



MOVE PEOPLE

Why Structure Matters: Organizing Your Staff for Online Success

June 30, 2009



Brian Hauf, V.P. Client Success Services, Convio



Mondy Lamb, Marketing Director, SPCA of Wake County

Study and Themes

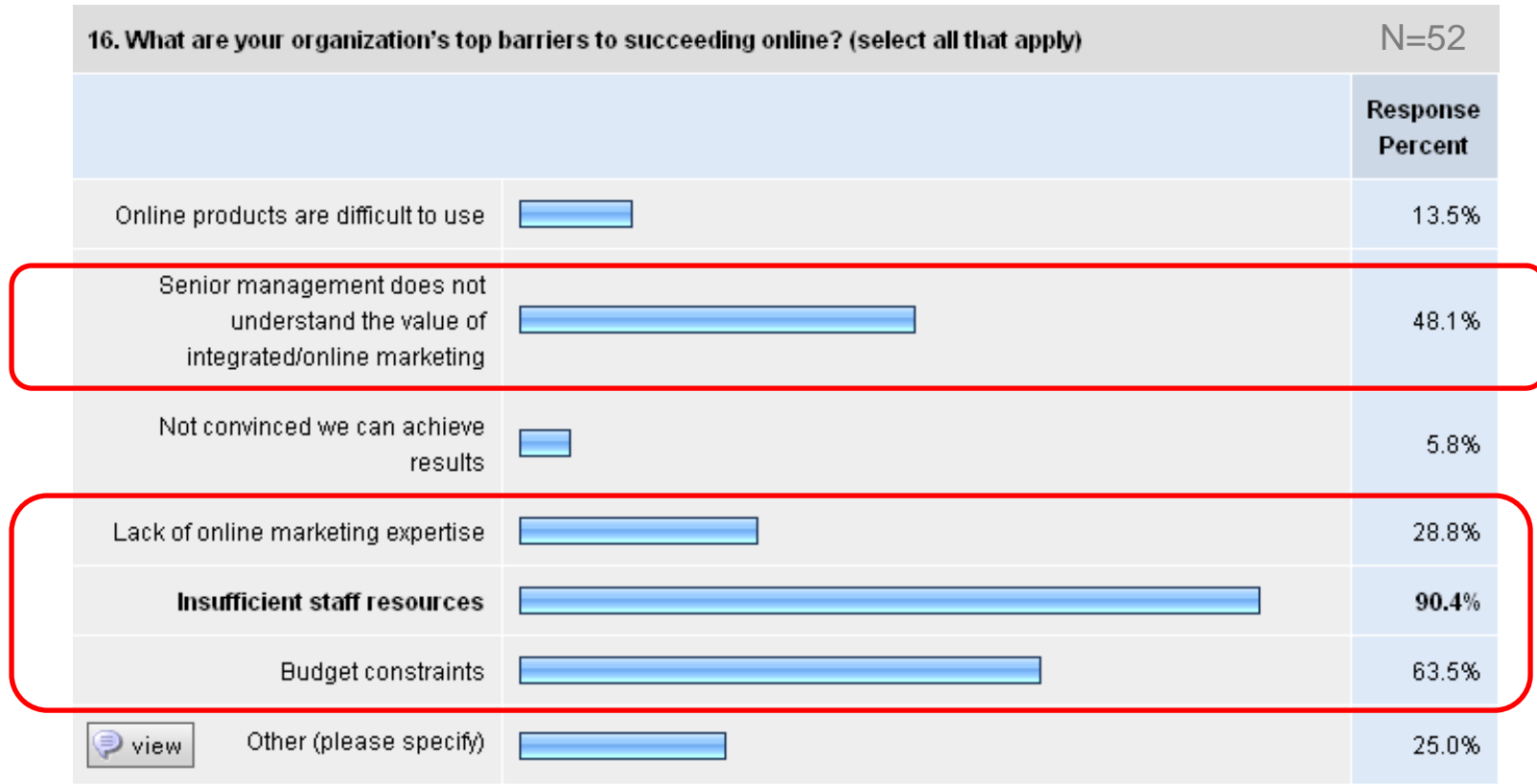
- Little research has been conducted around how organizations within the nonprofit sector align their resources for optimal results.
- Anonymous 15 question survey completed by over 60 nonprofit organizations between Sept-October '08
- Themes:
 1. Nonprofit Organizations are Resource Constrained
 2. Organizational Structure Matters
 3. Not Having a Plan is Planning to Fail
 4. Structure Impacts Performance

Theme #1: Nonprofit Organizations are Resource Constrained

According to the survey, the most common response to what their organization's top barrier to success was insufficient staff.

Barriers to Online Success

- Other: Lack of coordination, lack of education of online marketing, database issues, integration of different web tools/technologies, intra-departmental issues


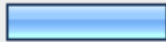






It's Never Enough

Online Staff Size N=56	Insufficient Staff is #1 Barrier
Zero employees	100%
<1 employees	100%
1-3 employees	91%
4-5 employees	100%
6-10 employees	88%
10+ employees	71%

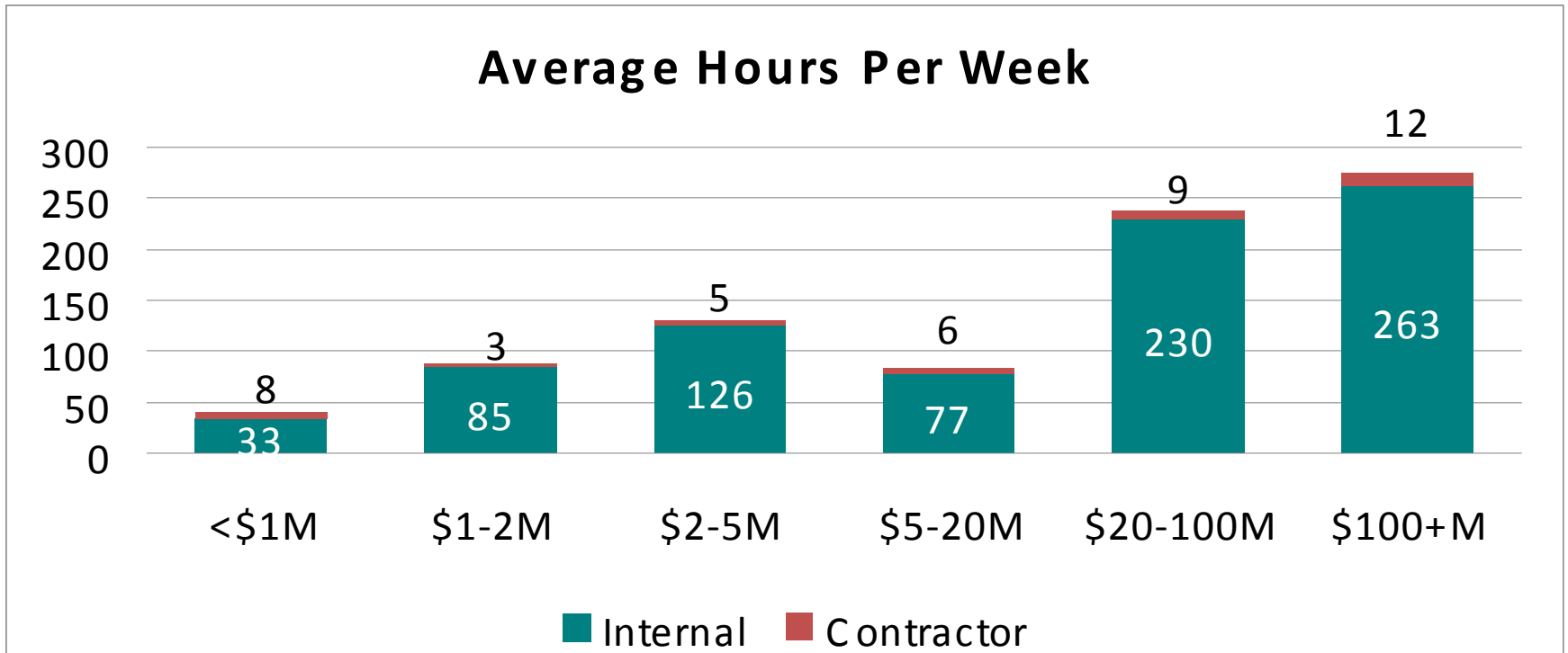
Organization Revenue N=54	Insufficient Staff is #1 Barrier
<\$1 million	68%
\$1-2 million	100%
\$2-5 million	100%
\$5-20 million	93%
\$20-100 million	83%
\$100+ million	92%

Internal Staff Dedicated to Online

1. How many internal staff are dedicated to online related programs?		N=62
		Response Percent
Zero		9.7%
<1 employees		16.1%
1-3 employees		40.3%
4-5 employees		9.7%
6-10 employees		12.9%
10+ employees		11.3%

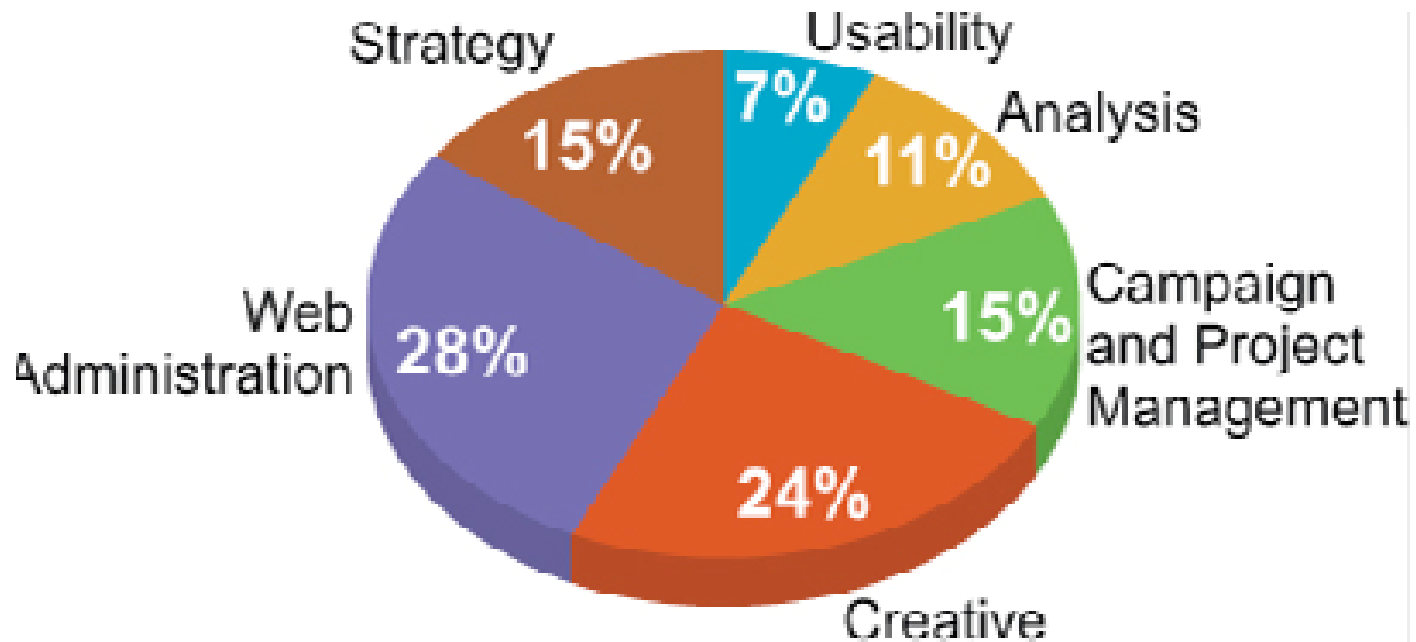
- Nearly 70% of organizations have 3 or fewer employees dedicated to online

Average Hours by Organization Size



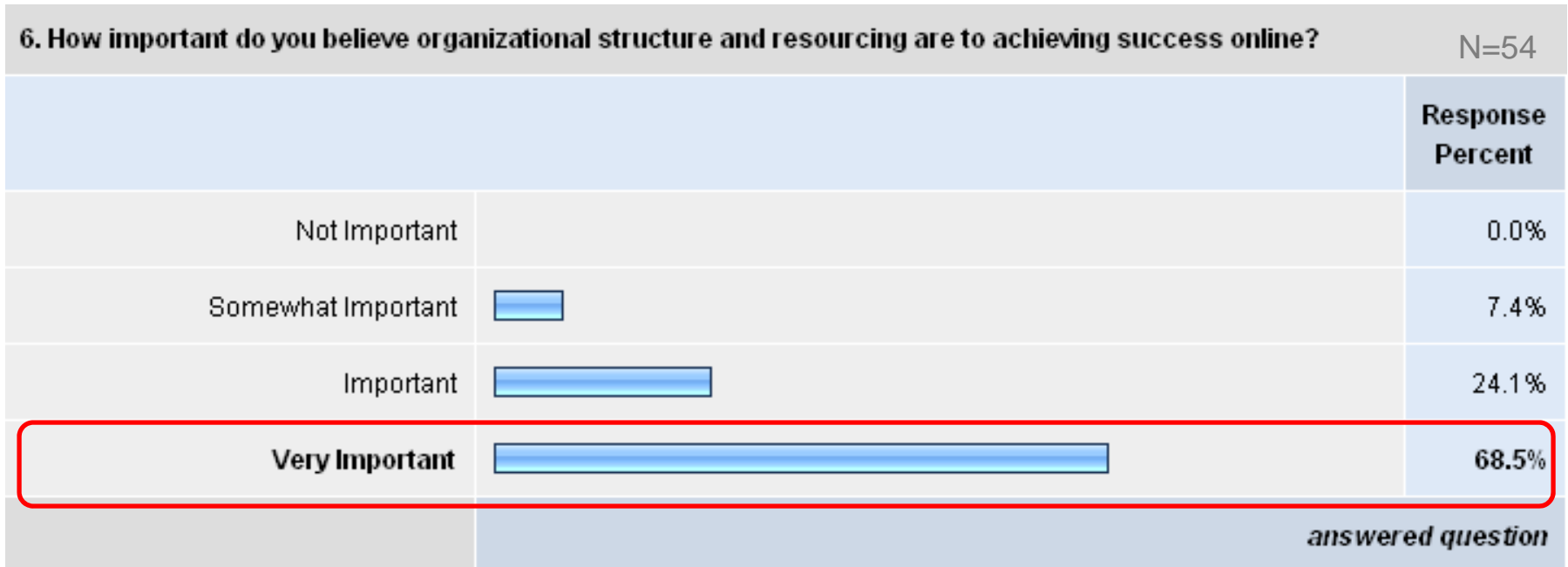
- 28% of small organizations (<\$1M) total time comes from contractors compared to just 5% of the largest organizations (Find chart from [whitepaper](#))

How Time is Being Spent



Theme #2: Organizational Structure Matters

- Not surprisingly, nearly 70% of nonprofits believe that organizational structure is important to online success



Structure Influences..

- Which department is responsible for making decision about the organization's online strategy, website content, and online objectives
- Whether you have an online plan, and how often you revisit it
- How effective your organization is in handling the challenges you'll face communicating, planning, and making decision
- How well your organization sets goals for your online initiatives and whether you hold your staff accountable for reaching them
- How you hire, train, share knowledge and provide career paths for your interactive team
- Your speed and agility

Three Organizational Structures



Centralized: All the people who work on online programs are consolidated into a **single department**



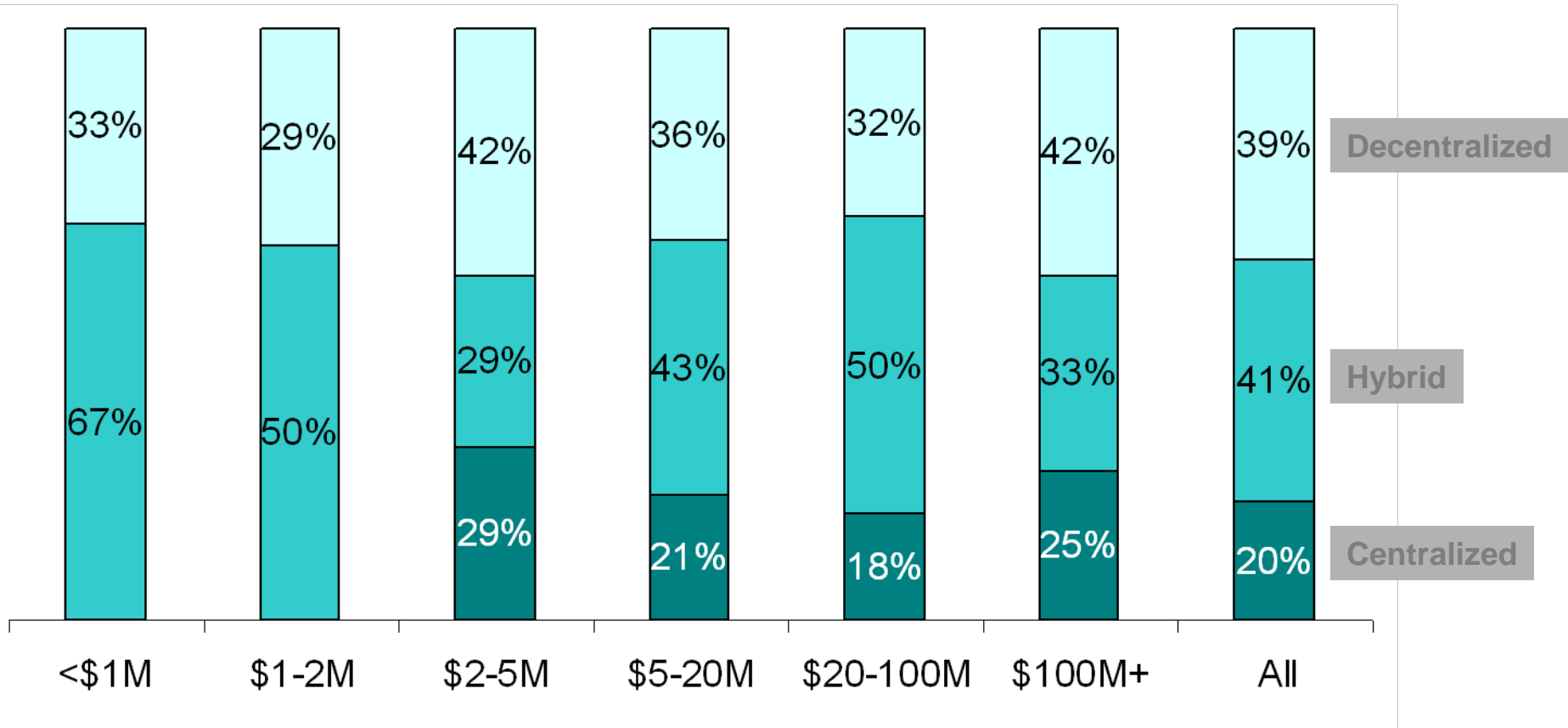
Decentralized: All the people who work on online programs are **spread across different departments**



Hybrid: The people who work on online programs are **mostly consolidated** into a single department, but there are also others **outside the department**

Structure by Organization Size

Structural mix by revenue band



Components of Effectiveness

How Well Does Your Current Online Resource Structure Work For:	All	Centralized	Hybrid	Decentralized
Planning	3.2	3.7	3.4	2.7
Internal Communication	3.0	3.5	3.0	2.7
Decision Making	3.2	3.6	3.2	2.9
Accountability	3.2	3.6	3.2	2.9
Overall	3.2	3.5	3.4	2.8

- 1 is “Highly Ineffective” and 5 is “Highly Effective”

Theme #3: Not Having a Plan is Planning to Fail

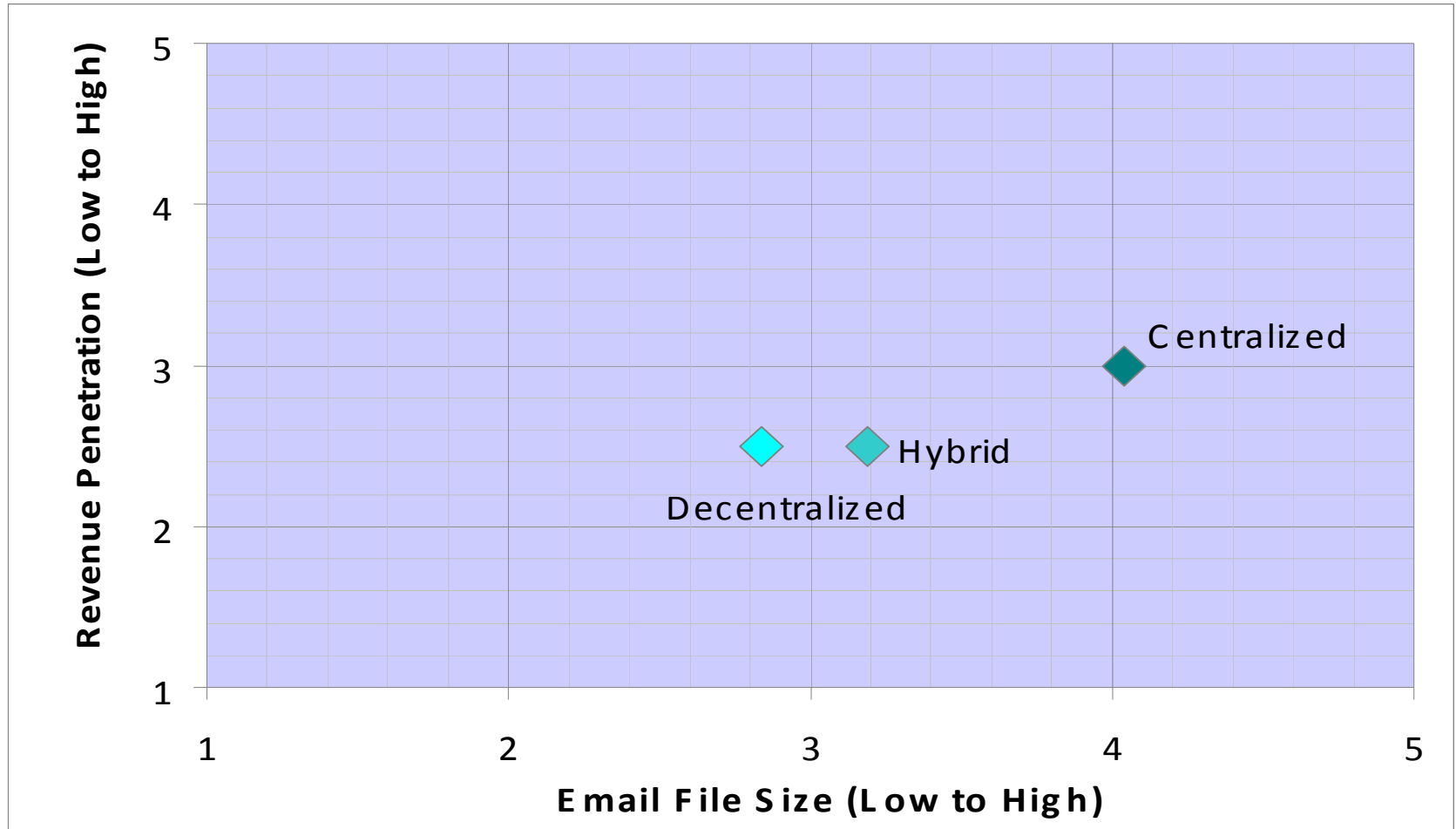
The reality for most nonprofits today is having to make do with less. In order to get the maximum results from the resources you have requires having a plan and sticking to it.

Online Planning by Structure

- **44%** of **all** orgs and **57%** of **decentralized** orgs at best plan only every few years!

How Often Is Your Plan Updated	All	Centralized	Hybrid	Decentralized
Several Times Per Year	28%	36%	32%	19%
Once a Year	28%	55%	18%	24%
Every Few Years	7%	0%	9%	10%
We Don't Have a Internet Marketing Plan	26%	0%	23%	38%
I don't know	11%	0%	18%	9%

Theme #4: Structure Impacts Performance



About the SPCA of Wake County

Located in Raleigh (capital city of NC)

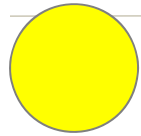


Founded in 1967, the SPCA of Wake County is a non-profit animal welfare organization whose mission is to protect, shelter and promote adoption of homeless animals; to provide education about responsible pet ownership; and to reduce pet overpopulation through spay/neuter programs.

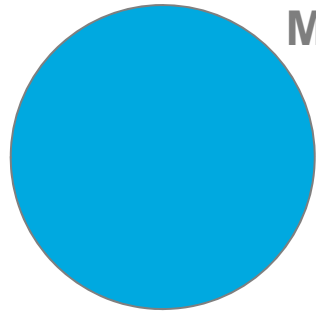
- Annual budget \$2.1 million
- Main source of funding is individual donors
- Staff size: 39 employees
- 30 employees staff two animal shelters
- 9 employees work in the organization's administrative office
- www.spcawake.org



SPCA of Wake County: Hybrid staffing structure that grew organically.

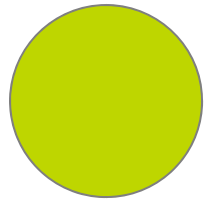


Executive Director who continues to recognize the value of Convio tools.

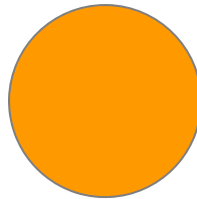


Marketing Department

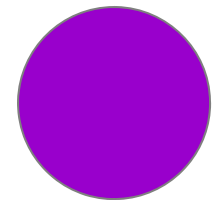
- **Marketing Director**
(strategy, administration, creative, campaign management, analysis)
- Humane Educator (content)
- Community Outreach Coordinator (content)



- Volunteer Services Manager
Uses Email module to send a weekly newsletter to active volunteers.
Uses Events module to post Volunteer events.



- Events Coordinator
Uses Events module to post event listings on interactive calendar



- Accounting Manager
- Donations Coordinator
Use Reporting function to reconcile online gifts with bank statements and retrieve donor contact info.

SPCA of Wake County: Roadblocks to Our Online Success

Resource Constraints / Staffing Challenges

Our Solution

No online programming experience of staff.

With Convio's WYSIWYG function, knowing HTML or other programming was no longer necessary and allowed the marketing department to assume in-house control of website.

No online design experience of staff.

Design elements, photos, written content are shared from other in-house created marketing materials

No online strategy experience of staff.

Convio training materials, guides and online classes were used to learn about online strategy and planning.

No money to hire dedicated web staff (\$30,000-\$40,000) plus management time.

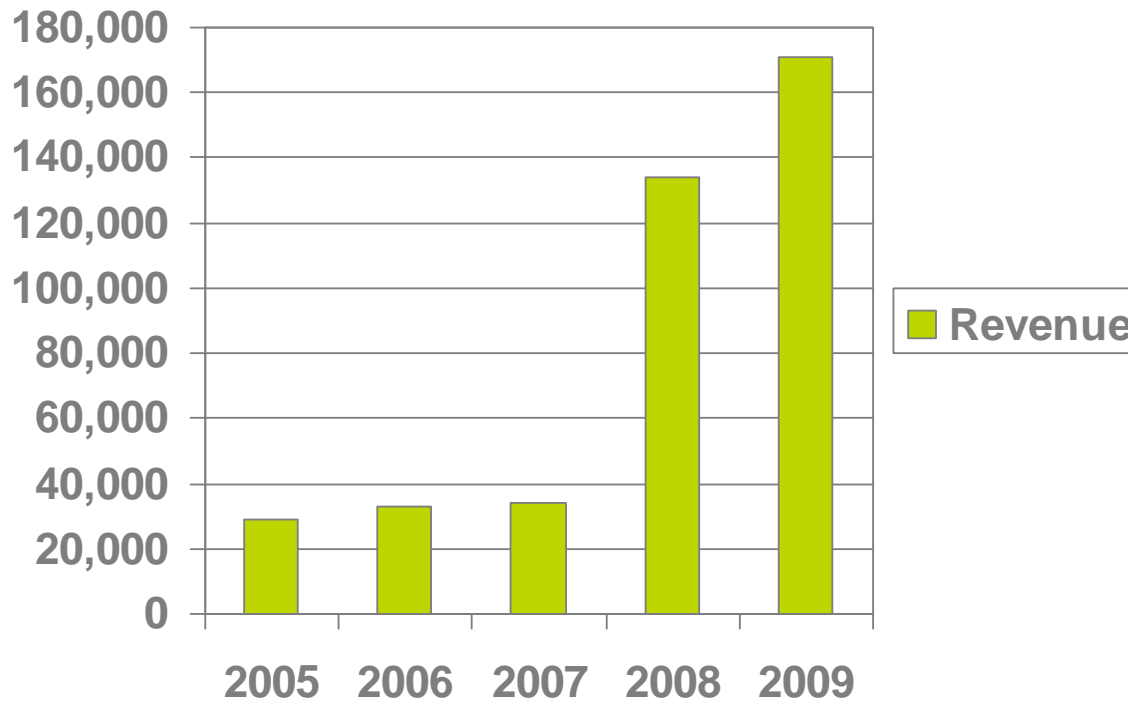
For less money we implemented the Convio solution. (I refer to the Convio tools as one of my employees.)

Outside, contract staffing of website would still require significant content and strategy time from marketing department.

We were reluctant not to have in-house control of site or to feel bound by contract overages. For just a little more time investment, and Convio, we could bring website in-house.

SPCA of Wake County: Online Success Stories

Success in Fundraising: Teamraiser Module



Before Teamraiser | After Teamraiser

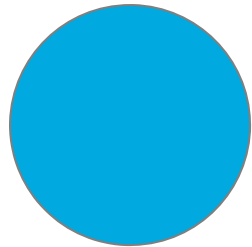
Annual Dog Walk fundraising event revenue increased by \$100,000 after we began using Convio's Teamraiser.



SPCA of Wake County

Staffing the Teamraiser Module for Success

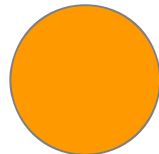
Marketing Department



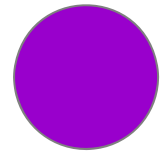
- **Marketing Director:** Teamraiser Administrator, Set Up Event in Teamraiser, Create Donation Forms, Test Drive Module, Trouble shooting on problems sub-administrators could not solve
- Humane Educator (Autoresponder Content, Teamraiser Manager)
- Community Outreach Coordinator (Teamraiser Manager)



- Development Director
Teamraiser Manager



- Events Coordinator
Teamraiser Manager



- Accounting Manager
- Donations Coordinator
Use Reporting function to reconcile online gifts with bank statements and retrieve donor contact info.

All sub-administrators went through Convio's training on how to manage the module.

SPCA of Wake County: Online Success Stories

Success in Mission Goals

Last minute promotion of an emergency cat adoption event (with requests for people to forward the alert) resulted in a 120% increase in cat adoptions from the prior year.

Easy, in-house control of website allows us to have instant “mini-fundraisers.” Buddy (paralyzed puppy needed a \$345 wheelchair.) Within 48 hours we had raised over \$2,300 for Buddy and other special-needs animals. Plus we gave our constituents a compelling, real-time example of our good work.

The screenshot shows the SPCA of Wake County website. At the top, the URL is <http://www.spcawake.org/site/PageServer>. The navigation bar includes links for WRAL.com, Apple (101), eBay, Yahoo!, and News (855). The main header features the SPCA logo and the tagline "Open Your Heart! Adopt. Donate. Volunteer." Below the header, there are three main sections:

- Emergency Feline Adoption Event:** A yellow banner with the text "50% OFF ADOPTION FEES" and "Emergency Feline Adoption Event". It includes a call to action: "Please forward this banner. visit: www.spcawake.org/cat". Below the banner, it says "We need you! We must make room NOW for all the cats coming into our shelters. Please help the SPCA avoid this CATastrophe, come ADOPT A CAT. Fees for kittens & cats reduced through June 30>".
- Buddy's Wheels & Special Needs Pets:** A fundraising section featuring two photos of a black and tan dachshund named Buddy in a wheelchair. The text reads "Thank you for helping Buddy get his wheels!". Below the photos, it says "Buddy's Wheels & Special Needs Pets". A thermometer graphic shows the fundraising progress: "Achieved: \$2,355.00" and "Goal: \$345.00". A red thermometer is at the 100% mark. To the right, it says "You Helped Us Buy Buddy's Wheels! THANK YOU!" and "Paralyzed from the chest down, this young Dachshund needs a wheelchair to help him get around. The SPCA needs \$345.00 to cover the (unanticipated) cost of Buddy's wheelchair. [View Buddy's photos and videos >](#)". Below the thermometer, it says "Any amount over that will go to the medical needs of other special needs pets (see below) currently in the SPCA's care." and "CLICK HERE and DONATE NOW >". At the bottom of this section, it says "Make your donation a gift for someone else. Donate online, fill in the information of the gift recipient, and the SPCA will send a thank you letter to them from Buddy (you will receive an acknowledgment)." and "NEW: Read online now: [June 2009 e-newsletter](#)". Below that, it says "See More [Special Needs Pets](#) Currently at the SPCA".
- Navigation and Footer:** A vertical menu on the left includes links for "Already a member? Log in here >", "New to the SPCA? Register Now >", "Save a life today! Donate Now >", "Adopt", "Donate", "Volunteer", "Lost & Found", "Events", "Education", "Pet Behavior", "Spay/Neuter", "Shop", "About Us", and "FAQ". At the bottom, there are links for "SPCA Hours & Locations", "Gift Ideas", "Read Critter Chatter Online!", and "SPCA HOME PAGE".

SPCA of Wake County parting thoughts:

Online goals moving forward are the same goals we had on Day 1:

- 1- Motivate and engage constituents in our mission.
- 2- Make the website an information-rich destination for constituents.
- 3- Raise money.

I outlined these goals before we launched on the Convio platform. I had no idea how we would reach these goals. My integrated online marketing plan to reach these goals grew from the tools Convio provided.

Changes in online staffing:

Because of our success of engaging online donors, we were able to hire an additional person who has taken on some of my offline responsibilities in order to allow me more time for online work. (chicken / egg situation)

Advice to other small nonprofits:

- Look at the staff resources you already have. Convio tools are so easy to use!
- Don't let the multitude of Convio tools intimidate you.

You don't have to use them all at once.

- Everything I learned online, I learned from Convio.

Convio has some of the best information anywhere of nonprofit market analysis, online strategy information, best practices and how-tos. Use it!

- *Leave room in your plan to be inspired.*



SPCA of Wake County parting thoughts:



As the main Convio Administrator I spend 30 hours a month working on our website.

Our email list has grown from 3,000 to 12,000 people in two years. Our online revenue before we launched on the Convio platform was \$37,000. In the first year after we launched (2007-2008) online revenue was \$347,484.



Who knows what my organization could accomplish if I spent 30 hours per week (instead of per month) on the website.

But you know what? I just don't have the time and we don't have the staff!

It's good enough.

Steps you can take:

- Calculate your average hours spent monthly
- Identify key gaps in skills that you will need to fill
- Which organizational structures do you fall into: Decentralized, Centralized or Hybrid
- Develop an online plan that includes goal setting and clearly defines ownership and accountability for each metric
- Know the “blind spots” of your existing structure and over compensate in the typical areas of weakness
- Outline professional development priorities and career path alternatives for your staff
- Re-evaluate your online team’s structure and look for ways to concentrate your online staff into more of a hybrid or centralized structure.

Your Questions & Answers

Thank You!

Questions? Email us at info@convio.com or
call us at **888-528-9501** ext 1.