

we are mc<sup>2</sup>

# Transforming digital performance

Credentials – March 2016



The world is changing - it's no longer enough to do digital now you have to be digital.



We help organisations make that change. We combine a deep knowledge of digital, third sector and user experience to help organisations develop digital that delivers.

# Why We Are MC<sup>2</sup>?

## Fast is better than slow

In a digital world, big is not better than small, but fast is better than slow. We help charities transform by applying the techniques used in digital-era companies to enable their mission.

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## We don't sell widgets

Charities don't sell books or groceries, they work on complex issues, and that means that the 'conversion' isn't always obvious. For digital to work, we need to fuse the very best of what charities do with the speed and product development techniques that digital organisations have pioneered.

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## Digital must deliver

A user whose needs are not immediately met can easily find an alternative solution online within seconds. If we want to engage them, it is not enough to be big, or to be doing good work: we must be relevant, responsive, and deliver real value.

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## Experienced, evidenced-based, expert

We are a small group of industry experienced experts who have worked across the sector helping organisations use digital to transform their work. We don't leave you with a beautiful but undeliverable strategy: we deliver solutions that are practical, evidence-based, and have measurable results.

# Who we work for

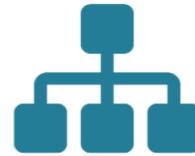


# What we do



## Digital Transformation

Our work focuses on finding the areas where digital will deliver effectively against your organisation's objectives and then building a roadmap of projects, processes and culture change which enable you to reach your goals.



## User Experience & Research

Our research process balances rigorous analysis with empathy and creativity, mixing quantitative and qualitative methods to provide a solid foundation for strategy, design and information architecture. We test and validate our ideas to create the most engaging user experiences.



## Digital Strategy

We deliver research-based strategies for your digital properties. From innovative new developments to mobile and mHealth – we build our strategies around the 'sweet spot' between your organisation's goals and your users' needs.



## Project delivery

We can help you get your digital projects moving. We have supported clients with agency selection and review; resolving technical issues and partners, unsticking large programmes of work and delivery of projects. If it's broken, we can help you fix it.



## Skills & Structures

Great digital needs great people, processes and tools. We can help you get the structure that's right for your organisation's needs.

# Projects

## Action For Children

- Hampshire Pilot
- Redevelopment of organisational presence (Programme Mgmt)
- UX research, personas and user stories

## Alzheimer's Society

- Dementia Friends Project
- Digital Strategy & Roadmap
- Technology review

## Arthritis Care

- Website project reboot
- Audience research

## Breast Cancer Now

- Merger digital strategy & roadmap
- Digital transformation positioning
- Digital governance
- Usability testing/behaviour change

## British Heart Foundation

- Digital fundraising evaluation

## British Red Cross

- Transformation workshop

## The Children's Society

- Social Media Strategy
- Developing a child extranet
- Governance & roadmap planning

## CLIC Sargent

- Digital Transformation
- UX – Optimising donations

## DEC

- Digital Transformation

## Depression Alliance

- Friends In Need strategy

## Diabetes UK

- mHealth Strategy

## Drinkaware Trust

- Integrating on and offline marketing
- User Experience – personas, development of tools
- Business planning
- Digital Innovation
- Digital Transformation
- Mentoring
- Mobile app strategy & support
- Strategic partnerships for digital outreach
- Equip campaign support

- Agency & development issue resolution
- Risk Audit

## Elephant Family

- Web audit & support

## Enough Food If Campaign

- Project start-up & strategy

## Guide Dogs

- Digital health check

## Help Age International

- Digital strategy workshop

## Independent Age

- Digital Audit

## Marie Stopes International

- User Research

## MS Society

- Business planning
- Tech & agency model review
- Review of major project issues
- Social media strategy
- Digital strategy
- User experience research

## Rethink Mental Illness

- Digital health check
- UX research & personas
- Usability testing and rapid prototyping of solutions

## RNIB

- Digital transformation positioning
- Digital health check
- Team restructure

## RSPCA

- Digital health check
- Digital Insight dashboard
- Digital team workflow improvement

## Sightsavers

- Digital audit
- Digital roadmap

## SRUK

- Digital management through merger
- CMS & Supplier selection
- CMS Project Management

## World Animal Protection

- Digital programme issues reboot



DEC – digital transformation

# DEC – Digital Transformation

## Brief:

Digital technology is revolutionising how we get our news, and offering new ways to help in a humanitarian disaster. Understanding those changes and evolving to meet them is vital to ensuring the DEC remains effective in a digital age. We have been working with the DEC to develop a transformational roadmap – covering digital, IT, culture and internal comms – to be delivered across a three year period.

## Approach:

- We began by understanding the evolving context in which the organisation operates, reviewing its existing model, goals, aims and culture, and the external environment, including:
  - ✦ changing technology available within disasters
  - ✦ new models of giving aid during a disaster
  - ✦ trends within media consumption
  - ✦ challenges of delivering aid within a humanitarian disaster
- UX research delivered insight into what drives people to engage during humanitarian disasters.
- We interviewed senior strategists in broadcast, international aid charities and major digital providers to understand how their work around humanitarian disaster was evolving.
- Transformation workshops were held to identify vision, ethos and desired position for the future.
- We developed a prioritisation matrix and a three-year, fully-costed roadmap to deliver transformation.

## Result:

The fully-costed and resourced roadmap has been approved by trustees and is moving to execution.

# DEC – Digital Transformation

“We had already done quite a bit of thinking about how digital was fundamentally changing our strategic context. We had made a substantial commitment to make our communications and fundraising digital first. What could employing a consultant possibly add?”

“Alison brought a huge breadth of strategic voluntary sector digital experience and an outsider’s eye to help us sharpen our understanding of our situation. She provided a framework and rigour to ensure we challenged ourselves to deliver a programme that was truly transformational rather than just a step change. She saw connections where we discrete projects defined by internal structures. She helped us create a real roadmap for digital transformation rather than simply doing more digital work.”

*Brendan Paddy, Director of Communications, Disasters Emergency Commission*





CLIC  
Sargent

Cancer  
support  
for the young

CLIC Sargent – digital strategy

# CLIC Sargent – digital strategy

## Brief:

CLIC Sargent wanted to identify how to use digital, and the new models of working it has enabled, to widen the organisation's supporter base and increase the impact of the services it offers.

## Approach:

Our research phase was designed to understand the CLIC Sargent's work, culture and skillset. We reviewed:

- The organisation's goals and ambition for digital
- Issues and barriers to using digital
- Digital skillsets and literacy across the organisation
- How digital is impacting in the external environment – focusing on medical charities, service delivery, and children and young people
- Analysed paid, owned and earned digital performance

To deliver an effective strategy we also needed to understand users' intentions and behaviours when engaging with the organisation. We fielded a user survey, and analysed traffic to the existing digital platform.

We bought the different strands together to deliver new insights, and used these as a basis to lead strategic workshops to determine vision, ethos, strategy, prioritisation and success measures.

## Result:

The organisation has an agreed digital strategy, vision and ethos. This has been combined with developing clearly prioritised goals and success measures.



Drinkaware – digital innovation

# Drinkaware – Digital Innovation

## Brief:

Drinkaware were looking to use their partnerships with pubs to deliver innovative digital solutions to reduce alcohol harm.

## Approach:

This was a complex project, as it required us to develop a product that brought about behaviour change for users whilst also meeting Drinkaware's core objectives and the needs of pub landlords. To find the right product, we:

- Researched the pub environment and spoke with landlords to understand the challenges they face
- Worked with digital leads from leading drinks brands and breweries to gain strategic insight into the innovations they have delivered
- Reviewed Drinkaware's evidence base to understand what the key triggers are to successfully reducing alcohol harm
- Researched the wider cultural and political trends around alcohol consumption

We designed an innovation workshop to utilise the insight from the research to help us collaboratively develop a solution. We then turned that into a lightweight concept that could be worked up.

## Result:

Our solution focused on a need identified in research: to provide calorie information on drinks to people in pubs. This tied in with Drinkaware's objective to empower users with an understanding of unit content. We developed a concept around NFC-enabled bar runners and beer mats which, at the tap of a phone, could deliver users relevant information.

A pilot project is being run in 50 pubs with clear 'success' criteria having been determined and an evaluation planned. Roll out is planned for spring/summer 2016.

# Drinkaware – Client's view

“I started working with Alison and We Are MC<sup>2</sup> in the middle of 2013. We were looking for an experienced and innovative digital thinker to work alongside our small in-house team on a range of projects to transform our digital platform and the way we work as an organisation.

“Drinkaware was already the destination of choice for people considering their drinking, but we wanted to enhance our offering to really empower and enable people to optimise their wellbeing by using the optimum mix of technology, data and marketing.

“Such a programme requires innovative thinking and significant changes to ways of working and organisational structure. I wanted to work collaboratively with a strategist who has the right mix of experience and the ability to apply creative thinking to complex challenges and know how to drive this thinking through to action. My experience of working with Alison and MC<sup>2</sup> is that they tick all these boxes and then some.”

*Ben Butler, Director of Digital and Marketing, Drinkaware.*





Sightsavers – digital audit

# Sightsavers – digital audit & roadmap

## Brief:

Following a period of rapid growth, the organisation was outgrowing its digital presence - technology, resource and processes were all under strain. We were briefed to help identify and resolve the issues experienced by digital across this global organisation.

## Approach:

- Research and analysis to identify current issues being experienced and their underlying causes.
- Stakeholder interviews to identify challenges, barriers, requirements and ambitions for digital.
- Working with digital and development teams to understand system and process problems.
- Workshops with key stakeholders to review issues and gaps, share best-practice from within the industry and sector and develop a roadmap of projects to resolve issues and meet ambitions.
- Once the roadmap to resolve issues had been agreed we were asked to work with the organisation to develop a new strategic position for digital.

## Result:

At the outset of the project, Sightsavers was keen to acquire a new CMS as this was seen as core to their problems. Following the audit it was clear that many of the issues being experienced were linked with resource, structure and process.

A roadmap was agreed to tackle the issues identified. We then worked together to deliver a new strategic position and ethos for digital at Sightsavers.

## Sightsavers – client's view

“I brought MC<sup>2</sup> in to support us in developing a digital roadmap for Sightsavers.

“Ali has a gift for getting to the heart of a brief, grasping the situation and understanding the key issues quickly. She asked great questions, had lots of ideas, gave us plenty of spot-on practical guidance, and most importantly was liked and respected by all the stakeholders involved in the project.

“I would have no hesitation in recommending Ali and look forward to working with her again.”

*Emily Munford, Director of Marketing and Digital, Sightsavers*





Rethink  
Mental  
Illness.

Rethink – user experience

# Rethink Mental Illness – User Experience

## Brief:

Research indicated that a high number of Rethink's digital visitors wanted to support the organisation, but that wasn't being reflected in the number of conversions.

## Approach:

In order to design effective change, we needed to understand the audience: the motivations underlying their passion for the cause, the triggers that move them to engage with the charity, and any pain points and barriers to conversion.

We needed to demonstrate a clear return on investment for any development, so a rigorous, data-driven approach was required. To deliver this we:

- Undertook qualitative research both with Rethink's existing audience, and with people who had the propensity to support a mental health charity but had not yet engaged with Rethink.
- Supplemented the qualitative research with quantitative research from a web survey and analytics.

We then ran a collaborative design process at Rethink's office to sketch new solutions based on the research findings.

## Result:

We A/B tested the proposed solutions. The new variant resulted in donation conversions increasing from 35% to 76%.

# Rethink Mental Illness – Client’s view

“Following some earlier research that We Are MC2 had delivered for us, we discovered that visitors to our website really wanted to engage and support our cause. We wanted to ensure that the user experience our website offered capitalised on that willingness and converted it into action.

“They planned a program of user research that provided fascinating insights into our supporters’ motivations and preferences, as well as quantitative data to back-up design decisions. They also helped us cost-effectively reach beyond our existing, engaged audience to those with a general interest in mental illness who don’t currently engage with us and gave us really useful insight and ideas on how to grow our audience.”

*Peer Quaide, Senior Digital Communications Officer, Rethink Mental Illness*



A brand for a company is like a  
**REPUTATION**  
for a person. You earn reputation by  
**TRYING**  
to do hard things well



Client testimonials

we are mc<sup>2</sup>

# Testimonials

“I have worked with We Are MC<sup>2</sup> on a number of projects that feed into our long-term digital strategy, including social media, strategy and UX projects. I thoroughly enjoy working with MC<sup>2</sup> and see them as an extension of our digital team. They are always supportive, approachable and an absolute pleasure to work with. And what they don't know about digital both inside and outside of the charity sphere isn't worth knowing!”



**Sam McKenna, Head of Digital, MS Society**



“We hired Alison to help us review and audit our current digital position, and to provide recommendations that could be taken forward into a digital strategy. Alison delivered so much more than this. Her passion is undeniable. Her knowledge is unquestionable. She rolled her sleeves up and relished the challenge. And most importantly, I loved working with her. She is a great sounding board, and very pragmatic in her approach. I would not hesitate to recommend Alison, and I look forward to working with her again in the future.”

**Karen Bowen, Digital Manager, Guide Dogs for the Blind**

# Testimonials



“We Are MC<sup>2</sup> is a dream consultancy for third sector clients. Alison as owner has direct charity experience and understands how to navigate cultural nuances. She has a blend of technical experience and knowledge of the latest trends, enabling her to offer strategic advice that avoids backing the latest fad or repurposing a solution already implemented elsewhere. Pricing is transparent and you get a real sense that Alison only delivers what she considers to be the best solution for your brief. The quality and the delivery of the solution is directly proportionate to the carefully crafted process to understand what problem exists to be solved”

**Coral Stanion-Nazeri, Digital Communications Manager, Action for Children**

“Alison is the best digital consultant I’ve worked with. Whilst no detail’s too small to escape her eye she takes a strategic approach to the work she does, and always with an eye (or rather both eyes!) to the future. I know from my time as a colleague of hers right through to the present that her service orientation, born of a genuine desire to help and to get great results, is first rate.

She combines creativity, flair and real intuition about users’s needs in a way that I admire enormously. And, working with her is a pleasure.”

**Anne Clifford, Marketing Director, The Children’s Society**



# Testimonials



“We commissioned We Are MC<sup>2</sup> to develop a digital strategy and roadmap for the Alzheimer’s Society. We needed to review our existing digital work and come up with a programme that would reflect our desire to grow not only our digital presence but increase the sophistication with which we could deliver work.

We Are MC2 worked from a really solid base of quantitative and qualitative research to devise a strategic programme that would deliver growth and change. We collaboratively developed a new ethos for digital and a set of filters for us to review the projects coming into the programme by.

This set of filters, along with estimated costs, allowed us to have a very informed debate within the Senior Leadership Team about our ambitions and our existing resource.”

**Alison Cook, Marketing Director, Alzheimer’s Society**

# Thank-you. Q?

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