



CharityComms podcast – Episode 4 transcript

Robyn: Hello and welcome back to the CharityComms podcast. The podcast that gives you just that bit more Comms goodness beyond our events. If you're a first-time listener, I'm Robyn, the events officer.

Sushi: And I'm Sushi, the digital manager, but I'm actually leaving CharityComms and I'm going to be moving to Scope, but I'll still be involved with Podcast. In this two-parter we got to grips with the future of audience engagement. What does it mean to create audience into comms and how can we stay ahead of the curve with new technologies that innovate the ways we engage with our audience.

Robyn: We explored these themes with three great speakers from our Future of Engagement conference back in April. For part one, we spoke to James Barker and Marnie Winter-Burke from the Digital Team at NSPCC on the success of their audience-centred campaigns, along with the changes they've been making to their website.

Sushi: For part two, we had a long-distance chat with Matt Hawarth, Co-Founder of Reason Digital based in Manchester. We did some future gazing and lost ourselves in the world of tech and all the possibilities and hurdles it presents to charities.

Robyn: Yep, we'll be releasing that episode in the next few weeks. But, first of all, here is our interview with James and Marnie. Enjoy!

Robyn: Marnie and James, it's so great to have you here. Thanks for – well, have you here? We're with you! We're at the NSPCC offices, thank you so much for having us.

Sushi: We're on location!

[Laughter]

Marnie: Thanks for joining us!

James: Yeah!

[Laughter]

Sushi: So, in your talk at the Future Engagement conference, you talked about how you had centred your campaigns around your audience. How



would you explain audience-centred campaigns to someone who might be new to the concept?

James: Well in the NSPCC Digital Team we try to make all of our decisions based on users to our website or to supporters or customers that do things for us. So it's really about using all that data and understanding to put the best comms out there for our users and for our audiences. We have to be thinking about our beneficiaries and the people that we're supporting, and it's just an extension of that really, putting the audiences really at the heart of what you're doing.

Marnie: With Childline we are a listening service so that is exactly what we're doing. We're listening to young people, hearing what they are talking to us about, and we couldn't do any campaign without thinking about what's right for them and thinking about their situation as well.

James: Yeah.

Marnie: So that's kind of embedded and that always has been.

Robyn: So true.

Sushi: Just going on to Childline though, I mean have you always known this is a place to talk directly to your audiences? Because lots of charities do have – well lots of charities do have direct call lines and they also have other places to talk to people, like chat services and stuff.

James: Yeah.

Sushi: What has made you realise the depth of knowledge here?

Marnie: When the Childline website was built we had a feedback block on all of our pages so that we would be getting that kind of direct interaction with young people. They're very honest on those places. It's an anonymous space for them to say exactly what they think about the content. And the same with social media, you know, you're getting that direct response. So I think with everything we are talking to young people and we are hearing from them. So I think it wasn't necessarily realisation, it was just with every bit of comms that we do we have a responsibility to be giving young people advice and support.

James: Yeah. And I think, as well, people know Childline as a helpline. Their children can call and phone boxes have the telephone number in there. The way that young people contact us has changed and they are going to our website, they can have a chat service with us, they can email us, they can speak on our message boards and forums. And we now see that over 50% of



our contacts come online, but it's meant that we have really had to change the way that the service works to deliver that same amazing service.

Robyn: Yeah, because kids just text don't they?

Marnie: Yeah, exactly.

Robyn: They don't call anymore.

Robyn: So just moving on to one of the specific campaigns that you ran –

James: Yeah?

Robyn: The You Think You Understand Me campaign, which was founded on the understanding that children weren't coming to Childline to discuss maybe religious or racial discrimination they were experiencing. How did you initially identify that gap?

Marnie: So, from looking at data and seeing the contacts to Childline, so young people coming forward to Childline, we were seeing that there were spikes around key events, so the terrorist attacks, Brexit and things like that. But there wasn't that kind of consistency around, you know, this is somewhere that I can turn to for support and advice. And we saw that there was kind of, from our brand tracker, so it's a sample of young people that are evaluated on how likely they would be to contact Childline, BME young people were 16% less likely to contact Childline. So we saw that as a gap and we saw that as an opportunity to reach out to them and show that we were not only there for them but we were relevant to them as well.

Robyn: Yeah.

Marnie: And we are speaking to them. So that's kind of where the campaign came from. From research out there we could see that there was more racial and religious bullying going on, so it was about, you know, how can we help young people who are facing that and why aren't they, you know, speaking up about it? Is it because they feel, you know, scared or worried and, yeah, that was kind of the crux of the campaign.

James: Yeah. I think, as well, for us to get investment to do these campaigns, we have to be able to prove there is a need there.

Sushi: Yeah.

James: And that there is a challenge that we're trying to overcome. And I think it was really important for the money that we get from people that are donating to the NSPCC that we are really thinking about, you know, what is the challenge and how do we speak to this audience in the right way to



mean that they feel that they can come and get advice and support from Childline?

Sushi: So talk to me a bit more about where the data sources were? So it's sort of recognising this aspect in Childline but where else were you getting this feedback?

Marnie: Yeah, so I think it's really important to look at data kind of holistically. So we obviously have a Childline service so we can see data that is coming through there. But we were looking at things like search terms and trends in Google trends, seeing what, you know, the term 'hate crime' had been increasing. We were looking at, you know, kind of involving young people in that conversation. And, as we were going to concept stage and delivery stage as well, we wanted to know that we were going to be talking to them in the right way. So I think it's really easy to kind of wonder whether testing, user testing, is going to be beneficial, especially if you've got time constraints or monetary constraints, but I think there is so much value in having that conversation and seeing, you know, young people can see the first idea to the final idea. You really build engagement. And, through testing, we were able to kind of tweak the language to fit the age range. We realised that we were talking to young people maybe a little bit younger than we thought that we were. And also taking a moment to challenge our ideas on whether we were challenging stereotypes or actually, you know, showcasing those stereotypes. So anything from clothing, language and emphasis on different scenarios we kind of thought through that as well.

Sushi: Yeah, definitely. I mean it's really important, I guess, even from a buy-in point of view as well? Like, if you're – you know, how can you develop a campaign that you get x amount of budget attached to and not have the backing of your community –

James: Yeah.

Sushi: That is saying, "Yeah, this is actually going to work."

James: Yeah. I think, as well, about collaborating with different people around the organisation, there is lots of different pockets of data and information around the organisation that you can pull together to really have that holistic understanding of your audience. And Google Analytics doesn't give you every answer.

[Laughter]

James: Google Trends doesn't give you every answer. I think as well, when the campaign goes live, you have an opportunity to be listening to your audience then and optimising and testing different content types and seeing how that performs and shifting your budget to areas where you can see



you're getting more performance. So I think it's not even just in the creation of a campaign, it's also in the delivery of the campaign that you can really put audiences at the heart, and shifting budget and doing things differently and not just thinking, "Oh well I've set up this campaign, I've decided I'm using You Tube, I'm using Facebook and I will spend all that money until the end." It's saying, "No. What have we learnt? What can we change? What can we shift?" And that's something really important within the Digital Team, to always be optimising that budget on a weekly basis. And I say quite often to the team, "When the campaign goes live, that's not the end."

Robyn: Yeah.

James: Like you've got so much more work to do to make sure that you're listening to the audience and knowing what works for them.

Marnie: Yeah.

Sushi: You touched on this idea of talking to the business, like different aspects of the business. Have you got any examples of different people you may have brought in? Maybe some surprising ones?!

James: I think we've got a couple of examples. One particular campaign was our Pants campaign which is all around helping parents of young children to teach them what's in their pants is private. It's all about keeping them protected against abuse at a young age and finding a way to speak to that audience. We've run the campaign lots of times. We've got lots of different creative assets that we can drive people to within that campaign. We've got a song that was developed –

Robyn: It's playing in my head right now!

[Laughter]

James: Yes!

Marnie: And it will be for the rest of the afternoon!

[Laughter]

James: Very, very catchy! I won't sing it for you because I have a terrible singing voice!

[Laughter]

Robyn: We can link it in the episode description, don't worry!

[Laughter]



James: Yeah. We have a game that's an app that people can download and play with their parents – sorry, parents can play with their children. And we have lots of content on the website as well. And we had this dilemma internally of different people having different opinions about where we should be driving people and what the main call to actions should be. And we've all been in that situation where you have lots of meetings and the same debate happens over and over again, and you find it really hard to make a decision and move forward with the campaign. So we decided to do a small Facebook test. We had some budget to put out to that audience and we tested the different call to actions with the audience to see what actually drove the highest conversion rate through to the action. We had to kind of develop a measurement framework for those different activities because it can be hard to measure well what does a video view do to drive people to have that conversation with their child? And what does asking for an activity pack in the post, or playing the game, how much do we know that will drive people to actually speak to their child about it? So we developed a framework around that, did some testing and made a decision purely based on the results of that test that we ran. So that was a really big shift for us internally to find another way to answer that question of what is the best call to action? And now we've done that for some other campaigns, so we've tested it through Facebook advertising before we put out and spend a much larger budget on other channels, and, yeah, really listened to our audience really.

Marnie: And with the discrimination campaign we, you know, it's always challenging to kind of make decisions as an organisation and between different teams and different expertise, and it's about, you know, thinking about the main objectives and the main aims can really help to kind of, you know, put the audience into those decisions. One of the challenging parts of the discrimination campaign was our partnership with SBTU. We had a series of grime artists that were going to be putting different songs out to our audience. And we knew that this is, you know, content that young people we were trying to reach would listen to. But in terms of reputational risk, you know, some of the artists might have had, you know, criminal backgrounds and actually, you know, whereas, or even, you know, things like swearing or anything like that, so it was about weighing up the value that it would bring against some of those risks, and kind of having those open conversations. And, when there are difficulties, having a face-to-face meeting as well, just talking those things through. Because I think, you know, a kind of a sign off process can be great but also, you know, bringing everyone together and getting different people from across the organisation can help as well.

Robyn: Did you find that that worked well then, bringing those grime artists on board? Did that really connect with people?

Marnie: Definitely.



Robyn: That's so cool.

Marnie: And the engagement that you see on their channels was, you know far outweighed – you know, that's where the audience are.

Robyn: Yeah.

Marnie: So, you know, you see the interactions, you know, people saying, "I can't believe, you know, my favourite artist is talking about something that means so much to me."

Sushi: Yeah.

Marnie: So, you know, one of the artists was wearing the England flag and pointing out that he is English. But people don't see him as that way and, you know, that discrimination that is felt so much in that personal story adds so much to it as well.

James: Hmmm.

Sushi: Yeah.

Robyn: Yeah, that's interesting. So it's not always necessarily trying to attract your audience to come to you, but going to where they are and knowing where they are.

James: Yeah.

Marnie: Definitely.

Robyn: And that's how you can centre them, is by just going to find them.

James: Yeah.

Marnie: Yeah.

James: Yeah. The decisions that you make and the channels that you use to put your marketing out there.

Robyn: Yeah.

Marnie: Yeah.

James: It's about really, really knowing where they are not just doing a poster because, "Oh we do posters every year so we'll just carry on doing that."



Sushi: Yeah.

[Laughter]

James: Or sending out a letter because we always do that.

Sushi: Yeah.

James: And not thinking do they really want to have a letter? Yeah, and really thinking about that for every element of the campaign.

Sushi: it is interesting that you're talking about this idea of being so user centred that you're not even thinking about what your own – where your assets are, where they're held. You're thinking about honestly this is where they are so we're just going to talk to them there. And you're saying that if Lad Bible is creating the content, you know, realistically you're not going to be branding that.

James: Hmmm.

Sushi: You know, it's not going to be like – it's not going to be the NSPCC show.

[Laughter]

Sushi: It's going to be the content that they need and, you know, that you are part of that.

James: Yeah.

Sushi: But that's fantastic that it's that led, that way led.

James: Yeah, and I think that it's a big shift in the organisation, because you're not in control of it. But it's the same way that we send out a press release and a journalist could still take that press release in lots of different ways.

Sushi: Yeah.

James: So it's kind of not different from those traditional ways of getting your message out there.

Sushi: Yeah. So you talked about a couple of campaigns there, and you talked about how you did this for those campaigns, but we were thinking about the Think you understand me campaign specifically. So what metrics do you use to measure how successful a campaign is?

Marnie: So, yeah, it does depend on every campaign and it's thinking about those aims and objectives really clearly and laying them all out at the



beginning. Having those conversations as well because they can be quite challenging, especially when you're not sure where the route is going to take you. For this we really wanted young people to feel understood and know where to turn. So there were a few different metrics. We looked at video views view through rate as well to make sure young people were watching the whole video and getting that message, and also click through rate to measure how many young people were then going on to getting more support. We also, you know, obviously seeing that BME young people were less likely to think about Childline and somewhere to turn, we wanted to see that there was an increase in this, and there was actually following the campaign. There was a 22% increase in contacts from BME young people.

Sushi: Oh, amazing!

Marnie: In the kind of short window afterwards. So all of those different things, you know, can help you think about what you are actually wanting to get out of this and how are you going to be solving that problem that you are facing at the beginning most effectively.

James: And I think, following on from that, I think understanding the relationship between those different metrics is really important. So you don't look at them in isolation and you don't just say, "Oh well, the view through rate is much higher" and then talking about a click-through rate completely separately. You need to be thinking about how those different metrics influence each other as well.

Sushi: Hmm.

Marnie: Definitely. And I think sometimes it's come down to a drawing as well, looking at the user journeys and just mapping out, "Okay, so this is what we're putting out, what do we want them to do as a journey from that?" And visuals, always looking –

Sushi: Hmm, that's a great idea.

Robyn: We had a question about active listening which is a really interesting concept.

James: Hmm.

Marnie: Hmm.

Robyn: I was wondering if you could walk us through what active listening means and how it can be used as a tool to ensure that your audience is centred in your campaign or your comms?

James: Yeah.



Marnie: Definitely. I mean I think we've touched on it a bit already. But I think active listening is about listening without judgement or preconceptions. So going in with an open mind. I think it can be, you know, James was just saying it's very easy to look at data in isolation, or use data to say what you wanted to say from it, but, in order to create a meaningful campaign, it's listening to your audience and acting on that data as well. So where you've got, you know, weaknesses or drawbacks, it's really working on them and seeing – also testing in the moment as well, you can make quick fixes and see what's working and help that to lead your campaign in the direction that you want to go.

James: Yeah, and it points out the people that are just – it's about their opinion.

Robyn: Hmmm.

Sushi: Yeah.

James: And whether it's based in data or in fact.

Sushi: Yeah.

James: Which is why, within the Digital Team, we always try and bring it back to really looking at data and understanding that, and not just, "Well I think it should be blue because blue is a better colour."

Marnie: Yeah.

James: It's actually, we'll we've used blue because it's more accessible, but really kind of explaining at each stage of a campaign why we've decided to do something in the way that we have.

Marnie: And I think what we're getting better as a team at doing is showcasing that data as well at the end of every campaign.

James: Hmmm.

Marnie: It's talking through those decisions.

Sushi: Yeah.

Marnie: And keeping note of where you've done a survey, where you've done, you know, a small pocket of data capture. It's about sharing that within the organisation so that everyone is not going over the same conversations every time there is a new campaign.



Robyn: Yeah. It's interesting because I think the word 'holistic' has popped up a few times.

James: Yeah.

Robyn: And actually I was thinking the word 'holistic' before someone said it, and I can't remember who said it first but I was like, "Yes!"

[Laughter]

Robyn: And it's really interesting because I think that's very true of the whole concept of the audience-centred campaign and using active listening, is that you're using the data holistically, you're considering how to centre your audience holistically so it's not just how do I tick a box?

James: Yeah.

Robyn: You're talking about what you're making, how you're making it, the language you're using, and then you're also self-reflecting and considering how you're going into the project or the campaign that you're doing.

James: Hmm.

Robyn: And how you're approaching the information and whether you've got your own biases you need to be working against, how you're working with your own team. It's very interesting. I mean it sounds quite daunting when you put it that way but I imagine that it creates some really incredible stuff at the end.

James: Hmm.

Sushi: It's less about like that kind of process of how do I work holistically but it's more like once you start taking one – when you start doing one thing, you're like well naturally it makes sense to do it this way, and do that, and it makes sense to talk to that bit.

Robyn: Yeah.

Sushi: As you were saying about – I'm trying to like shoehorn my question in now – as you were saying about bringing in different people and making sure you're talking to people, getting these voices into your campaigns, does that eliminate silos? Are there no silos at the NSPCC? I think the answer is probably yes!

[Laughter]

Sushi: But I might be wrong! What are you doing? Because obviously silos do not work for things like this.



Marnie: Definitely.

Sushi: They are massive barriers to this. So what are you doing to overcome silos?

James: The NSPCC is a large, complex organisation.

Robyn: Hmmm.

Sushi: Yeah.

James: We have lots of different specialists, lots of different teams. I came to the NSPCC from a really small organisation of 12 people.

Sushi: Wow!

Robyn: That's a transition.

James: So it was a bit of a shock to jump to a very large organisation.

Sushi: Yeah.

James: We do have silos at the NSPCC, as every charity does. And every sized charity still has silos even when they're much smaller as well, so I think it is a – You know, when you have an organisation such as the NSPCC, that has been around for over 100 years, we've grown and developed, and the structures may not completely reflect the way that we should be set up in today's day and age.

Sushi: Hmmm, interesting.

James: So that can cause silos.

Marnie: And when you have, you know, people who are experts in things as well.

Sushi: Yes.

Marnie: You know, it's quite hard to think broadly about something when you're so focused on what you're doing and what, you know, you're an expert in, where you have all of that kind of information. I think when you're talking to others as well, you know, it can be really easy to use jargon, to use all of the language that you're using to used, but it's the same when you're talking to your audience, you know, you have to remove that and just talk to people how everyone can understand.



James: So some practical ways that we've got round the issues of silos at the NSPCC, for big projects that we're working on we have a steering group which will have senior members of the organisation, from different parts of the organisation, that come together to help steer the strategy and the overall governance of that project or strategy. That's one way we've got round it. And we have working groups as well where we pull together lots of people from around the organisation to meet more regularly. Within the digital team, the way that we've tried to help support those different teams is by having business partners. So for each part of the organisation we have one person who is the specialist in that area. In Marnie's case she is the business partner for Childline so she will have a much better understanding of the challenges that are happening within that particular business area, and where their priorities are and where they are trying to move forward, so that she can then bring that information back to the digital team and we can work out the best way of supporting them and where we should be spending our time to help support those different areas of the business.

Sushi: That's so interesting that you are almost creating subject matter experts in the digital team.

James: Yeah.

Sushi: It's not hub and spoke but what is that?

James: Well yeah it is part of our hub and spoke strategy for digital transformation. Business partnering is one part of that. Other charities are calling it different things.

Sushi: Hmm, they are, yeah.

James: But it's definitely a way that other organisations are moving. The second part is around training. We've just developed a fast-track digital marketing course which is 12 modules, e-consultancy have developed that content. It's something that is on our intranet that everybody can take part in, and we're doing face-to-face training with people as well. So there is kind of a two-pronged approach to how the digital team can help support these different teams around the organisation when delivering campaigns.

Sushi: Yeah.

James: And how we can get digital at the heart of that. And I think some people in the organisation think, "Oh yeah, that means how can we get it on Facebook or how can we get the right content on the website." But it's not about that. It's actually another way of saying how do we put the audiences at the heart of that?

Sushi: Yeah.



James: Within the Digital Team we have recently had our Data Team move into the Digital Team as well. So offline and online data are now in the same place in the organisation which is a really big shift for us, to think about data holistically. I'm going to use the word 'holistically' again!

[Laughter]

Robyn: It's word of the day.

James: Yeah. But rather than thinking so we have a user that has opened this email, they've clicked on these banners, and then we have another database on a different part of the organisation that is collecting how they've responded by post or whether they've contacted the helpline, those sorts of things, so that data is split around different parts of the organisation. We are starting to look at that data holistically. We haven't solved that data issue yet but we've got movements in the right direction of how we can start to solve that challenge.

Sushi: Don't worry, every other charity is dealing with the same thing.

Robyn: Yeah!

[Laughter]

James: Yeah.

Robyn: Yeah, that's the most relatable part of the podcast!

[Laughter]

Robyn: We'd love to move on and chat a bit about the changes you've been making to your website recently.

James: Yeah.

Robyn: It's not something that is in the works, changes are happening at the moment, is that correct? Or is it going to be happening?

James: So at the moment we're in the research phase of that project.

Robyn: Right.

James: But we're quite – we're getting to the end of that research phase.

Robyn: Yeah.

[Laughter]



Robyn: So tell us the motivations behind it and how it's been going so far?

James: Yeah. So, as I said before, NSPCC is a large, complex organisation –

Marnie: Yeah.

[Laughter]

James: We have –

Robyn: It's our company line!

[Laughter]

James: And I think part of that is we have lots of different audiences that we speak to, to ask them to do lots of different things. And from other charities I've worked for, the NSPCC is a little bit more complex because we provide advice to parents and young people, we ask for money from those people in lots of different ways. We ask them to give a regular gift, to do events, to buy a product from us. We also ask for volunteers to help run our services. And we also ask our supporters to help us to campaign to the government to change legislation about keeping children protected from abuse. And that doesn't even cover every element of the organisation, but there are lots of different asks, and our website has to help deliver those areas. And we realised that we had been really focused on delivering each of those different campaigns for those people. So we had updated and spent a lot of time creating campaign pages and campaign hub areas that really help deliver the objectives of those campaigns. We also had a navigation that had become quite unwieldy, quite complicated. We saw all this as an opportunity for us to really put it right back to our users and do a piece of user research with parents as being the main focus for the NSPCC website, and we got agreement internally that parents should be our main focus. So, we're working with an agency called Manifesto and they have helped us to firstly look at all the research we've already got. So we had lots of information about parents, what their challenges were, what they were trying to overcome, so we took that piece of information. We also then did a survey on our website. We've had over 300 responses to that so far. It's still live. So we've got lots of information from that about why have you come to the website, what are you looking for?

Robyn: Yeah.

James: And then we've done some in-depth interviews with a sample of parents of children with different ages, different relationships with the child, to really see how that might differ. We're at the process at the moment of analysing all that data and making some decisions about what changes we make to the navigation and then we're going to have a roadmap of changes



that we're looking to make on the content that we produce on the site. So it's a big shift for us to not just be led by the priorities that are given to us from the organisation, and actually us saying, "Wait a minute, let's put this out to the parents that we know are coming to the site and the professionals that are coming to the site," seeing whether we're providing the right thing for them. We did include business areas in those conversations. So we have run a series of workshops. We're not like completely ignoring anyone internally and I would not advise that you just go ahead and do this and ignore everybody in the organisation!

[Laughter]

James: Because, yeah, that would end badly. So we have run workshops as well to find out from people in the teams that are specialists in certain areas to say, "What is your understanding of the audience and how they want to receive that information?" And that has been a really great way to get those nuggets of data and information and every time – not just having something that is someone's opinion but always having the data and the facts to back that up. So, yeah, we're in a really interesting point at the moment where it's – yeah, about making those recommendations, so we'll definitely keep CharityComms updated on the changes that we're going to make going forward.

Robyn: Yeah.

James: And, more importantly, what improvements does that make to the website and how have we helped get advice to more parents and how have we helped drive more income to those other products as well. And this is a starting point of a journey for us, of really looking at what our users want and then we've got to start to test different journeys. Is it working? How can we improve it? Yeah, so it's an exciting point for us because it's about the digital team leading that conversation and not being led by what the organisation is saying this is the most important thing. We are doing that through speaking to users. We're not just sitting in a room, coming up with a plan and telling the organisation, "This is what we're doing." We're basing it on data and information that we've got from users.

Robyn: Hmmm.

Sushi: It seems like an almost natural progression from your very successful campaigns that have worked.

James: Yeah.

Sushi: Because you've gone straight to the users, "Tell us what you need. Talk to us about it." Keep going and testing. And you've basically gone, "Oh, you know, we could do this to the website as well!"



[Laughter]

James: Yeah.

Marnie: I think it's important to know as well that we did a redevelopment of the website three and a half years ago.

James: Yes.

Marnie: Or three years ago.

James: Yeah.

Marnie: And there was a lot of insight and data that went into that and a lot of kind of feedback.

James: Yeah.

Marnie: But it's also about tracking that over time.

James: Yeah.

Marnie: You know, user behaviour has changed.

James: Yeah.

Robyn: Right.

Marnie: It's not about saying, "Okay, well three years ago they said that this is what they want and this is how they want to find it."

James: Yeah. Which can be really hard when you've got – it's expensive and time consuming to do website projects.

Sushi: Yes.

James: And I think there is lots of listeners out there that have been through that in different organisations and think, "I never want to do that again!"

[Laughter]

Sushi: Yeah, yeah.

James: But –

Robyn: Having flashbacks!



James: Yeah!

[Laughter]

James: But you do have to be continually going back to your users and thinking is that right? And we are looking at the way that our website is laid out and at the user journeys and the navigation across the website, to really refine that and ensure that we are driving people to the right content, and therefore, in the process, increasing the income that we're getting from the website as well. Because more and more that is the way that our audience is finding out more about the NSPCC, getting the advice that we give. And I think that's more and more common with different charities that I speak to, that the main way that they're giving that advice is through the website.

Robyn: That makes so much sense. And then a new website, that's exciting!

James: Yeah.

Marnie: Hmmm.

Robyn: Well that was so interesting. You guys have so much exciting stuff coming down the pipeline at NSPCC. It will be really interesting seeing how it all goes and how you get on. Thanks for taking the time to talk to us today.

James: Thank you very much.

Marnie: And thanks for joining us.

James: Yeah, yeah.

Robyn: I think the key word from that interview that we really drew on was 'holistic'.

Sushi: Hmmm hmm.

Robyn: That it was holistic from beginning to end, and I really liked how you were taking the fear out of things being holistic because of the amount of reflection that goes into it, because really it just comes back to doing the best job you can in involving your audience and catering to your audience.



Sushi: Hmmhmm. And taking all that data insight, and taking all those people across the business and getting them all involved and, as you said, you know, it could be quite daunting.

Robyn: Yeah, exactly. And if you're going to be bringing your audience front and centre of your campaigns then you've got to be not only communicating with them but communicating with your team, and you've got to be maintaining those levels of communication, breaking down those silos and, yeah, to make sure that you are keeping up with everything, keeping up with your audience, how your audience changes. I thought it was very interesting how they noted your audience behaviours, they're going to change over the years, the way they interact with you, the way they interact with their technology. With whatever cause it is that you're working for, you've got to keep them in the loop.

Sushi: Yeah, and I mean that goes back to the whole point of this episode, thinking about the future engagement, it's changing, it's evolving and the only way you'll know that is by listening, hearing, understanding what your audience wants. So taking that audience-centric approach is so critical to making sure that what you do for and how you engage your audience is relevant to them and is what they want, it's what works.

Robyn: Absolutely. Well, that's all for this episode. Thanks so much for tuning in and don't forget to come back for Part 2, when we release it in the next few weeks, to hear more our tech guru in the north, Matt Haworth.

Sushi: As always, if you want to get in touch with Robyn, you can find her contact details on the About Us section of the website or you can reach out on Twitter. My handle is @sushi_juggapah.

Robyn: And I'm @robynlewes. Don't forget to subscribe to be notified when we release a new episode. And, if you like what you're hearing, give us a five star rating. We'll catch you in the next episode. Bye!

Sushi: Bye.