3	8	28.1
Project Y		3	3	3	3.6	1	1	5	7.5	3	3	18.1	0	3	3	6	24.1
Project Z		3	3	1	1.2	0	0	3	4.5	1	1	9.7	3	1	5	9	18.7
Strategic objectives - Acronyms & Weighting (examples for demonstration)																	
MEC	Making evidence count		1.0														
ICYP	Involving children & young people		1.2														
BOT	Bringing organisations together		1.0														
DTW	Developing the workforce		1.5														
BRT	Growing respect & trust		1.0														

What has this achieved?

Drop-in groups (both face to face and virtual)

Q4 18/19: 13, 13
Q2 19/20: 13, 14
Q4 19/20: 13, 34
Q2 20/21: 13, 89
Q4 20/21: 13, 63

■ No. of peer-support led groups held (expected)
■ No. of peer-support led groups held (actual)
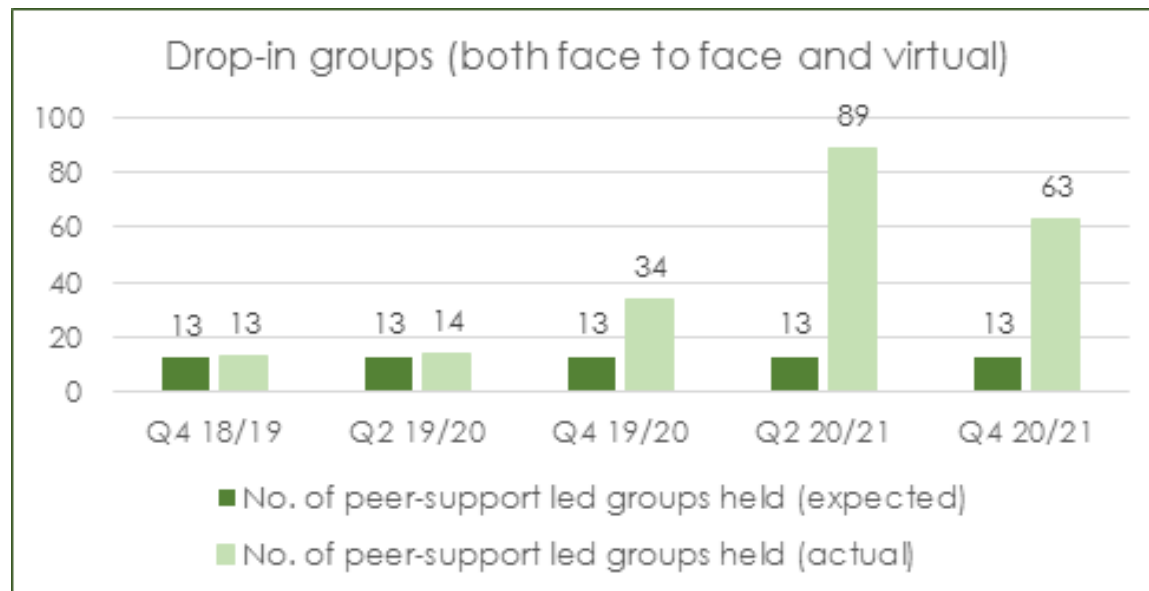
Our expected figure of 20 women accessing the drop-in groups for breastfeeding new mothers expanded to 120 women for one quarter, 6 times what was expected, when sessions became virtual.

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How do we build on these successes?

Embedding the change

CX
CUSTOMER EXPERIENCE

'the product of an interaction between an organisation and a customer over the duration of their relationship. This interaction is made up of three parts: the **customer journey**, the **brand touchpoints** the customer interacts with, and the **environments** the customer experiences (including digital environment) during their experience. A good customer experience means that the individual's experience during all points of contact matches the individual's expectations.'

Key concept – 'Outside-In' business design

'Outside-In Design' means you are making design, technology and business decisions, not from your organisational culture, but from your customers.

Key assumption – that you have a core set of technology platforms that you can innovate with
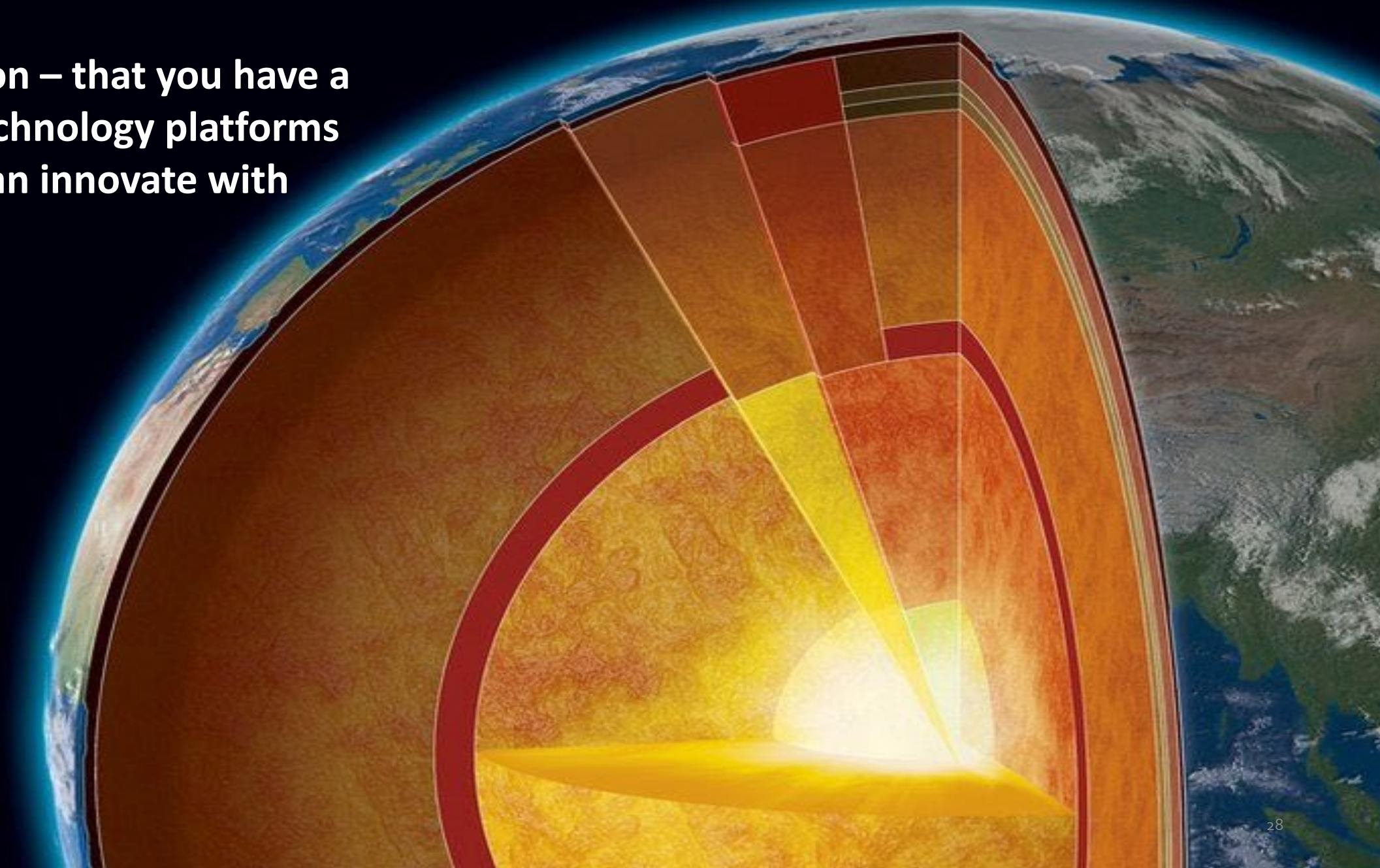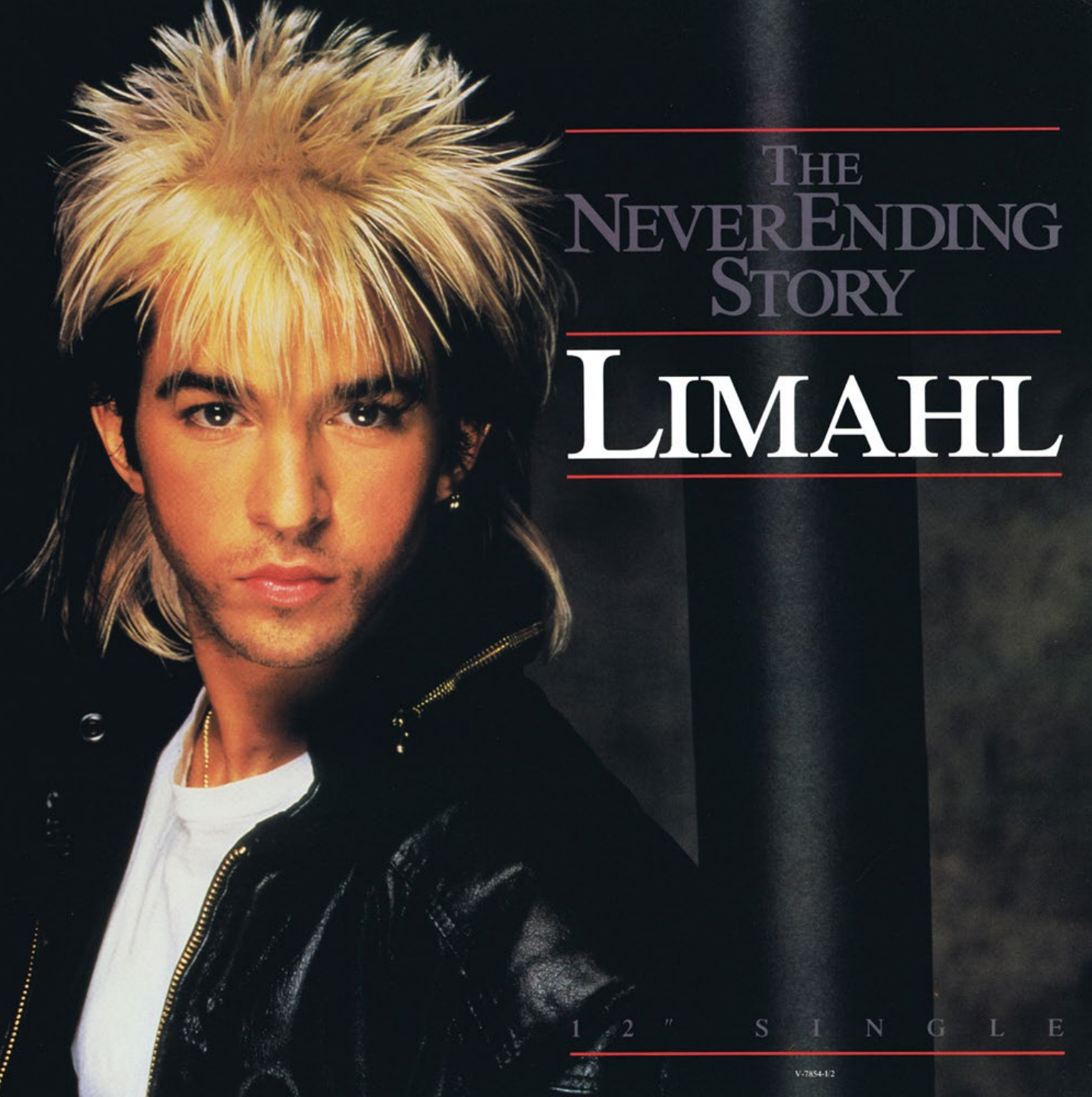
What does this mean in reality?

Working groups aligned to key stakeholder groups – e.g. professionals, influences, supporters

Understand these stakeholders – personal mapping, customer journeys & user stories

Use your core technology platforms (i.e. web, CRM, LMS, digital marketing) to deliver these customer experiences

Digital transformation is a never ending story!

What are the current chapters of the digital story at NCB?

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Websites

Stakeholder engagement

E-learning

Income Tracking

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If the term "digital" seems daunting….

… think of it as 'taming' computers to do what you already do even better.

Thank you

Any questions?