

Save the Children Italia

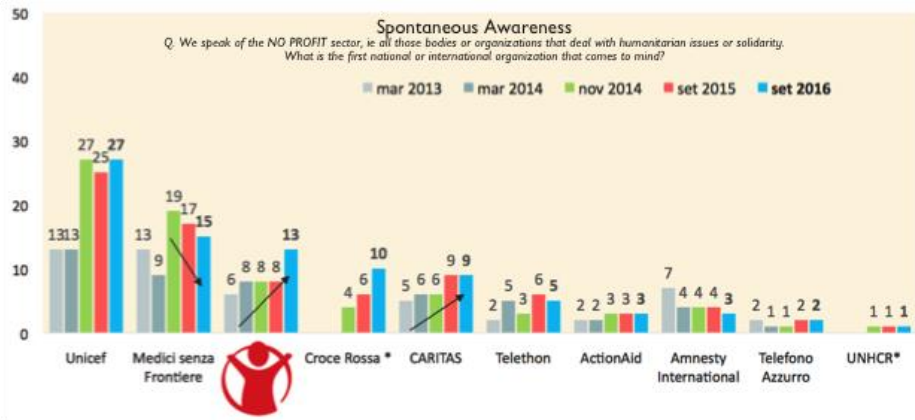
Engagement degli stakeholder e outcome attesi



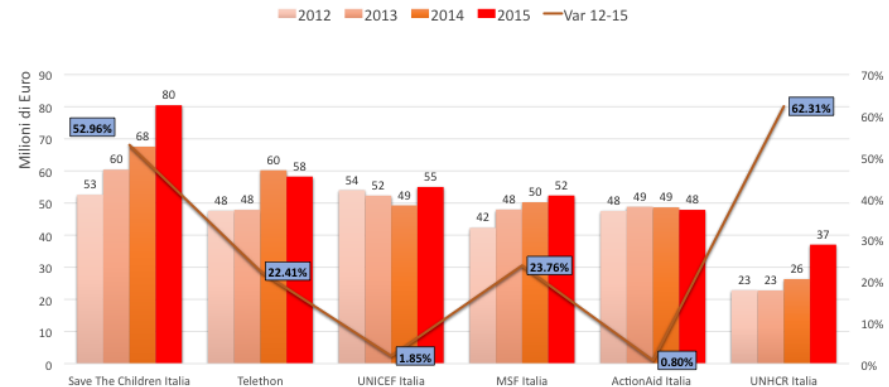
Introduction

Why have we focused on Save the Children Italia?

Italy has been chosen for this first case study because during the 17 years since the office opened, it has established itself within an increasingly competitive market and during a particularly challenging time for the national consumer economy to the point where it is now one of the top three International Development brands by awareness and market leader in terms of fundraising income



INCOME - ITALY BENCHMARK 2012 - 2015

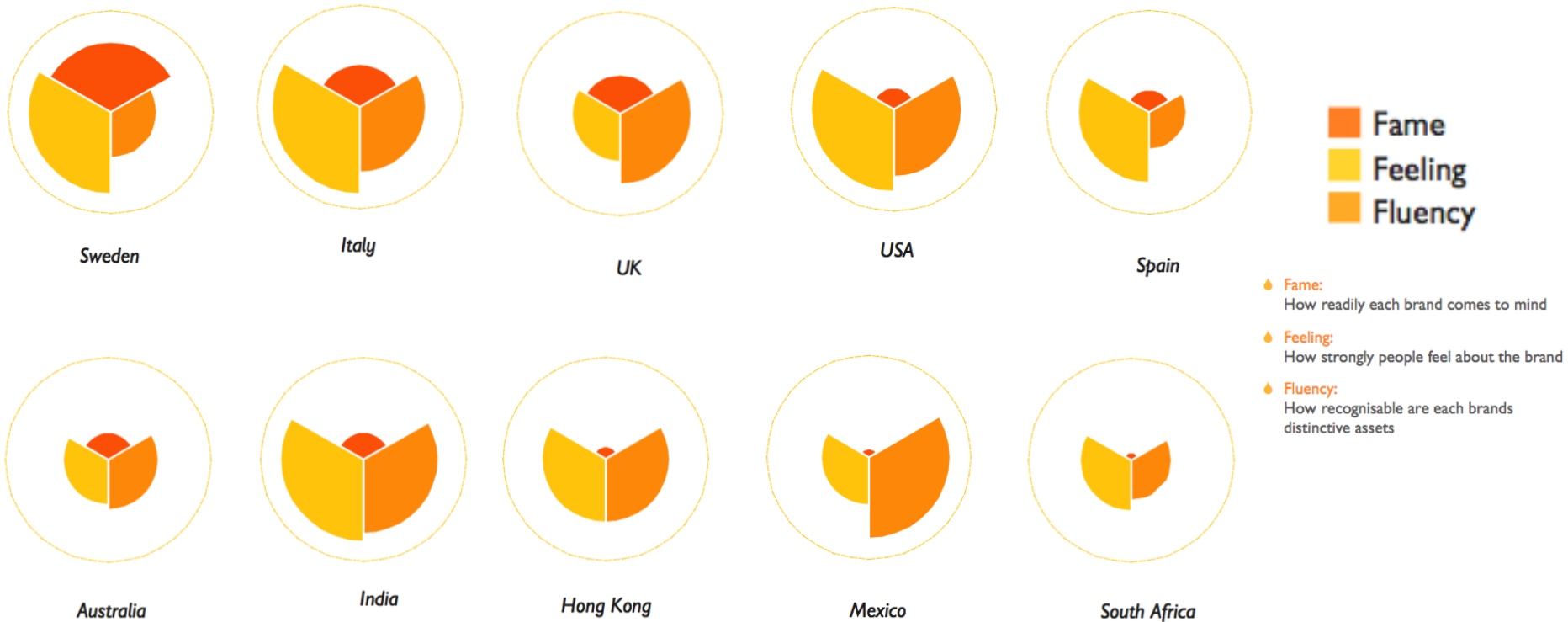


Source: Awareness - IPSOS brand tracking research, November 2016

Introduction

Why have we focused on STC Italia?

Italy was also identified as one of the top three countries in terms of brand 'Fame' in our recent ten country multi-market brand tracking research

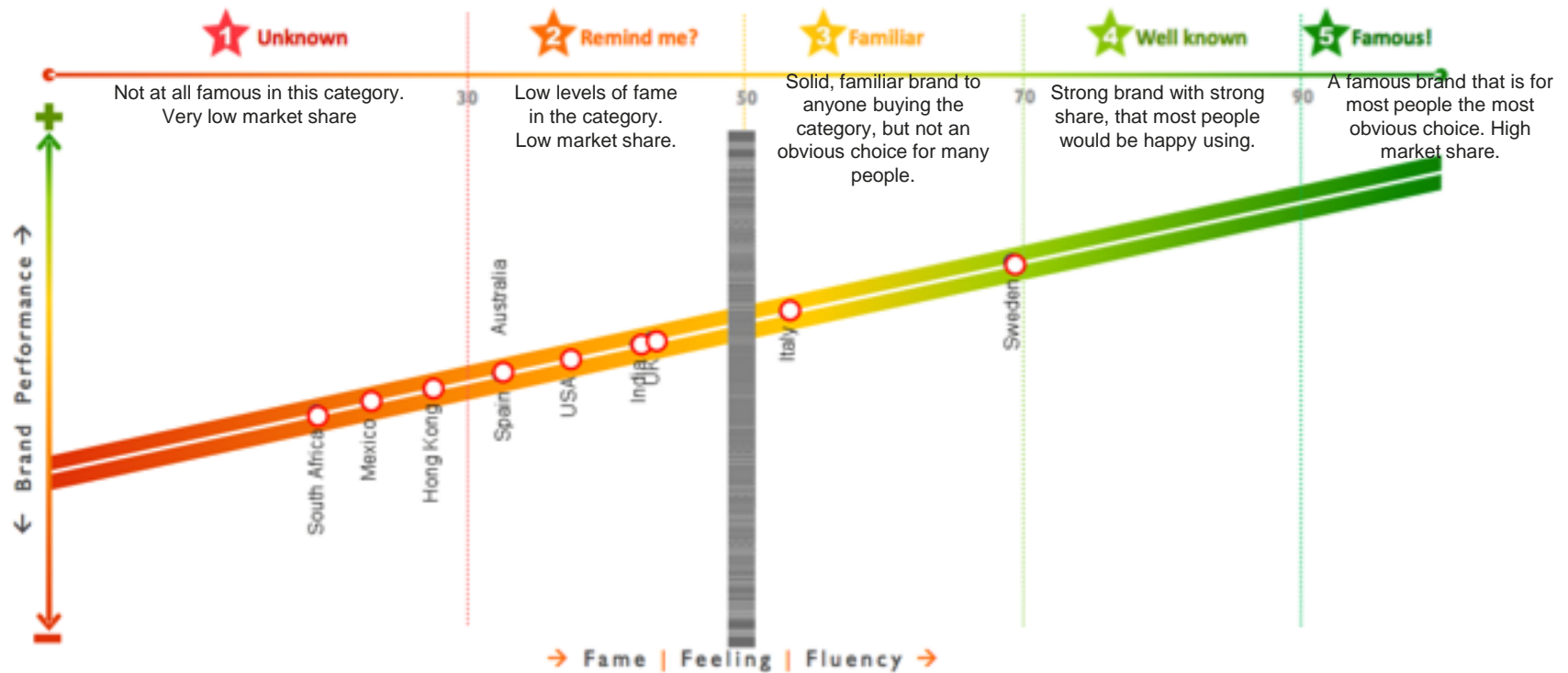


Source: Brainjuicer – Save the Children Multi-Market Brand Tracking, Global Results Wave 1, April 2016

Introduction

Why have we focused on Save the Children Italia?

It was also one of two countries, out of 10, in the Global Brand Tracking research where our brand achieved 3-star 'Familiar' brand performance – along with Sweden



Source: Brainjuicer – Save the Children Multi-Market Brand Tracking, Global Results Wave 1, April 2016

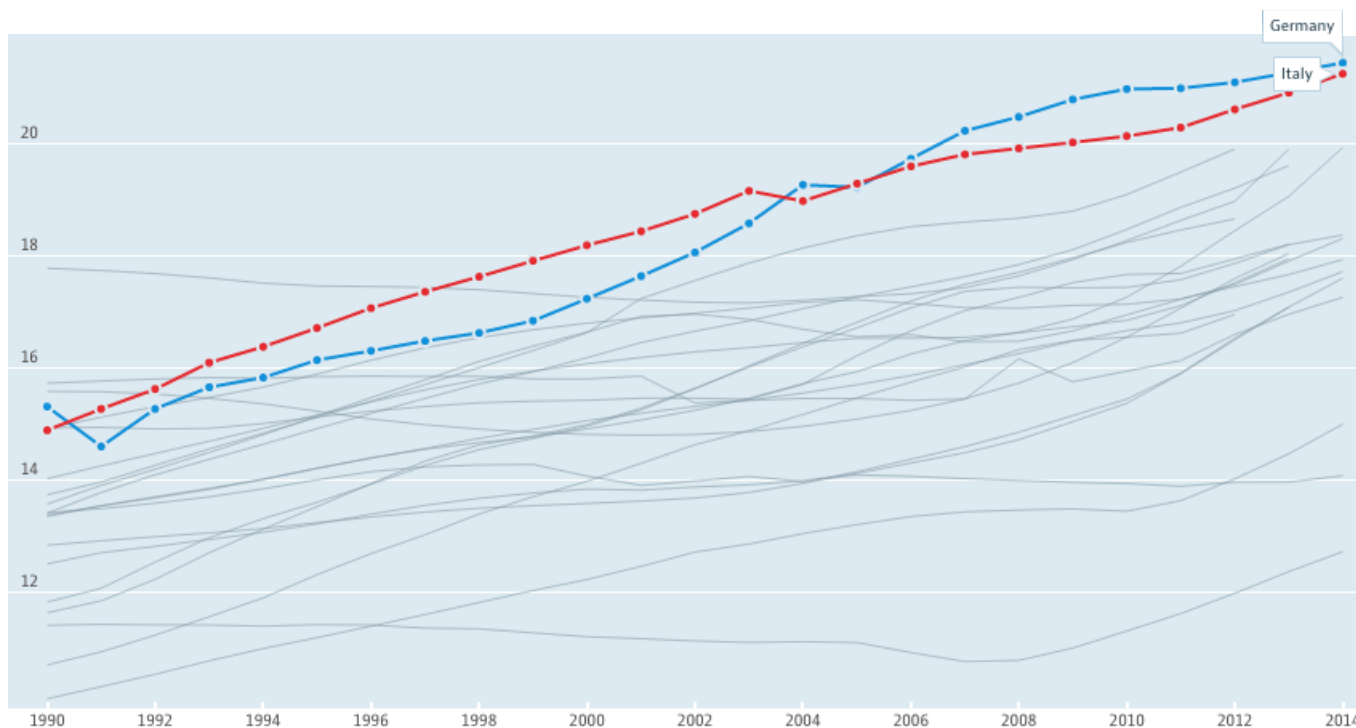
Country Overview

Population



With 21% of the population aged 65+, the country has the second highest proportion of elderly people in the European Union, exceeded only by Germany.

Elderly Population (65+) - Total, % of population, 1990 – 2014
(Background shows all other EU countries)



Source: OECD population data: <https://data.oecd.org/pop/elderly-population.htm>

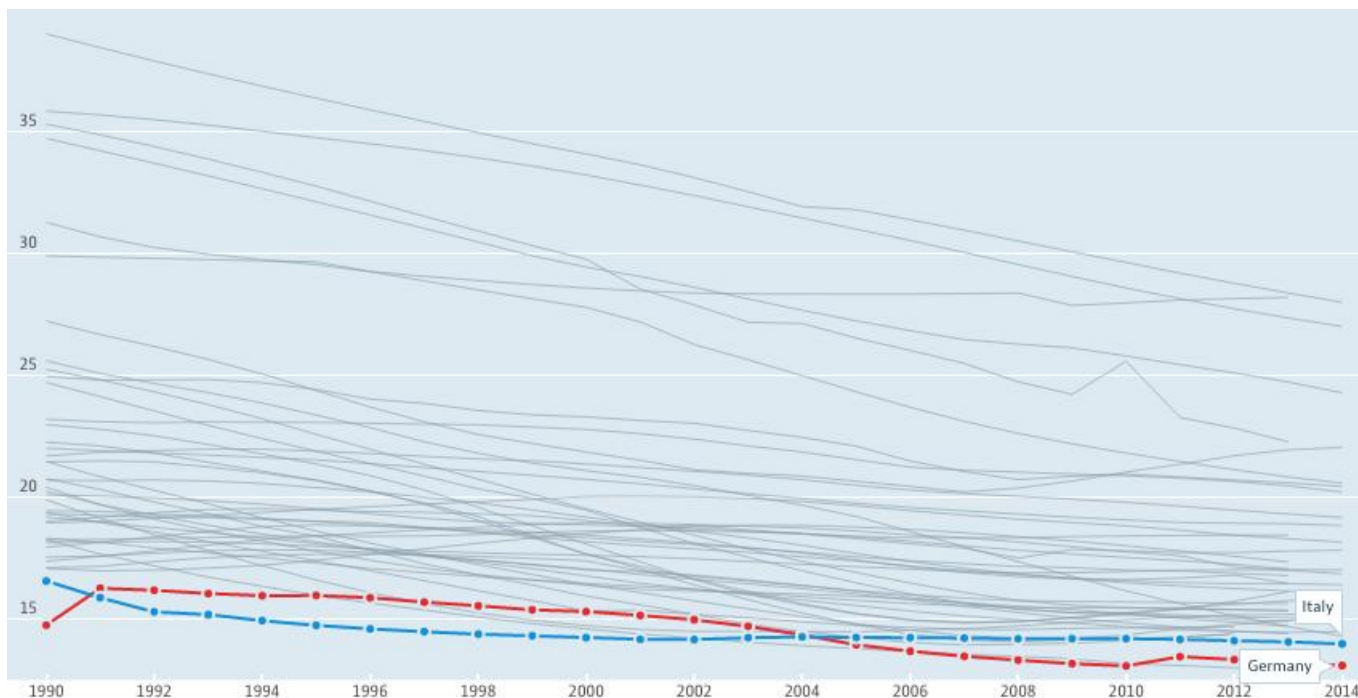
Country Overview

Population



At the opposite end of the demographic scale, Italy also has a lower proportion of young people (under 15) than any EU country other than Germany.

Young Population (under 15) - Total, % of population, 1990 – 2014
(Background shows all other EU countries)



Source: OECD population data: <https://data.oecd.org/pop/young-population.htm#indicator-chart>

Country Overview



Attitudes towards charities and charitable giving

Global research by Sundance on behalf of Save the Children in 2014 provided some insights into attitudes towards charities and charitable giving in Italy:

- Engrained 'giving' culture – altruistic outlook driven by religious/cultural foundations
- Strong support for global humanitarian issues – especially regarding children
- Scepticism around very large or very small charities – relating to inefficiencies and misdirection of funds
- Charity choices are very conscious – driven by personal values as well as community focus
- Financial donations and volunteering are the primary modes of support
- Supporters are increasingly informed and demanding – motivated by a desire to truly make a difference

Source: Save the Children – The Next Chapter, Sundance Global Research Debrief. Oct 2014

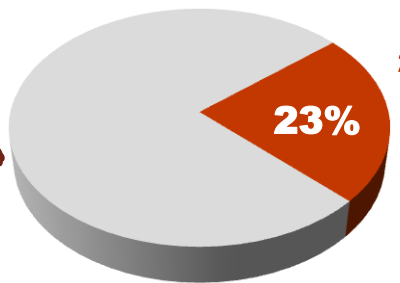
Country Overview

Attitudes towards charities and charitable giving



23% of the Italian adult population gave at least one **donation** to a charity in the 12 months to April 2016:

23%
of the Italian Adult population
= c10m individuals



23% = 100%

THEY GAVE TO:	%
Scientific medical research	49
Support to the parish / community / religious group	26
Aid to poor / needy in Italy	20
Aid for humanitarian emergencies	19
Aid for hunger and underdevelopment of poor countries	16
Aid to assist the terminally ill , the care to the seriously ill , etc .	14
Distance adoption	13
Sustenance of priests	13
Animal protection	8
Aid for the handicapped	8
Protection of civil rights	5
Protection of artistic heritage	5
Defense / Environmental Protection	3

Compared to the average Italian population:

More likely to be female (59% vs. 52%)

More likely to be aged over 55 (47% vs. 40%)

More likely to be educated to degree-level (18% vs. 12%)

Source: Analysis on the scenario of donations in Italy for Save the Children Italia. GfK Eurisko, April 2016

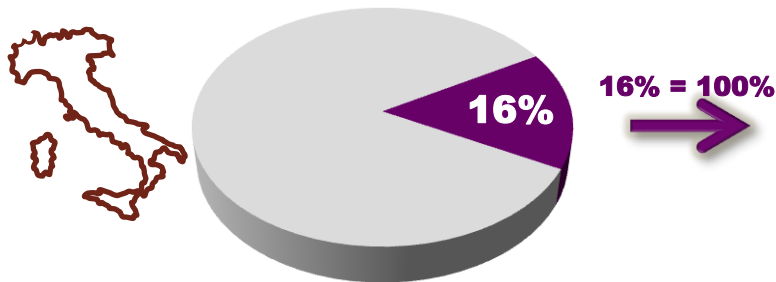
Country Overview

Attitudes towards charities and charitable giving



16% of the Italian adult population **campaigned** for a charity in the 12 months to April 2016:

16%
of the Italian Adult population
= c8.2m individuals



CAMPAIGNING ACTION:	%
Shared an appeal of a ONP on social networks	66
Participated in a group fundraising among friends / relatives / colleagues	30
Signed a petition of an NPO (online or offline)	54
Volunteer for a specific event of an NPO	26
Participated in demonstrations , street protests , events promoted by ONP	36
Volunteering for an NPO to find new donors	22

Compared to the average Italian population:

More likely to be female (56% vs. 52%)

More likely to be aged 35-44 (24% vs. 19%)

More likely to be educated to degree-level (18% vs. 12%)

Source: Analysis on the scenario of donations in Italy for Save the Children Italia. GfK Eurisko, April 2016

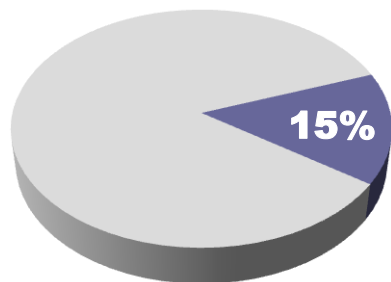
Country Overview



Attitudes towards charities and charitable giving

15% of the Italian adult population **participated in group fundraising or volunteered for a charity event** in the 12 months to April 2016:

15%
of the Italian Adult population
= c7.7m individuals



15% = 100%



PARTICIPATION:	%
Shared an appeal of a ONP on social networks	29
Participated in a group fundraising among friends / relatives / colleagues *	68
Signed a petition of an NPO (online or offline)	23
Volunteer for a specific event of an NPO	51
Participated in demonstrations , street protests , events promoted by ONP	29
Volunteering for an NPO to find new donors	36

Compared to the average Italian population:

More likely to be female (59% vs. 52%)

More likely to be aged 35-44 (24% vs. 19%)

More likely to be educated to degree-level (20% vs. 12%)

Source: Analysis on the scenario of donations in Italy for Save the Children Italia. GfK Eurisko, April 2016

Media Landscape

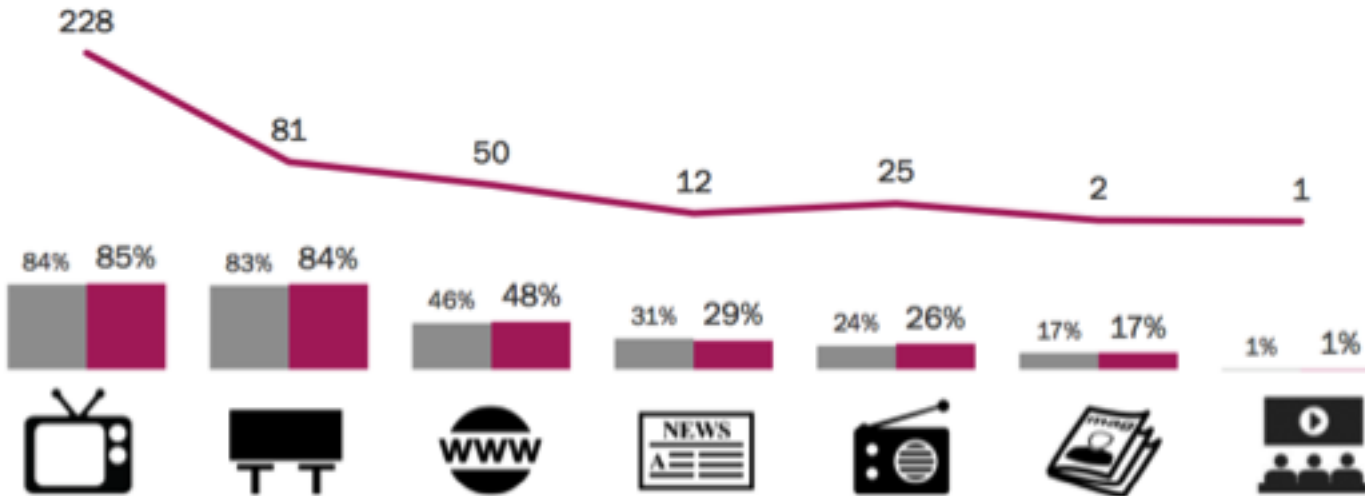


TV provides by far greatest reach and engagement

While TV consumption and reach is in slow decline, it is still by far the most consumed media in Italy - offering almost twice the reach of the internet and representing over four times the average time spent online each day. Newspapers and radio still reach over a quarter of the adult population daily

REACH% AVERAGE DAY AND TIME SPENT (min) FOR HALF ADU 14+

■ 2015 % Reach Daily Adu14+ ■ 2016 % Reach Daily Adu14+ — 2016 Time Spent Universe* Daily Adu14+



Radio and TV: Qualified reach 30% '+' (those that are exposed to the medium for 30 minutes on average per day); OOH: time spent traveling to and from (average figures for the week / weekend); Internet + mobile PC; N.B. Time spent in minutes

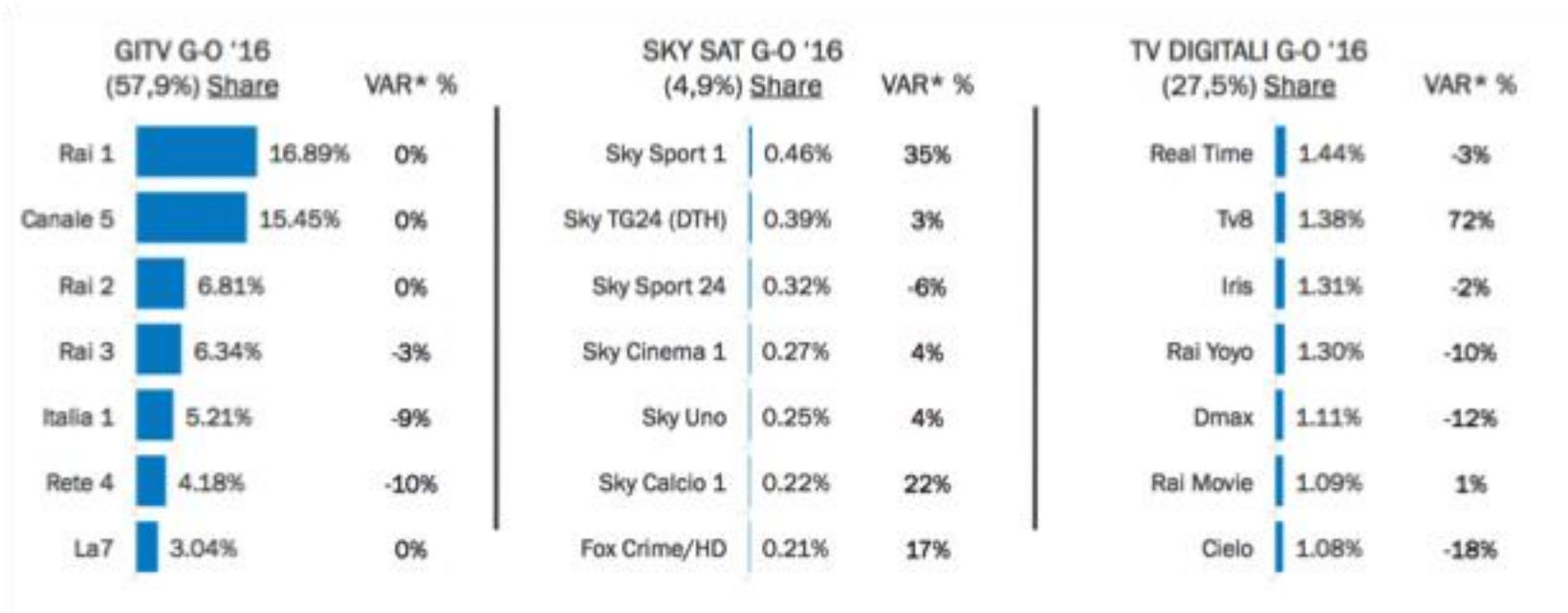
Source: Publicis Monthly Market Update, Nov 2016

Media Landscape



Traditional channels still make-up the majority of viewing

Two channels – Rai 1 and Canale 5 – make-up almost one third of TV viewing.



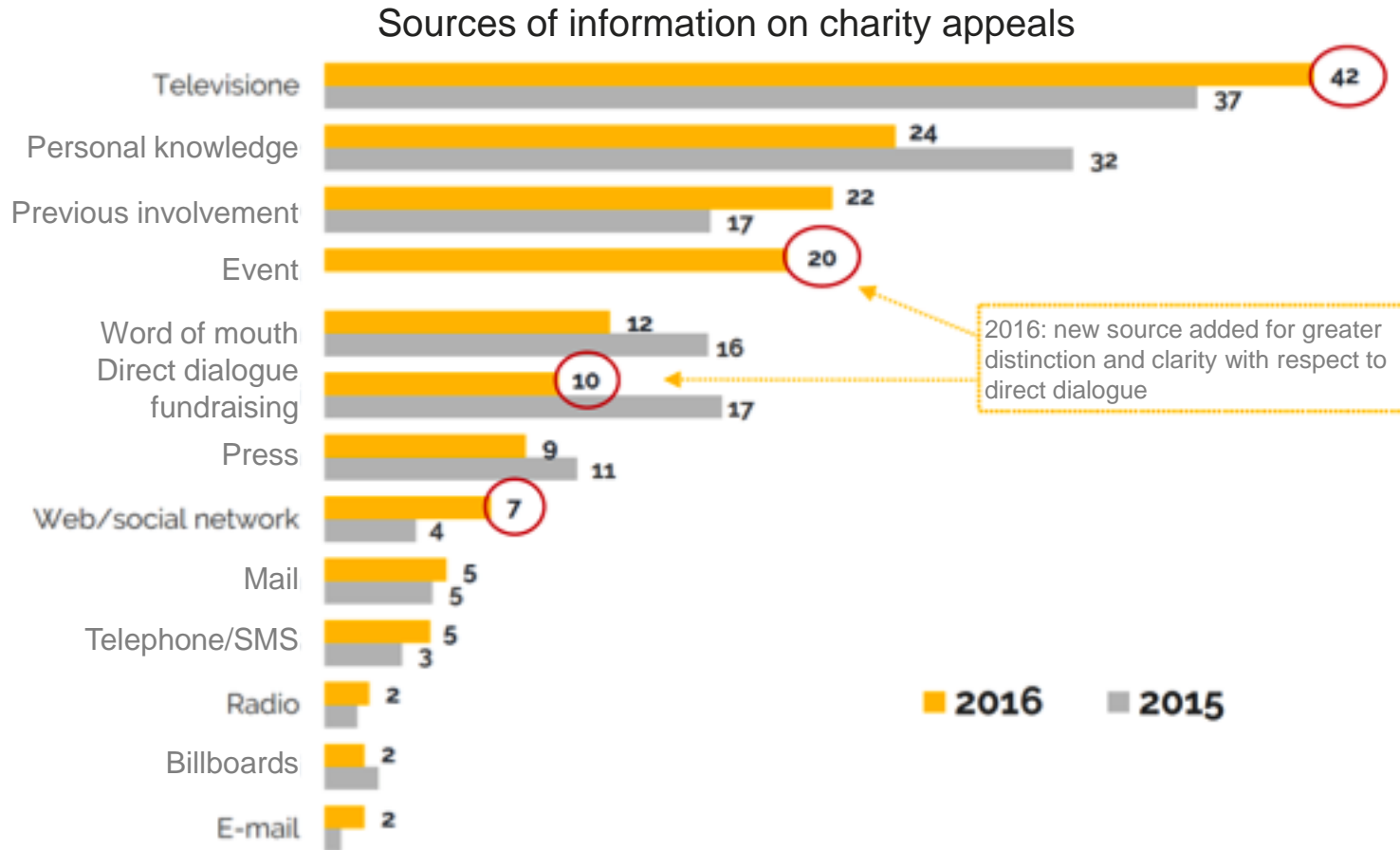
Source: Publicis Monthly Market Update, Nov 2016

Media Landscape



TV's importance for charity communications is clear

While online is growing fast, TV is also by far the main channel through which Italians hear about charities



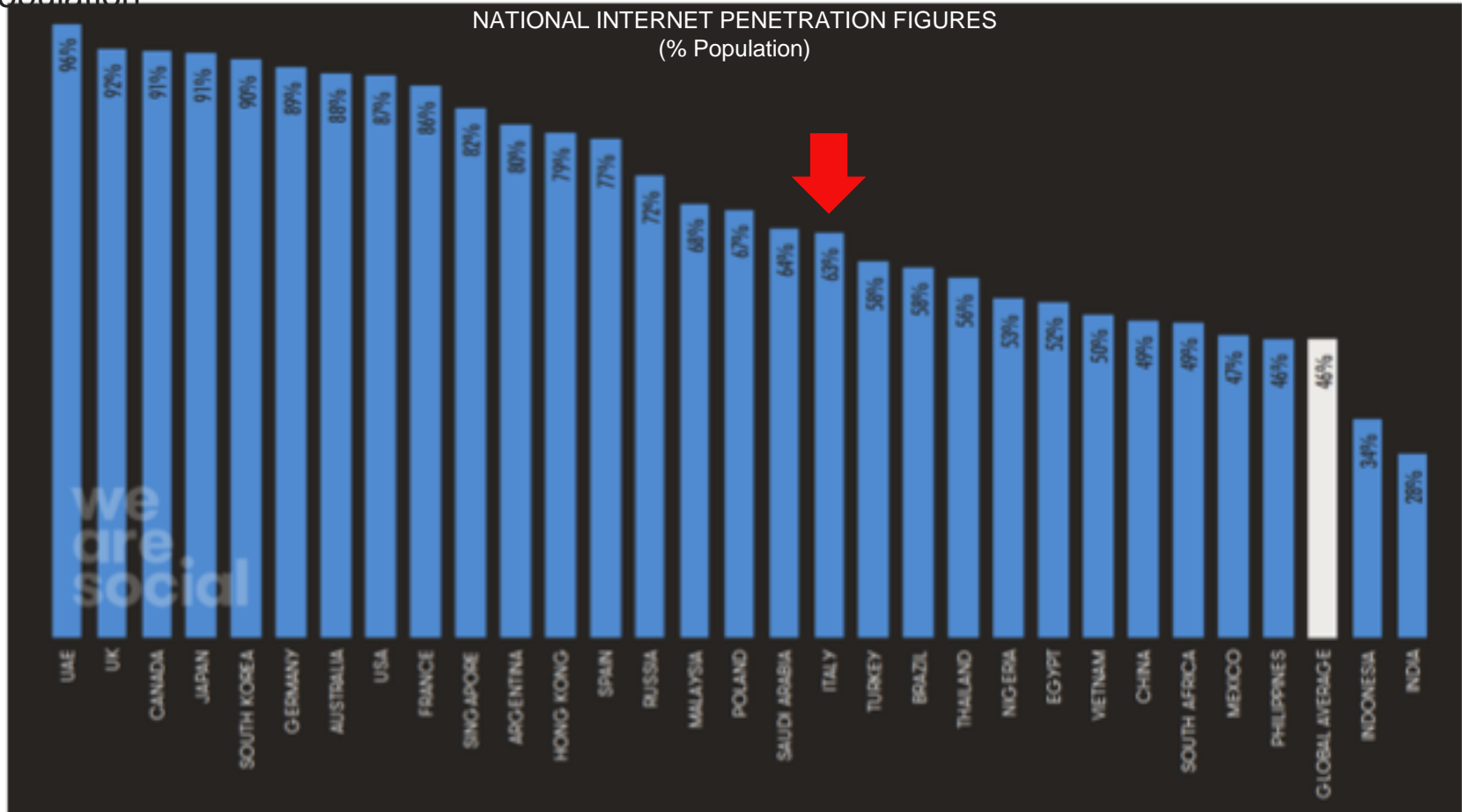
Source: Doxa Monitoring Survey – Donation Behaviour of Italians, October 2016

Media Landscape

Digital



Italy has one of the lowest levels of internet penetration in the European Union – at 63% of the population



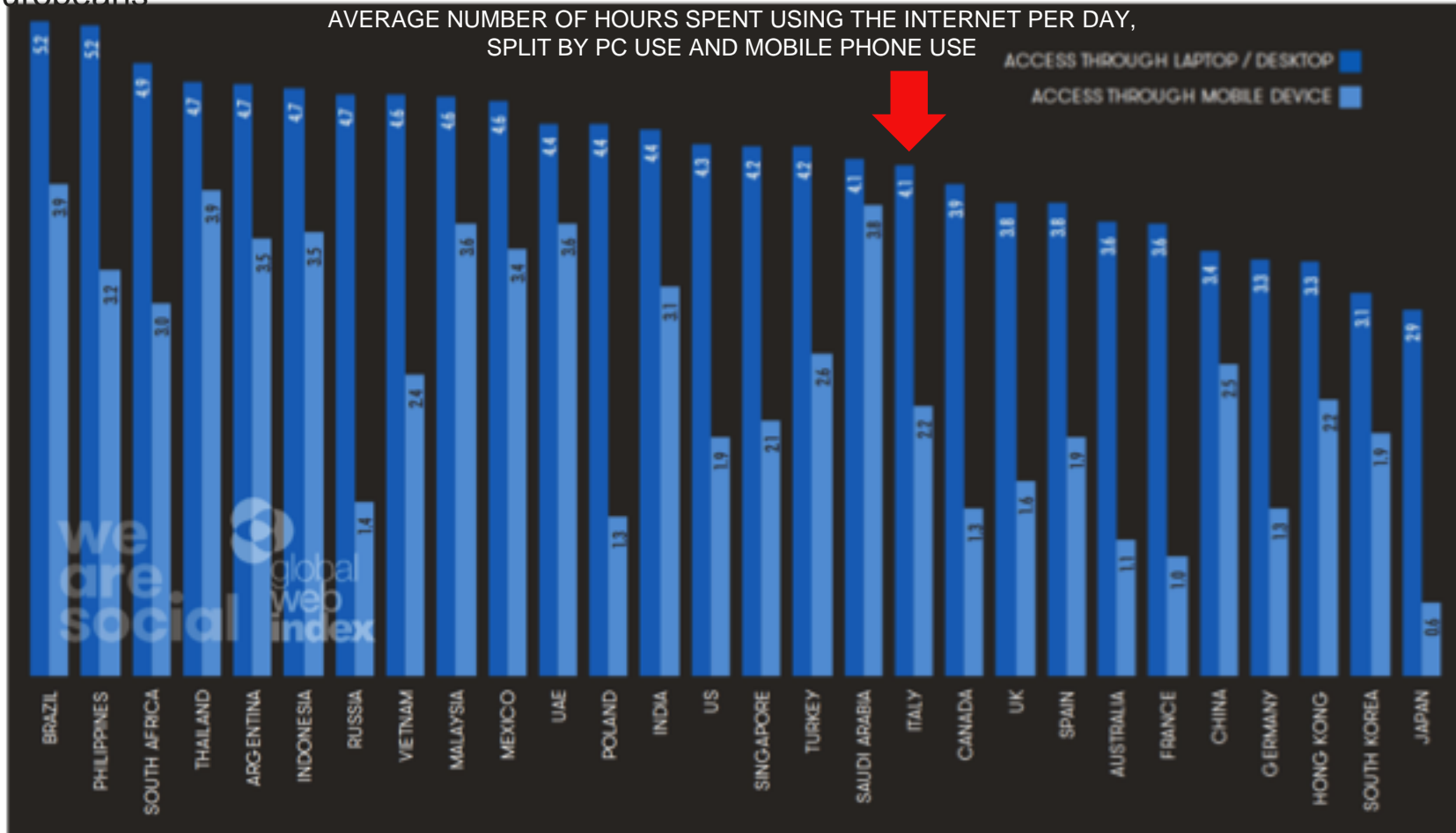
Source: We are Social, Digital in 2016 Global Overview

Media Landscape

Digital



But those who are connected use it a lot – spending more hours online than most other Europeans



Source: We are Social, Digital in 2016 Global Overview

Media Landscape

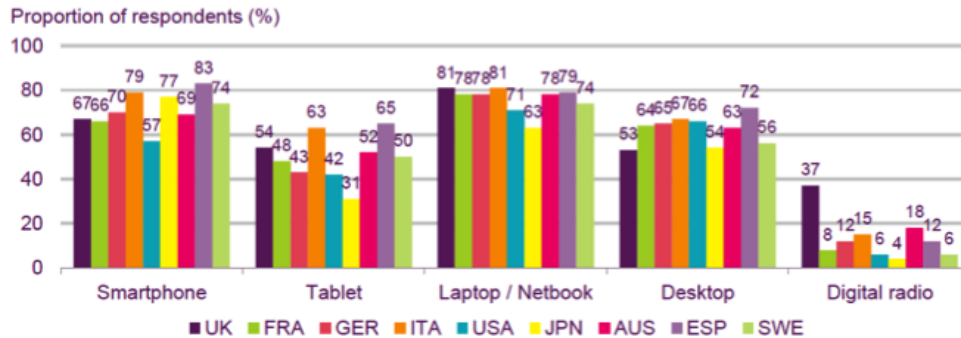
Digital



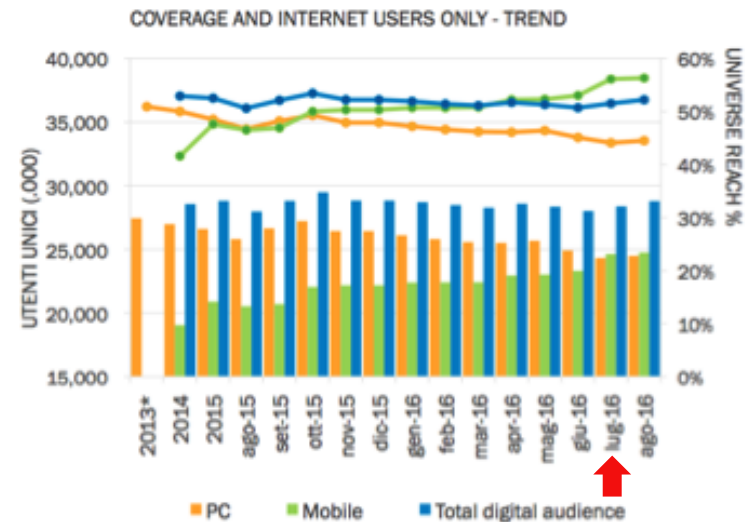
Italian consumers who are online are also far more likely to use mobile devices than those elsewhere in Europe, especially tablets*.

The number connecting to the internet through mobile devices actually passed those using PCs in July 2016**.

Ownership and personal use of devices*



PC vs Mobile Internet Users in Italy**



*Source: Ofcom consumer research September - October 2015

**Source: Publicis Monthly Market Update, Nov 2016

Media Landscape

Digital



Connected Italian consumers are particularly keen on Social Media. Giving it the third highest social network user penetration amongst internet users in Western Europe (69%) - and this is forecast to continue to rise, while the more mature markets have plateaued*

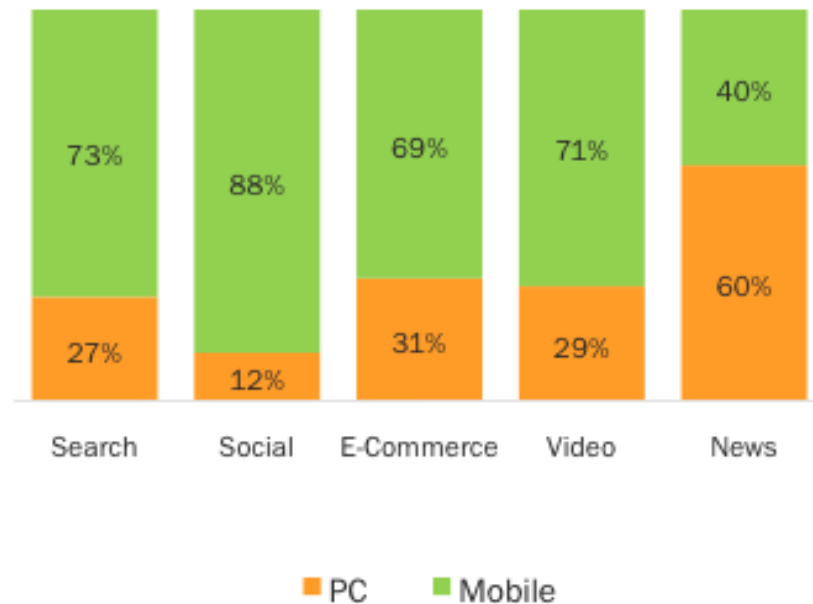
Naturally, Italian social media use is predominantly mobile**

Social Network User Penetration in Western Europe, by Country, 2014-2020

	2014	2015	2016	2017	2018	2019	2020
Social network user penetration (% of internet users)							
Netherlands	71.3%	71.8%	72.3%	72.5%	72.8%	73.1%	73.4%
Norway	67.0%	68.4%	69.5%	70.3%	71.1%	71.8%	72.4%
UK*	67.0%	68.6%	69.5%	69.9%	70.4%	71.1%	71.7%
Italy	66.3%	68.0%	69.0%	70.3%	71.6%	72.8%	73.9%
Sweden	67.5%	68.3%	68.9%	69.3%	69.8%	70.2%	70.5%
Denmark	65.5%	66.8%	67.5%	68.1%	68.8%	69.4%	69.9%
Finland	65.3%	66.3%	67.4%	68.1%	68.8%	69.5%	70.1%
Spain	57.4%	59.7%	61.4%	61.9%	62.5%	63.0%	63.3%
Germany	54.7%	56.0%	57.1%	58.2%	59.0%	59.6%	60.5%
France	52.9%	54.3%	55.7%	56.8%	57.9%	58.8%	59.5%
Other	60.1%	62.1%	63.7%	65.1%	66.3%	67.3%	68.1%
Western Europe	60.4%	62.0%	63.2%	64.1%	65.0%	65.8%	66.5%
Social network user penetration (% of population)							
Netherlands	60.6%	61.7%	62.4%	62.9%	63.3%	63.7%	64.1%
Norway	58.3%	59.5%	60.5%	61.2%	61.9%	62.5%	63.1%
Denmark	55.7%	57.4%	58.7%	59.8%	60.6%	61.3%	62.0%
Sweden	56.1%	57.2%	58.0%	58.5%	59.0%	59.3%	59.5%
Finland	54.1%	55.6%	57.1%	58.3%	59.5%	60.5%	61.3%
UK*	52.2%	54.6%	56.1%	57.2%	58.2%	58.9%	59.5%
Germany	42.0%	43.6%	45.0%	46.2%	47.3%	48.1%	49.0%
Spain	38.6%	41.5%	43.8%	45.0%	46.1%	47.2%	47.9%
France	39.8%	41.5%	43.0%	44.4%	45.5%	46.5%	47.2%
Italy	38.5%	40.5%	42.1%	43.6%	45.0%	46.3%	47.5%
Other	41.9%	43.6%	45.3%	46.8%	48.1%	49.1%	49.8%
Western Europe	43.9%	45.9%	47.4%	48.7%	49.8%	50.8%	51.5%



TIME SPENT FOR DEVICE



Note: internet users who use a social network via any device at least once per month; *forecast from Feb 2016
Source: eMarketer, June 2016

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www.eMarketer.com

*Source: eMarketer forecast, June 2016

**Source: Publicis Monthly Market Update, Nov 2016

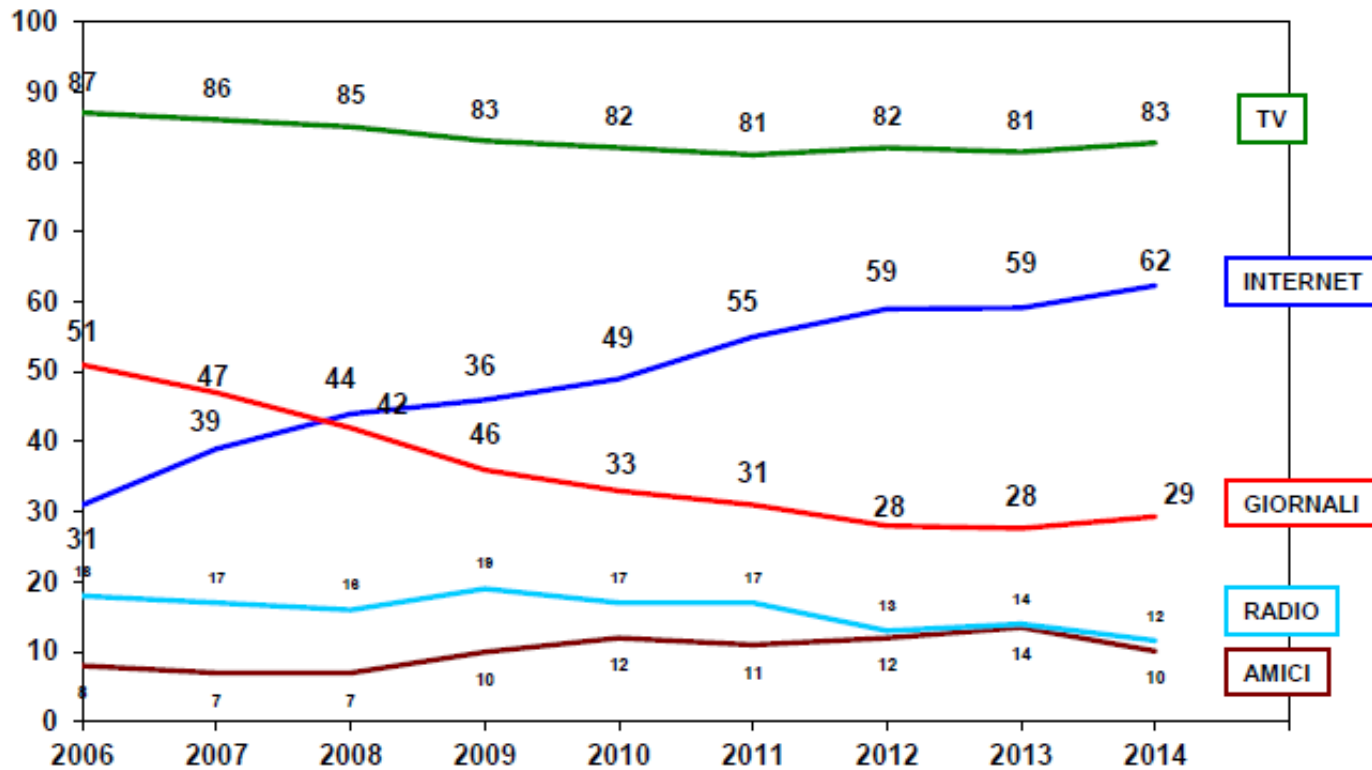
Media Landscape

The most trusted source of information



The Most trusted source of information remains TV

Val.% - 1° + 2° FONTE PER IMPORTANZA



H (Domm. 1M)

Source: We are Social, Digital in 2016 Global Overview

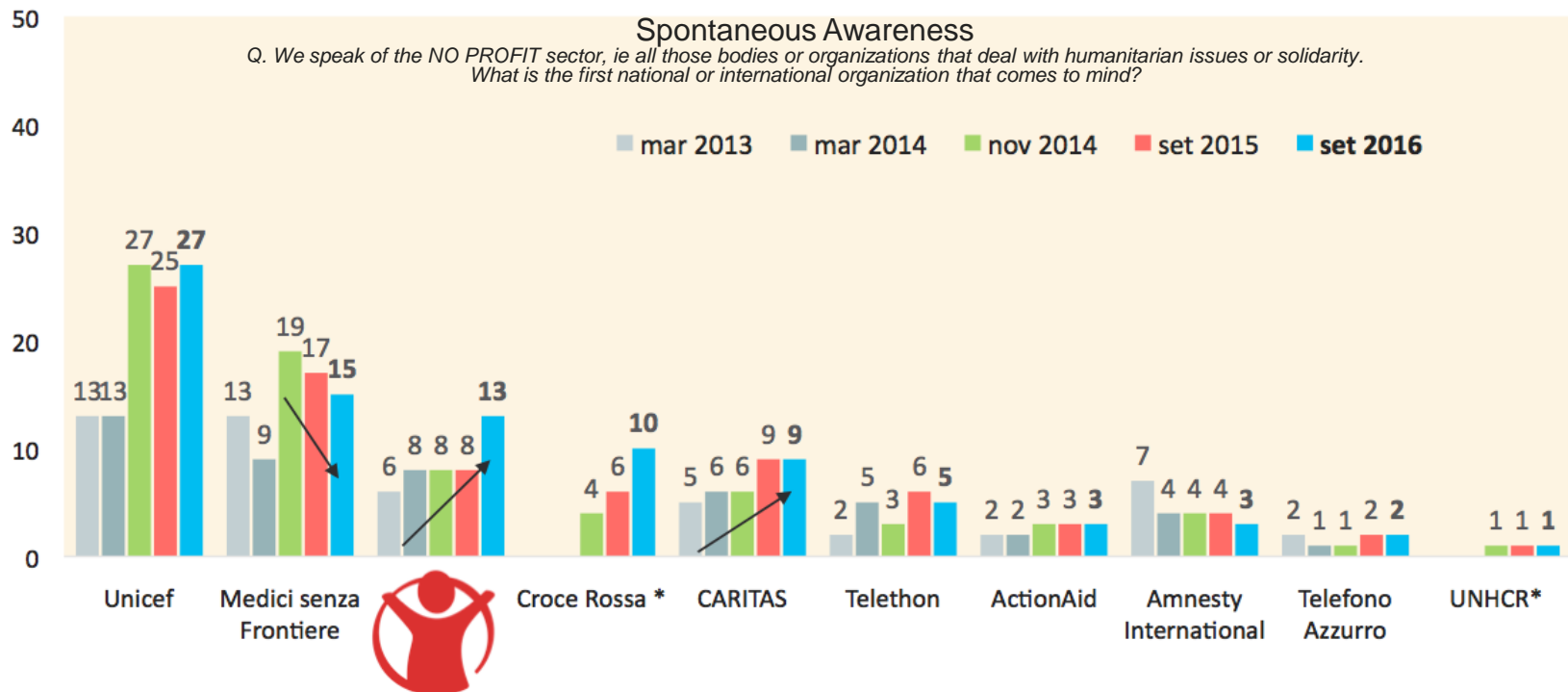
Competitor Landscape



UNICEF leads on spontaneous brand awareness

You may recognise several of the International Development charities in Italy as brands also active in your own markets

STC Italia is currently third in terms of Spontaneous Awareness. It is believed the increase in 2016 reflects both the cumulative effect of communications activity in earlier years and the high media profile of the organisation's work with migrant children in that year

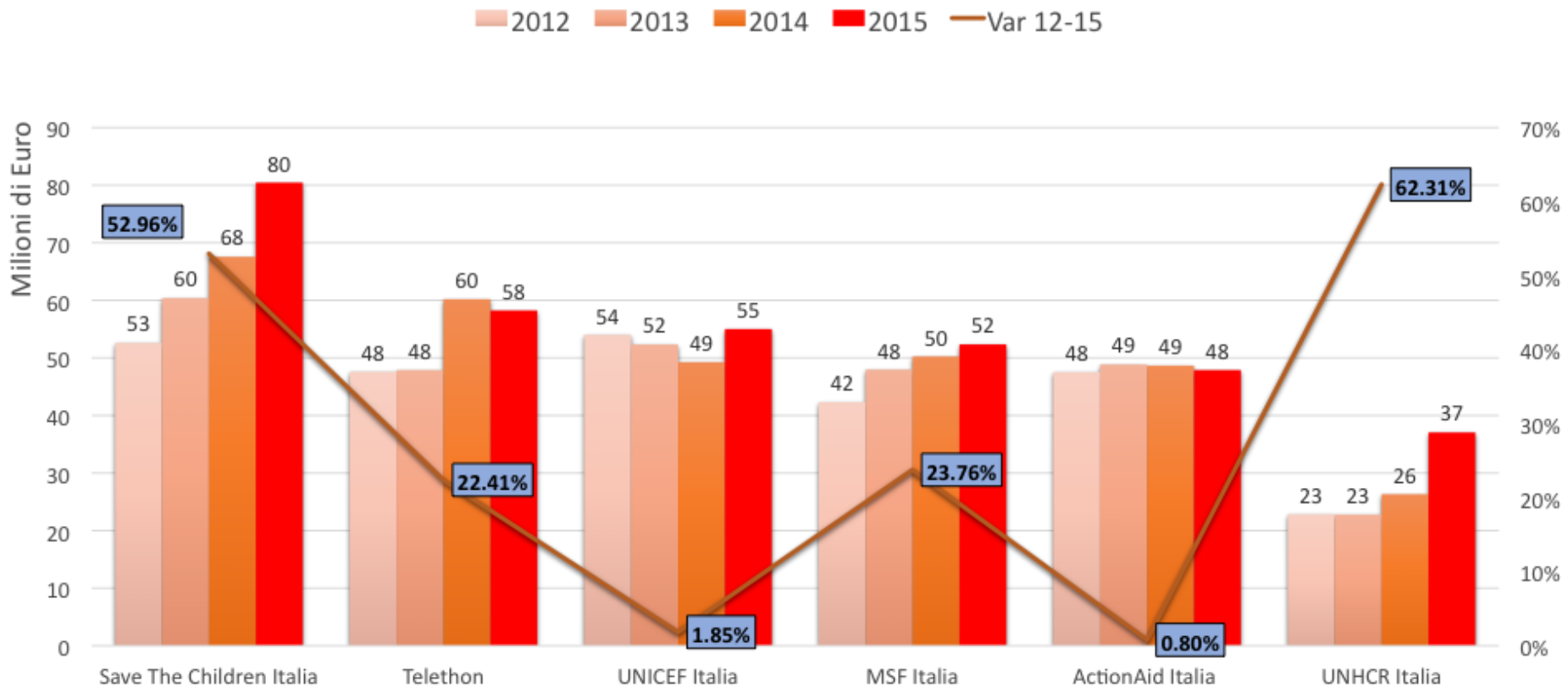


Competitor Landscape

But when it comes to fundraising – STC is market leader



INCOME – ITALY BENCHMARK 2012 - 2015





Organisational Insights

Country Office Overview

Supporter Engagement Portfolio

Supporter Insight

Fundraising Performance

Country Office History



17 years of growth and evolution

- Save the Children Italia was born at the end of 1998. The office officially opened in 1999.
- When we started, there were only a few people (3 staff), which made up the entire organization.
- At the beginning, Save the Children was primarily a fundraising office, financed by 4 Save the Children members (UK, USA, Norway, Sweden).
- Then slowly, domestic programmes were introduced from 2000.
- Fundraising team consisted of 4 staff members in 2000. The Communication Department was minimal with just 1 person in 2000.
- In 2003 we hired another communication person. The growth of the Department was slow in terms of staff until more recently where we have about 20 people.

Supporter Engagement Portfolio



Moving to an integrated Supporter Strategy

In the past each of the teams across STC Italia tended to plan and implement their audience engagement activities separately

In 2016 work began on the first integrated Supporter Strategy – involving a move from a product-led to a donor-centric approach

The first step in this was to formally define a Supporter Engagement Portfolio so as to better understand the full range of ways in which individual supporters might choose to engage with us



FINANCIAL ENGAGEMENT
Individual Donor Personal Fundraising (Giving own money)
One off donations - Emergency
One off donations - Non-Emergency (unrestricted)
Child Sponsorship
Child Guardian
Io Save the Children
Major Donors
Special Gift (Bomboniere, Lista dei Desideri generale, l'acquisto da merchandising)
Legacy Fundraising
Mass Participation (personal donation)
Individual Donor Volunteer-Led Fundraising (Collecting other peoples' money)
Fundraising event
Mass Participation (collected donations)
Donation in memory
Challenge Fundraising
Crowdfunding
Corporate Fundraising
Employees fundraising

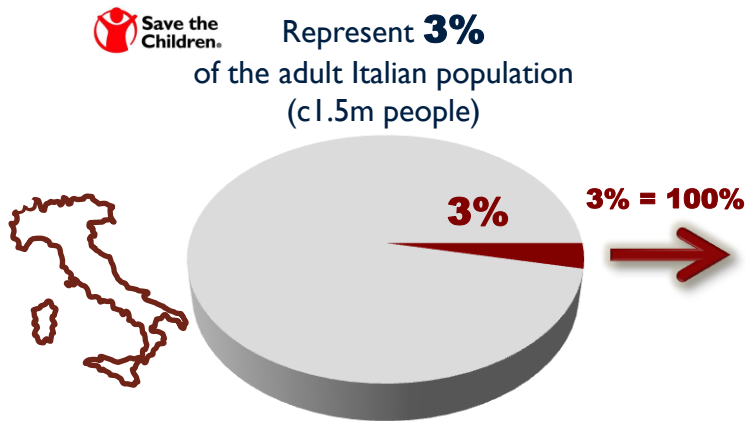
NON-FINANCIAL ENGAGEMENT
Campaigning (Taking a requested action in support of a non financial campaign)
Advocacy campaign petition
Partecipazione a una campagna online (es. adesione generale, sottoscrizione manifesto, lasciato foto, etc..)
Partecipazione a una manifestazione di piazza, o a un evento di campaigning compresa la guerrilla o flash mob (offline)
Volunteering (Giving time in support of a non-fundraising activity)
attività di informazione e sensibilizzazione in eventi
attività di sensibilizzazione nelle scuole
In-office volunteering (volontariato in ufficio e traduzioni)
Employees engagement (azioni non di RF)
Project volunteering (volontariato di programma)
Participating (Self-motivated or volunteer-motivated active participation)
Asking a question (letter, phone, email, social media) - chi lascia una lead su prodotto o campagna, iscrizione alla newsletter
Non-campaign sharing of content through Social Media
Partecipazione a un evento di mass participation, quiz o altre iniziative non di campaigning
Following (Follow/Like but no active Participation)
Social Following (Fans, Followers, etc), 5x1000 and SMS subscribers

Supporter Insight

Our donors



Individuals who have made at least one donation to Save the Children Italia in the last 12 months:

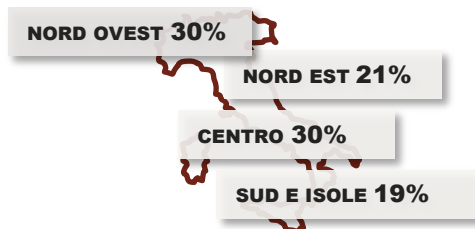


ALSO DONATED TO:	%
Telethon	36
MSF	30
unicef	22
Caritas	15
AIRC	13
Emergency	12
actionaid	8
UNHCR The UN Refugee Agency	2
...	

AND THEY ALSO:	%
Signed a petition of an NPO (online or offline)	28
Participated in a group fundraising among friends/relatives/colleagues	22
Shared a charity appeal on social networks	22
Volunteered for a specific event of a charity	16
Participated in demonstrations , street protests , events promoted by a charity	13
Volunteered for a charity to help find new donors	6

Compared to the average Italian population:

Donors are more likely to come from the North West and Central regions



More likely to be male (57% vs. 48%)

More likely to be aged 45-64 (53% vs. 33%)

More likely to be educated to degree-level (25% vs. 12%)

Source: Analysis on the scenario of donations in Italy for Save the Children Italia. GfK Eurisko, April 2016

The amount is net of overlaps

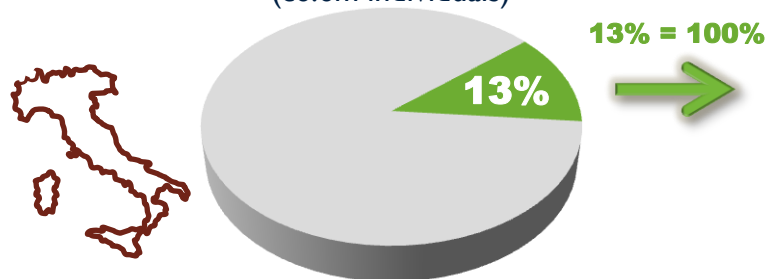
Supporter Insight

Donors to similar causes



Individuals who have made at least one donation to humanitarian emergencies; rescue from poverty; hunger and underdevelopment; sponsorships; and for the protection of civil rights in the last 12 months:

Represent **13%**
Of the adult Italian population
(c.6.6m individuals)

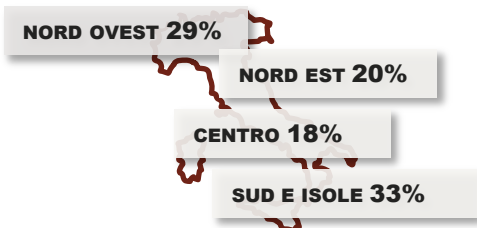


We have 3% - suggesting ample growth potential!

THEY HAVE ALSO GIVEN TO:	%
Scientific medical research	41
Support to the parish / community / religious group	26
Aid to poor / needy in Italy	41
Aid for humanitarian emergencies	42
Aid for hunger and underdevelopment of poor countries	30
Aid to assist the terminally ill, the care to the seriously ill, etc..	16
Distance adoption (child sponsorship)	21
Support for priests	11
Animal protection	8
Aid for the handicapped	9
Protection of civil rights	7
Protection of artistic heritage	5
Defense / Environmental Protection	4

Compared to the average Italian population:

Regional distribution is close to the average, except for a slight accentuation of the residents in the North West (29% vs. 27%)



More likely to be female (56% vs. 52%) – *STC attracts more men*

More likely to be aged over 55 (54% vs. 40%) – *STC supporters are younger*

More likely to be educated to degree-level (16% vs. 12%) – *STC supporters are more educated*

Source: Analysis on the scenario of donations in Italy for Save the Children Italia. GfK Eurisko, April 2016

Supporter Insight

How our donors give



The preferred methods of payment we see from our donors reflect both the fact that they are younger than those donating to similar causes and also our specific focus on regular giving.

Methods of payment used



**Donate to
STC**

**Donate to
similar causes**

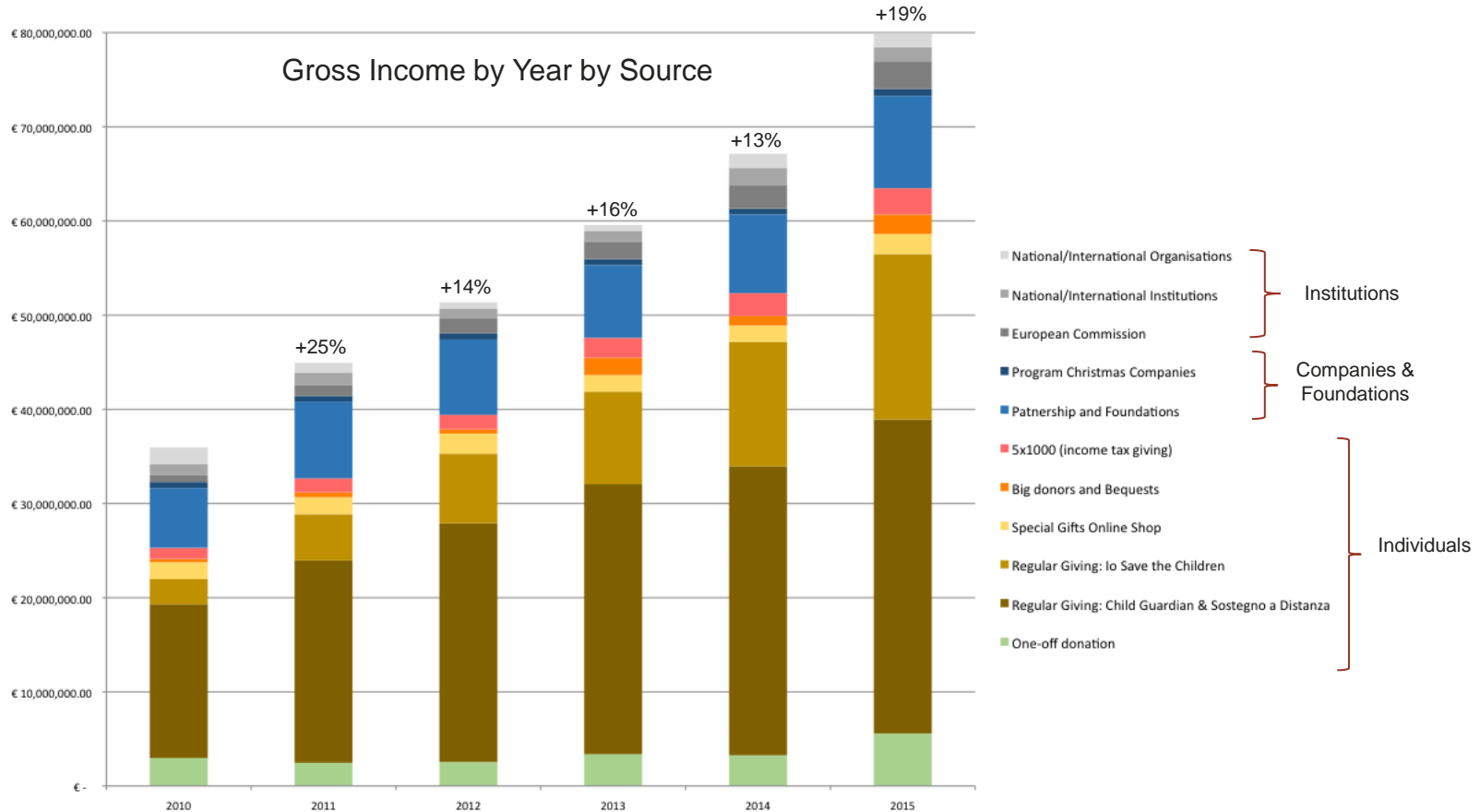
%

%

	45,2		40,1	
SMS (Nb. In Italy no donor data is received when a donation is made by text)				
POSTAL CURRENT ACCOUNT	43,2		23,4	
CASH (Nb. Reflects strong focus on Regular Giving)	24,4		39,3	
DIRECT DEBIT (Nb. Reflects strong focus on Regular Giving)	18,1		8,8	
PRODUCT PURCHASE	16,1		34,0	
ONLINE DONATION (Nb. Considerable focus on digital fundraising in recent years)	10,6		3,7	
CREDIT CARD	7,4		2,3	
BANK TRANSFER	6,9		10,2	
OTHER WAYS	2,6		18,9	

Fundraising Performance

Income more than doubled over last 5 years to €80m

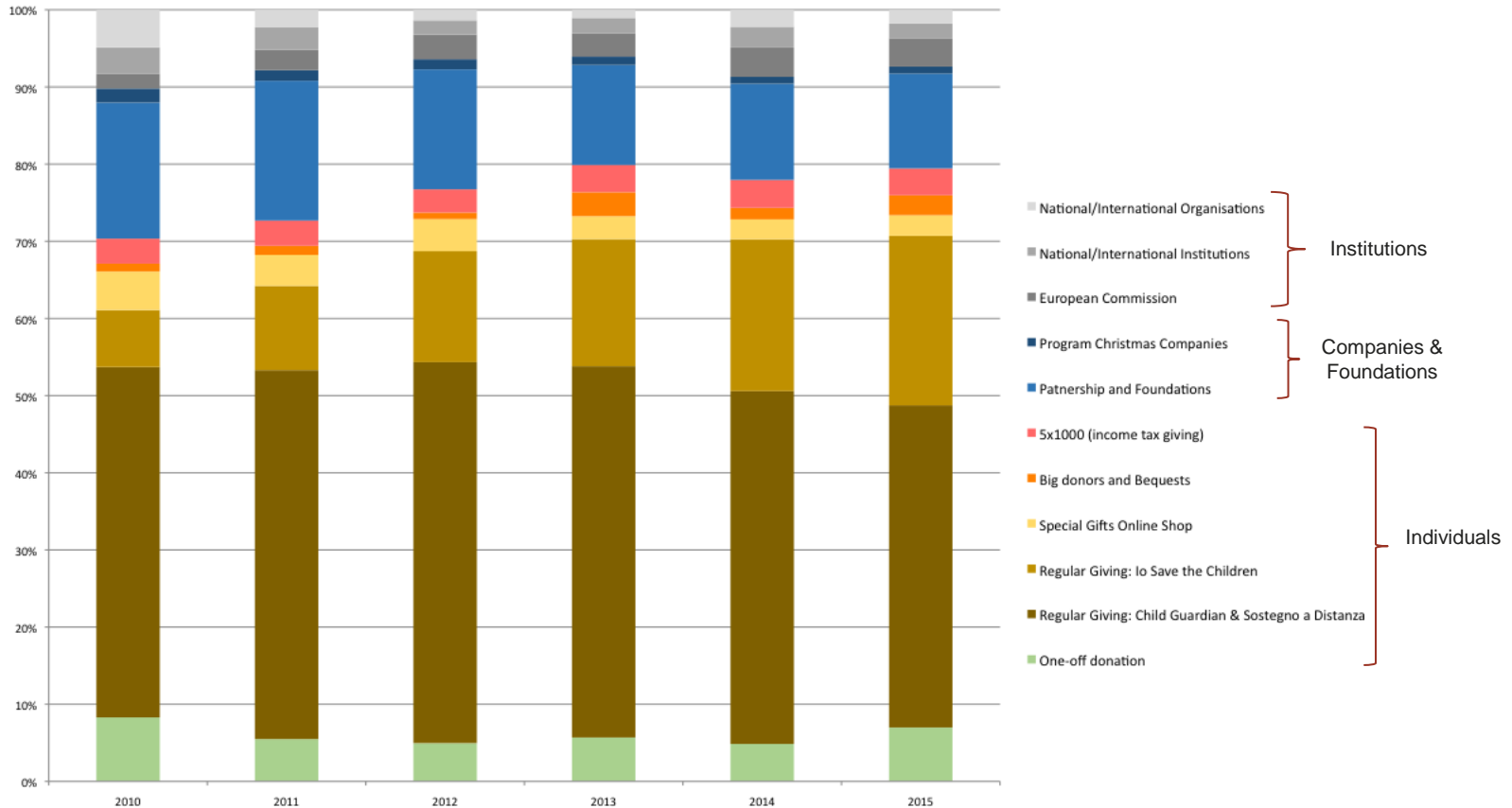


Fundraising Performance

Individual donors make-up 80% of income



% Income by Year by Source





Brand Development

Brand Tracking

Key focus areas

Earning vs Buying brand awareness & reputation

Brand building campaigns

The challenge of direct response fundraising

Non-direct response fundraising opportunities

Corporate Partnerships

The rise of Digital for branding

Creation of a professional marketing culture

Arrival of the new Global Brand

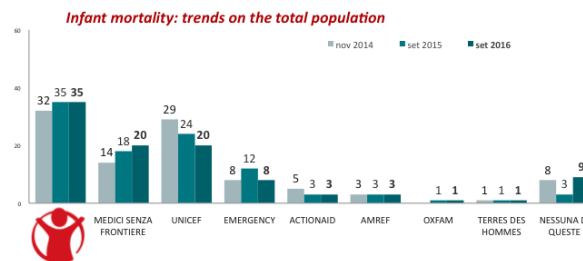
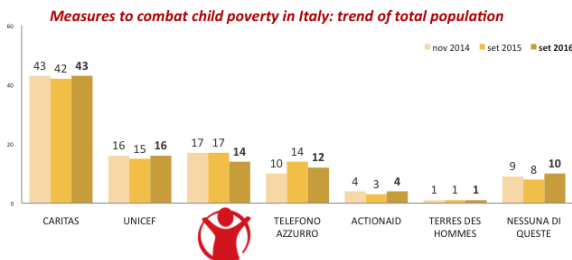
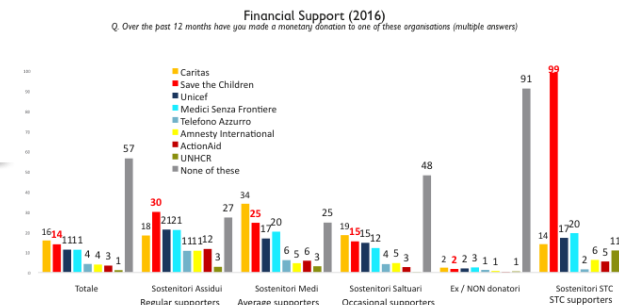
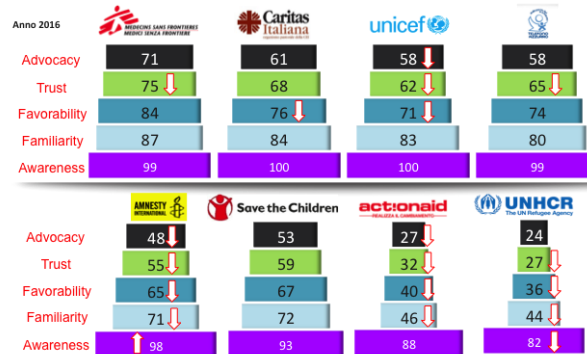
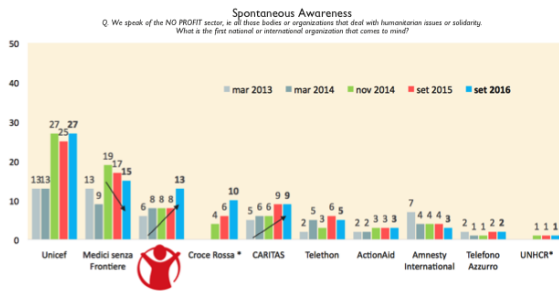


Brand Development

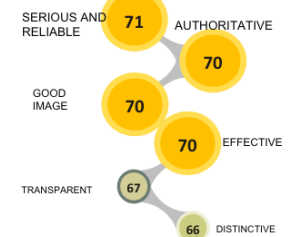
Brand Tracking



STC Italia invests in ongoing brand tracking research through IPSOS and other research companies – not only tracking Spontaneous and Prompted Awareness vs competitors but also a range of other factors



Valori Indice Anno 2016



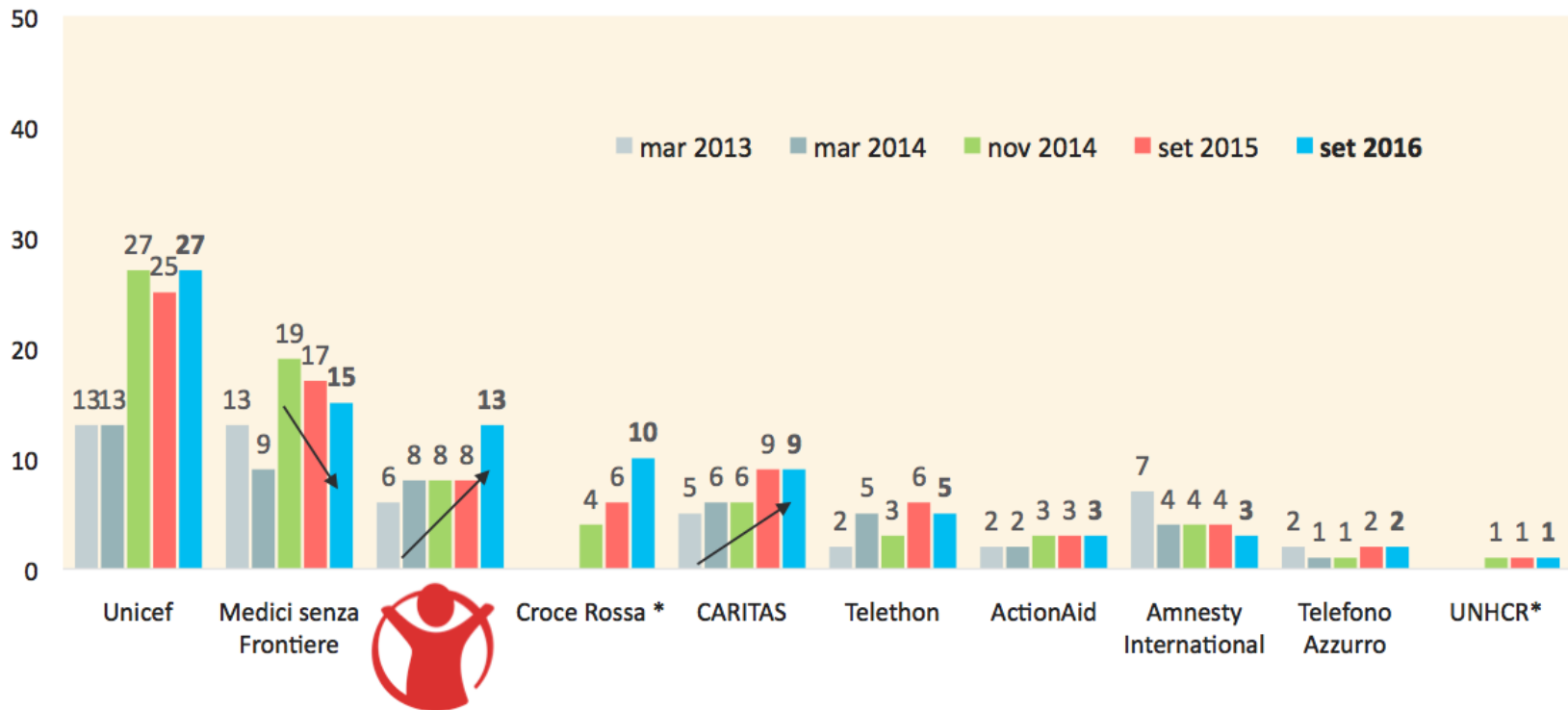
Brand Tracking

Spontaneous Awareness



Spontaneous Awareness

Q. We speak of the NO PROFIT sector, ie all those bodies or organizations that deal with humanitarian issues or solidarity.
What is the first national or international organization that comes to mind?



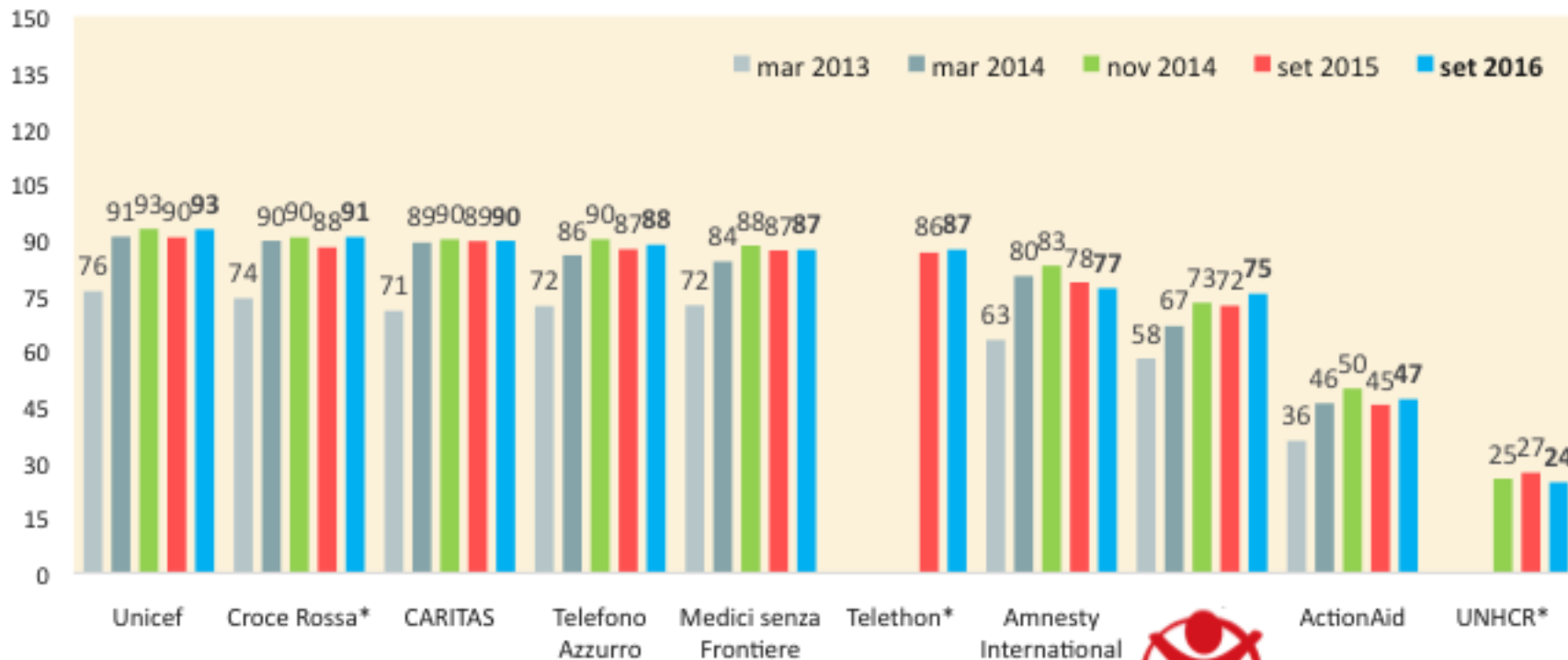
Brand Tracking

Prompted Awareness



Prompted Awareness

Q. Between national and international non-profit / Charity / NGO-NGO listed below, select those that you know.
Please indicate any organizations already mentioned in the previous question

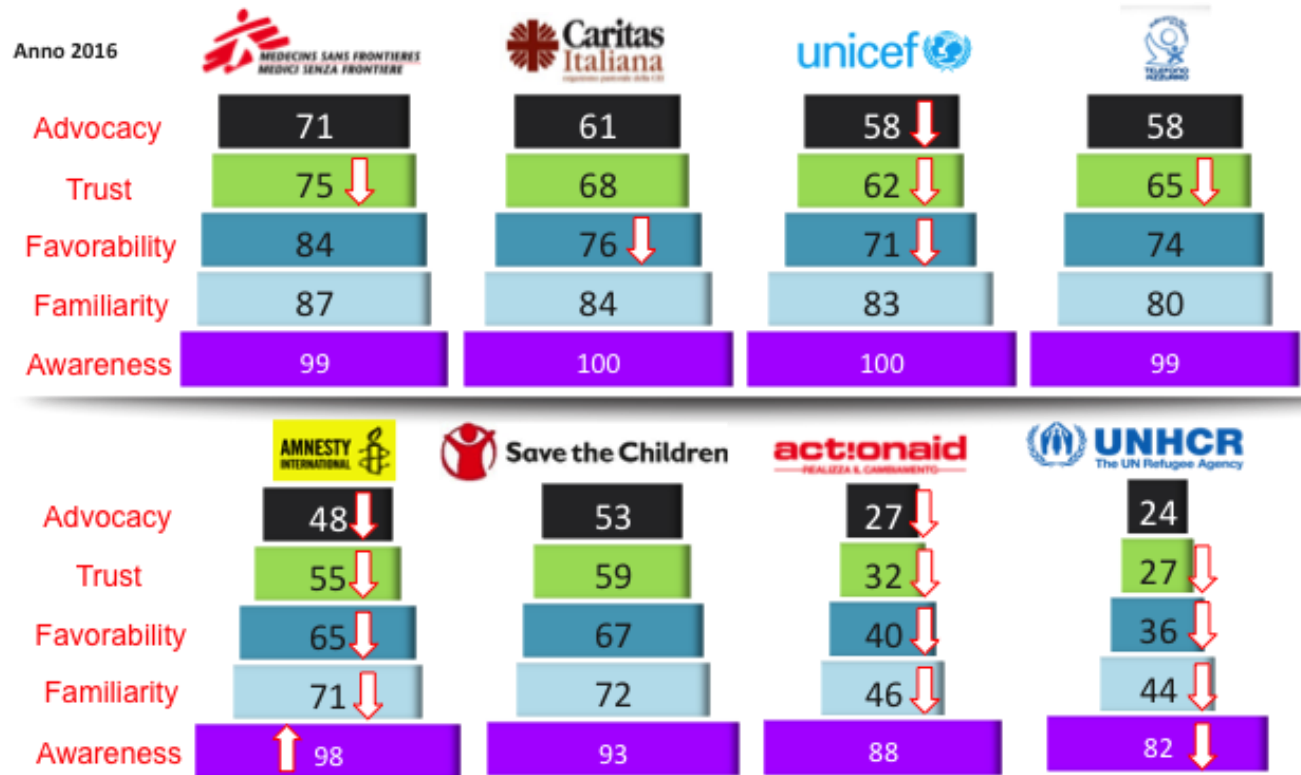
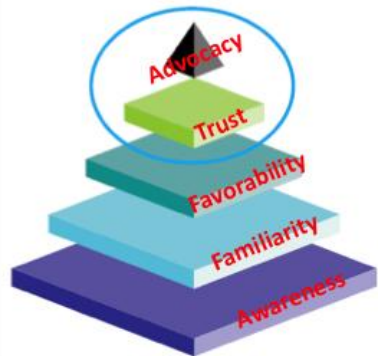


Brand Tracking

Corporate Reputation



Corporate Reputation

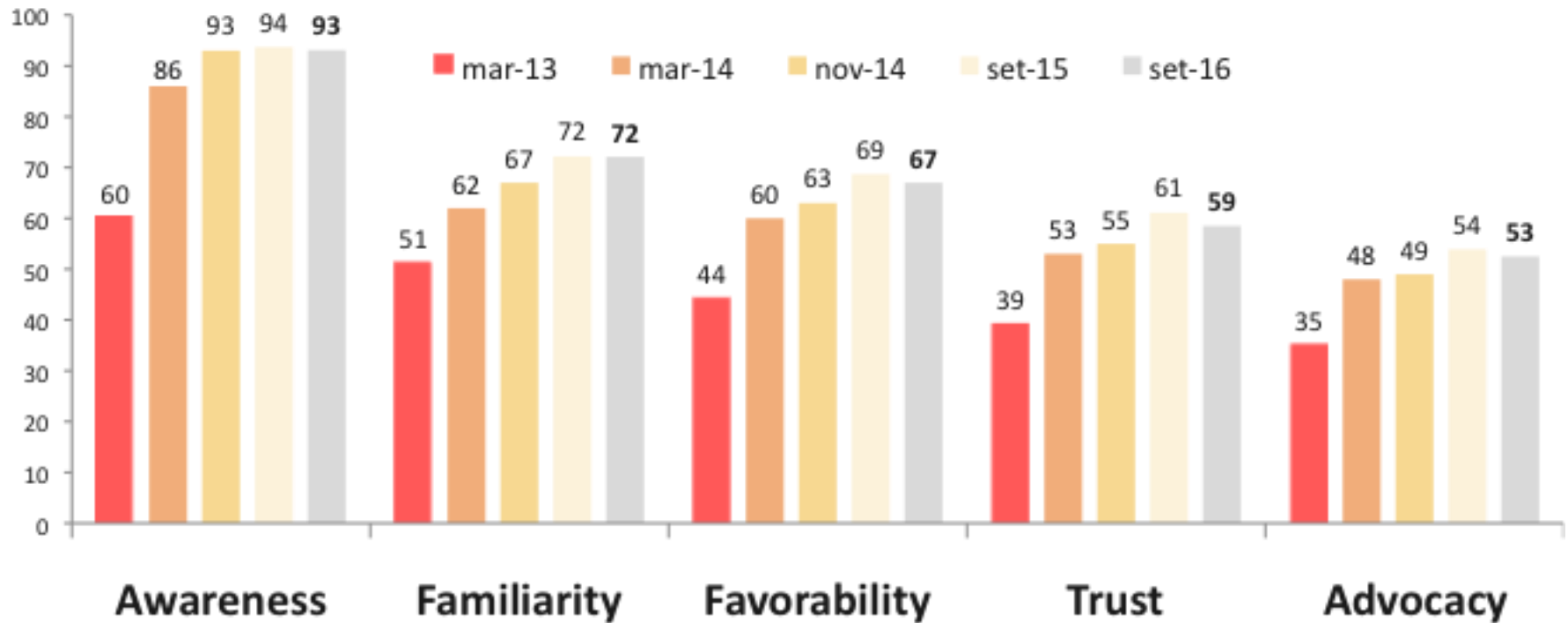
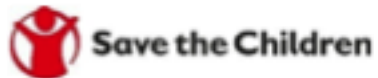


Brand Tracking

Corporate Reputation



Corporate Reputation

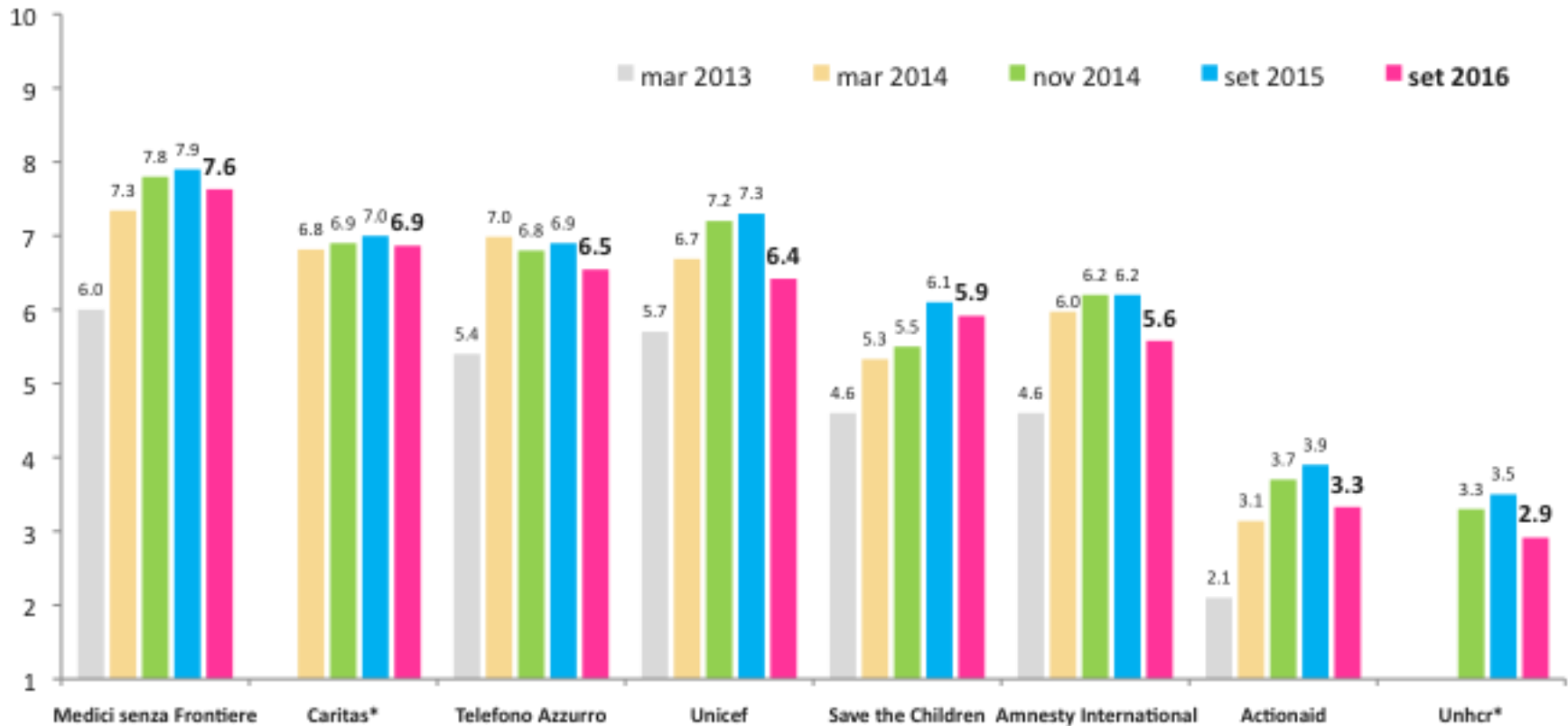


Brand Tracking

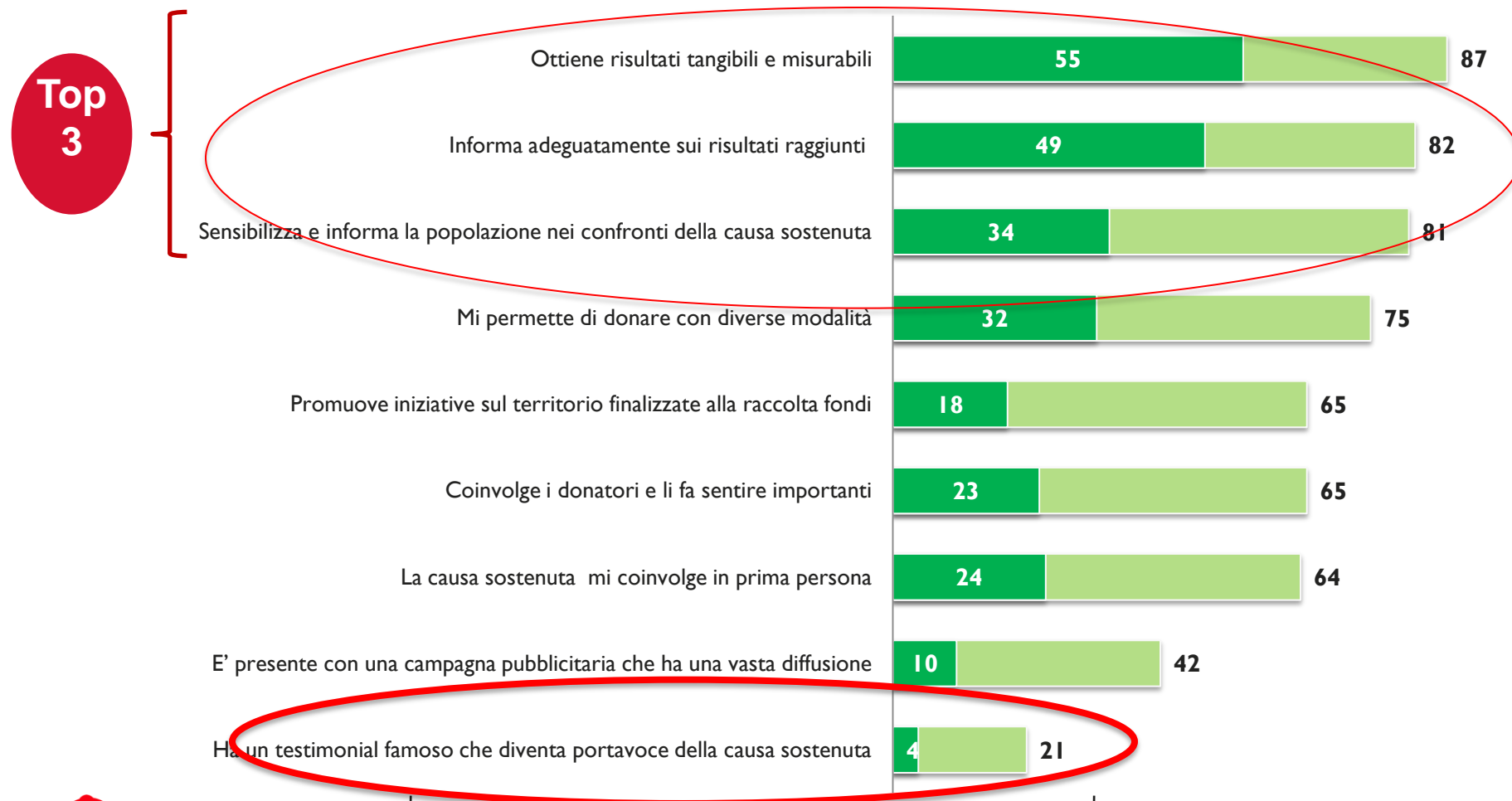
Corporate Reputation



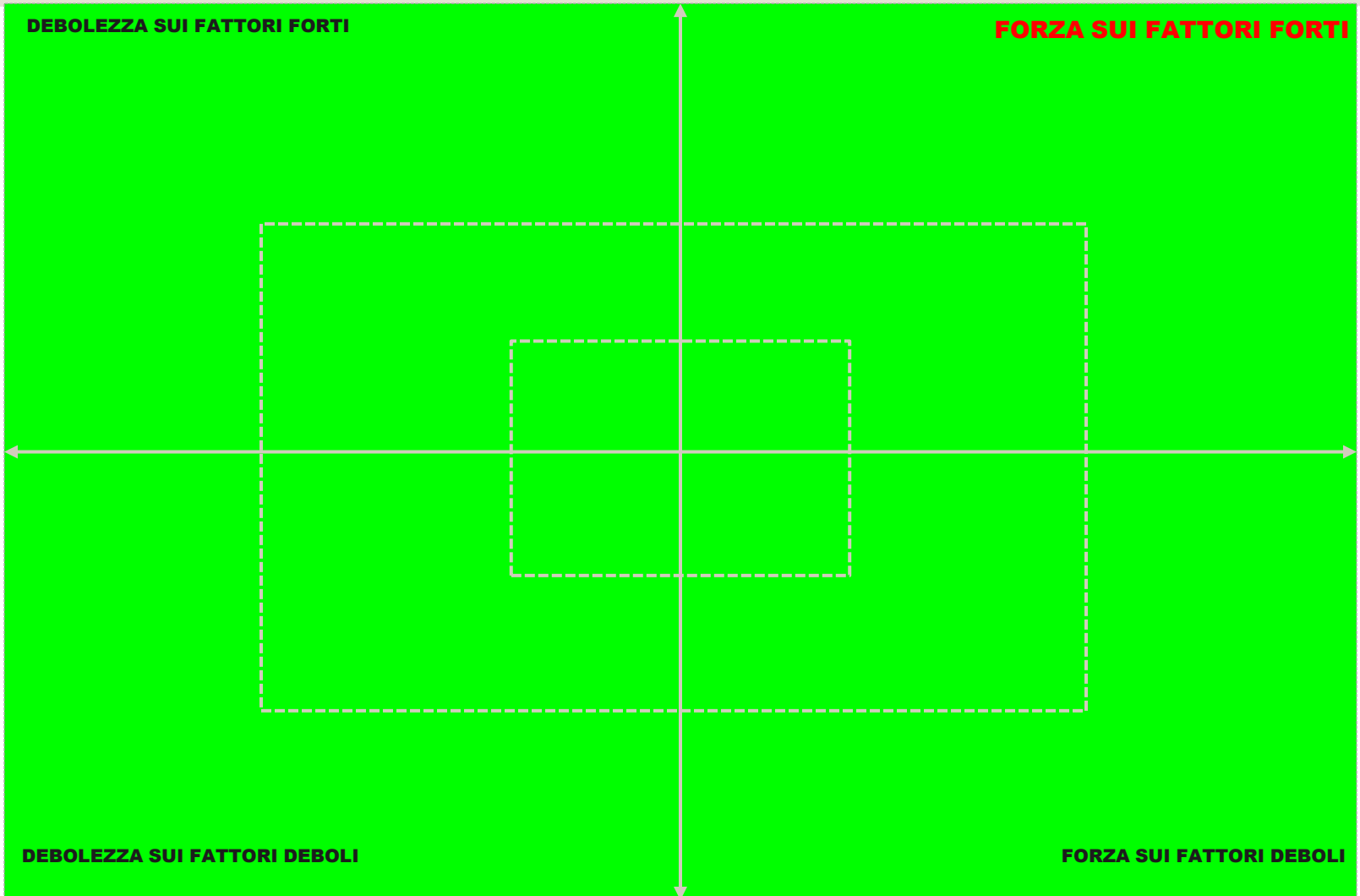
Summary Index of Reputation



Q: Quanto è importante per te che un'associazione possieda le seguenti caratteristiche affinché tu possa decidere di fare una donazione in suo favore?
(MOLTO + ABBASTANZA IMPORTANTE)



BRAND RADAR



BRAND RADAR SAVE THE CHILDREN – DONOR SAVE THE CHILDREN

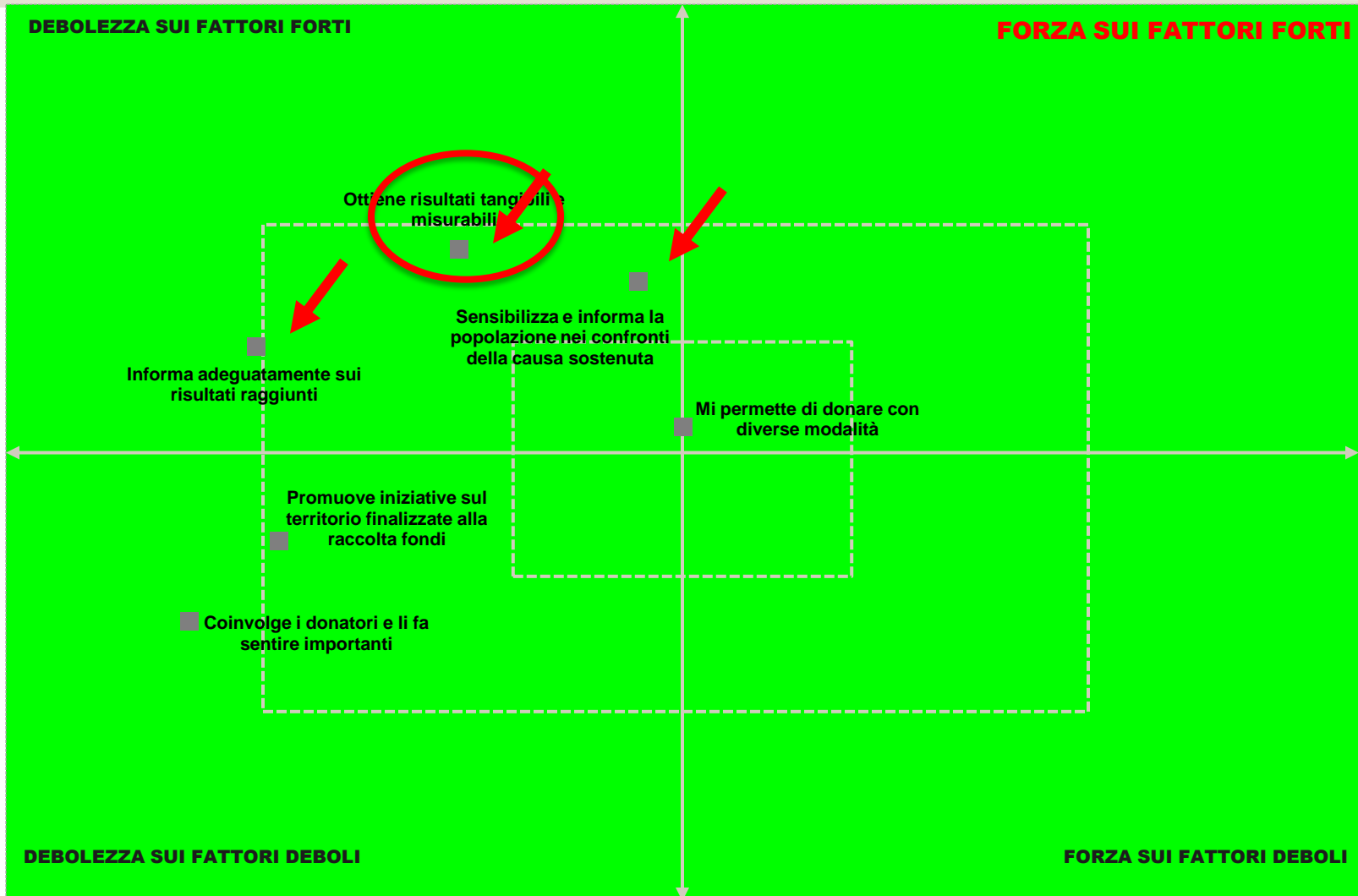


Save the Children

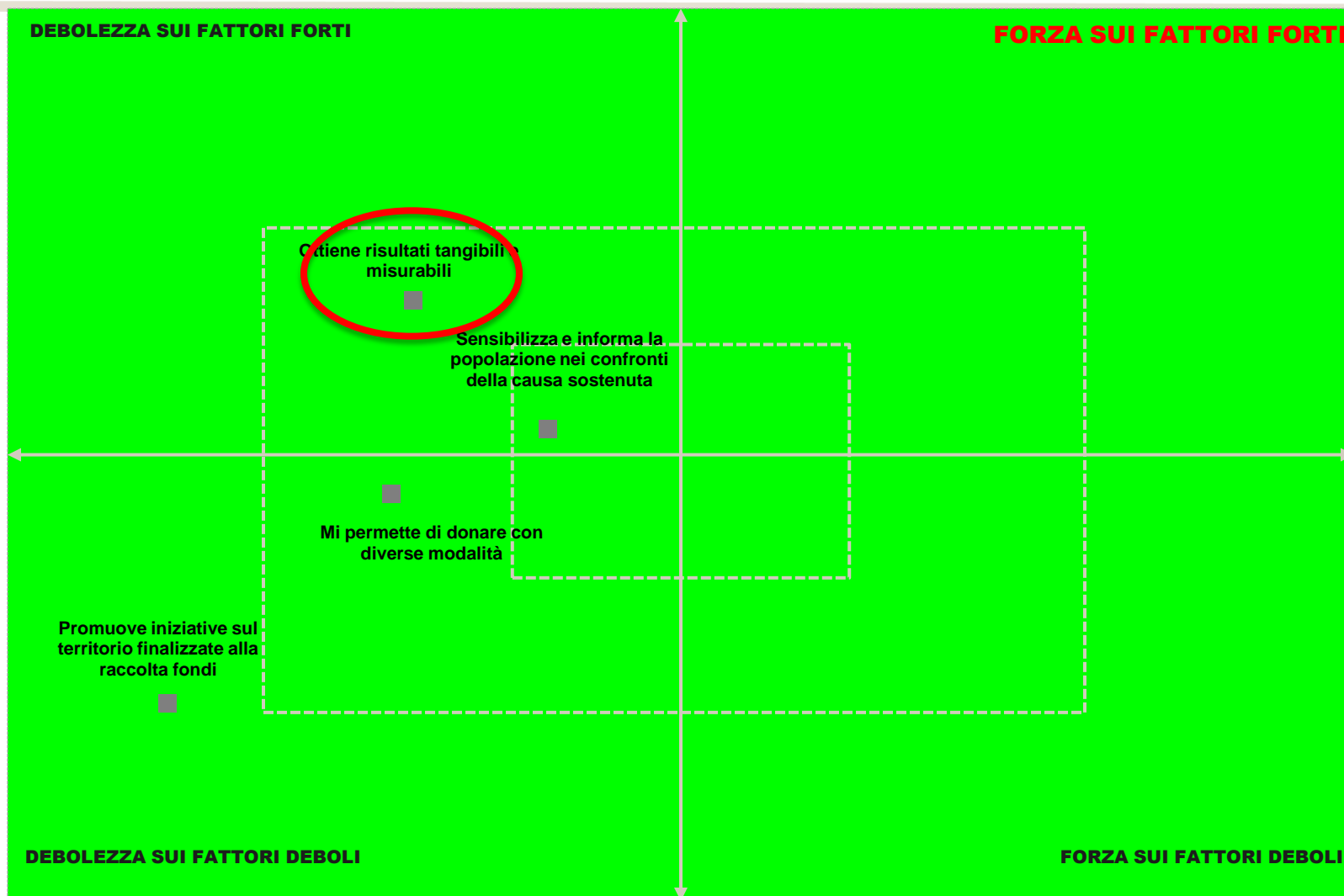


Save the Children

BRAND RADAR SAVE THE CHILDREN – DONOR COMPETITOR



BRAND RADAR SAVE THE CHILDREN – NON DONOR NON REJECTOR





emotional
marketing
technology



EMOTIONAL IMAGINARY

ESSERE AMATI AUTOSTIMA

essere apprezzati accettati amati dagli altri autostima

se vuoi essere amato sii amorevole io siamo non c'è io senza noi

far parte di una causa importante

arcobaleno essere giusto incriticabile

stay human maternage

purificarsi eroe del quotidiano

sentirsi vicino a Dio

ONG / ONLUS
74,6%

sentirsi in armonia con il creato

mano santa

nutrire lo spirito essere salvifici

scaldare il cuore

riparativo bonifica

vivere attraverso le vite degli altri

arca di Noè

no senso di colpa delega guardare i guai degli altri per dimenticare i propri

essere ingenui credere alle favole buonismo acritico fideistico

non si puo' dire di no cantare in playback no fatiche scorciatoia

far pulizia selezionare come l'oroscopo voglio crederci

abbonamento prodotto di largo consumo vederci chiaro

...

DEPRESSION

PATHOS

EUPHORIA

EXCITATION

AGGRESSIVENESS

Innovazione

vanguardia

vincere

anticonformismo

avventura

carriera

sessualità

caffaina

adrenalina

squalo

acciaio inox

Porsche

esclusività

Combattimento guerra

arroganza

Mercedes

politica

doppio petto blu

predatore

cimitero

capo

Jurassic park

gioco d'azzardo

marca fallita

esame

thriller

paura

oscurita'

occulto

mistero

SERENITY

HAPPINESS

EUPHORIA

RELAX

EXCITATION

puerilità smart sorpresa meravaglia
 essere senza problemi regressione luce oro divertimento essere immaturi
 bimbo essere attuale illusione effervescenza
 mamma fast food internet moda esagerarei
 latte morbidezza familiarità soft drink
 pasta schiettezza essere sù adolescenza superficialità
 qualità della vita buonismo pollo salame essere classici destrezza spot pubblicitario ottimismo
 cure dolci naturali salame telefonino essere all'avanguardia
 delicatezza avvedutezza prudenza vincere
 tranquillita' rimpianto

EMOTIONAL IMAGINARY

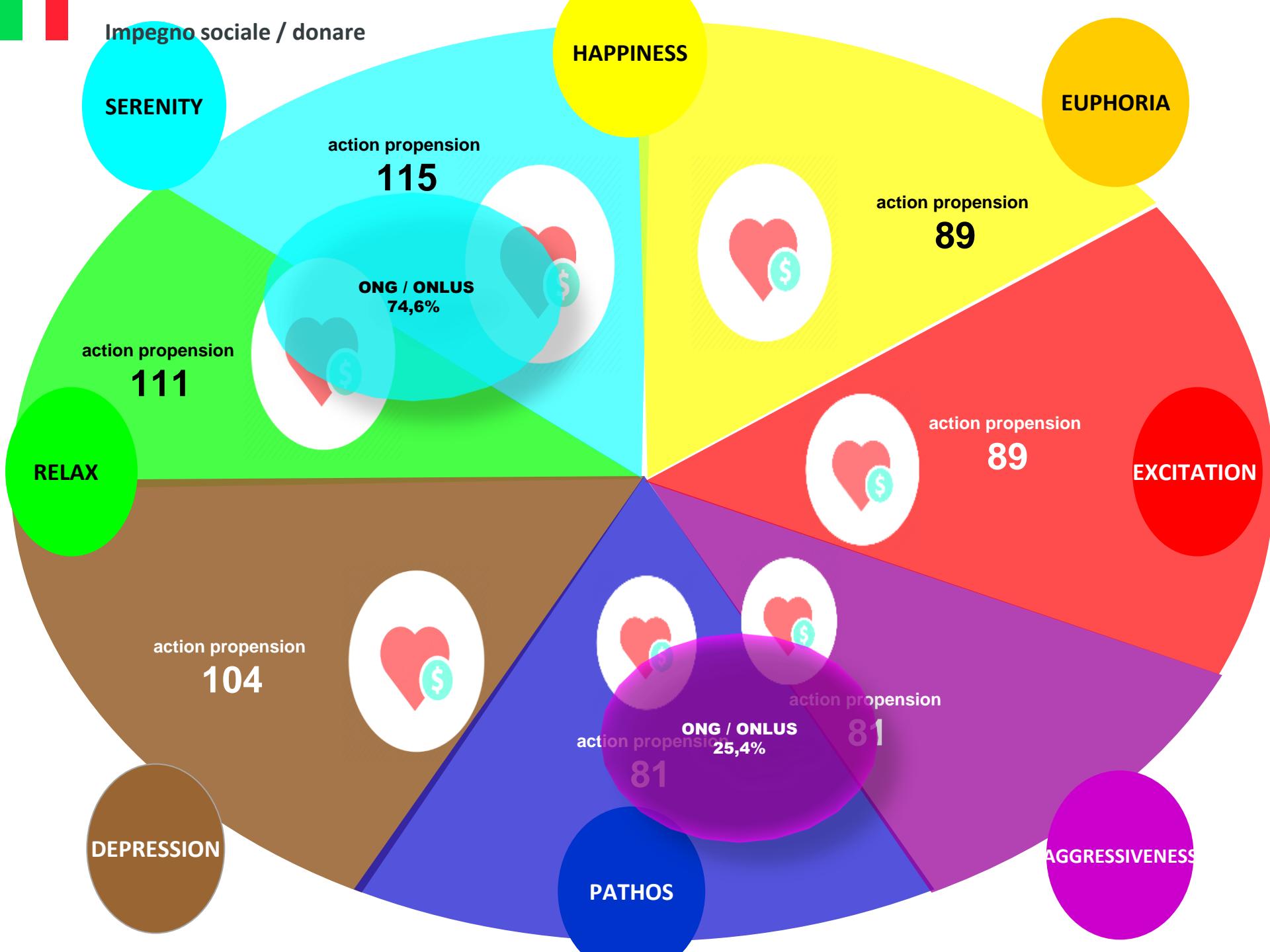
BUONISMO OBBLIGATORIO

buonismo obbligatorio di facciata negatività
 Induzione di senso di colpa senso unico obbligato autorità
 dubbi sospetti fari spenti opacità
 speculare sui guai altrui multinazionale
 sfruttamento diffidenza
 gruppo di pressione sentirsi costretti
 candeggiante della coscienza conflitto di interessi prodotto costoso
 conto salato ingigantire i problemi allergia strumentalizzazione
 insinuazioni rumors mercenari persuasori occulti
 scheletri nell'armadio enigmi nazi-buonista ...

ONG / ONLUS
 25,4%

DEPRES

NESS



HAPPINESS

EUPHORIA

action propension
115

action propension
89

ONG / ONLUS
74,6%

action propension
111

action propension
89

RELAX

EXCITATION

action propension
104

action propension
81

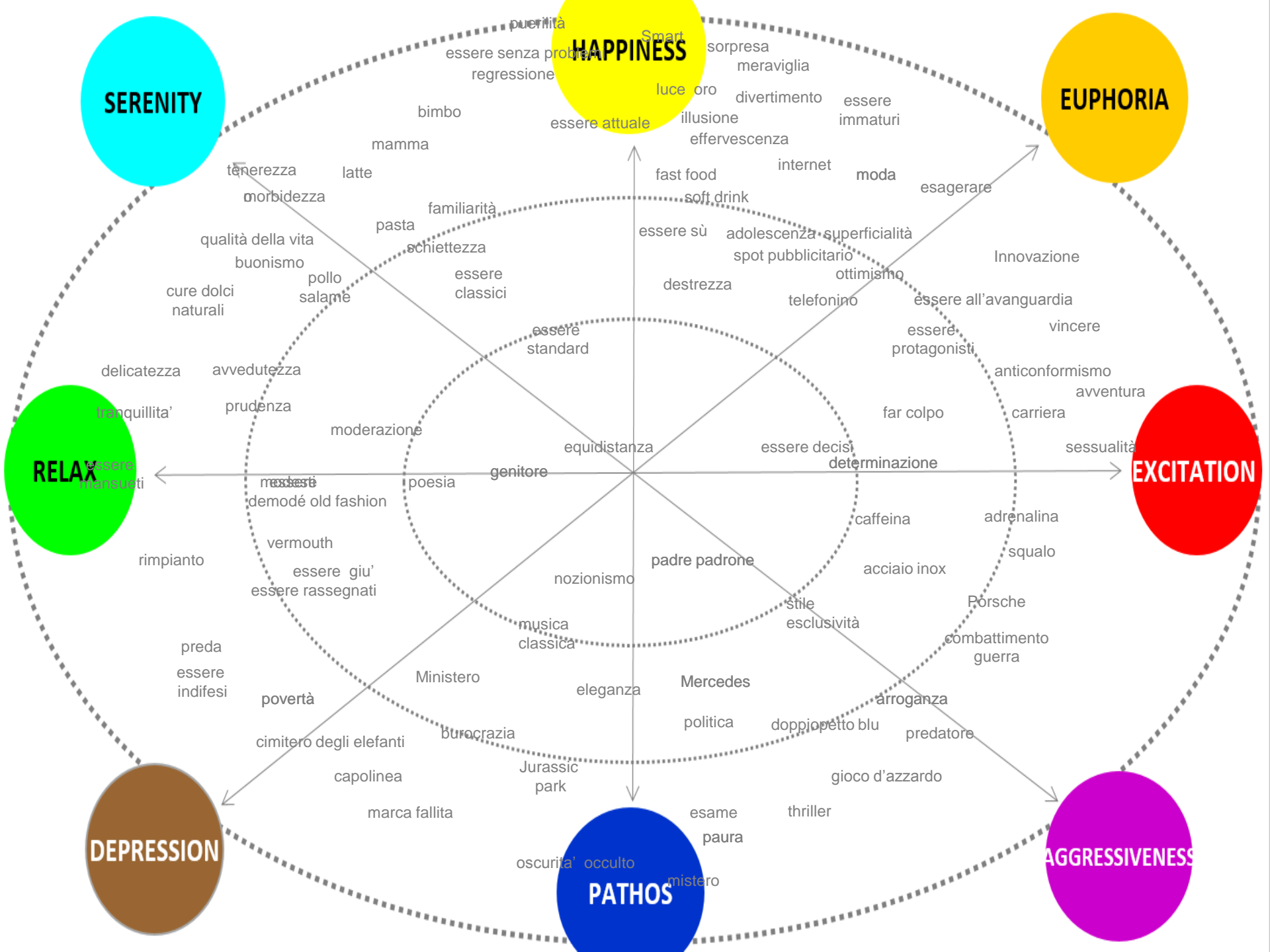
action propension
81

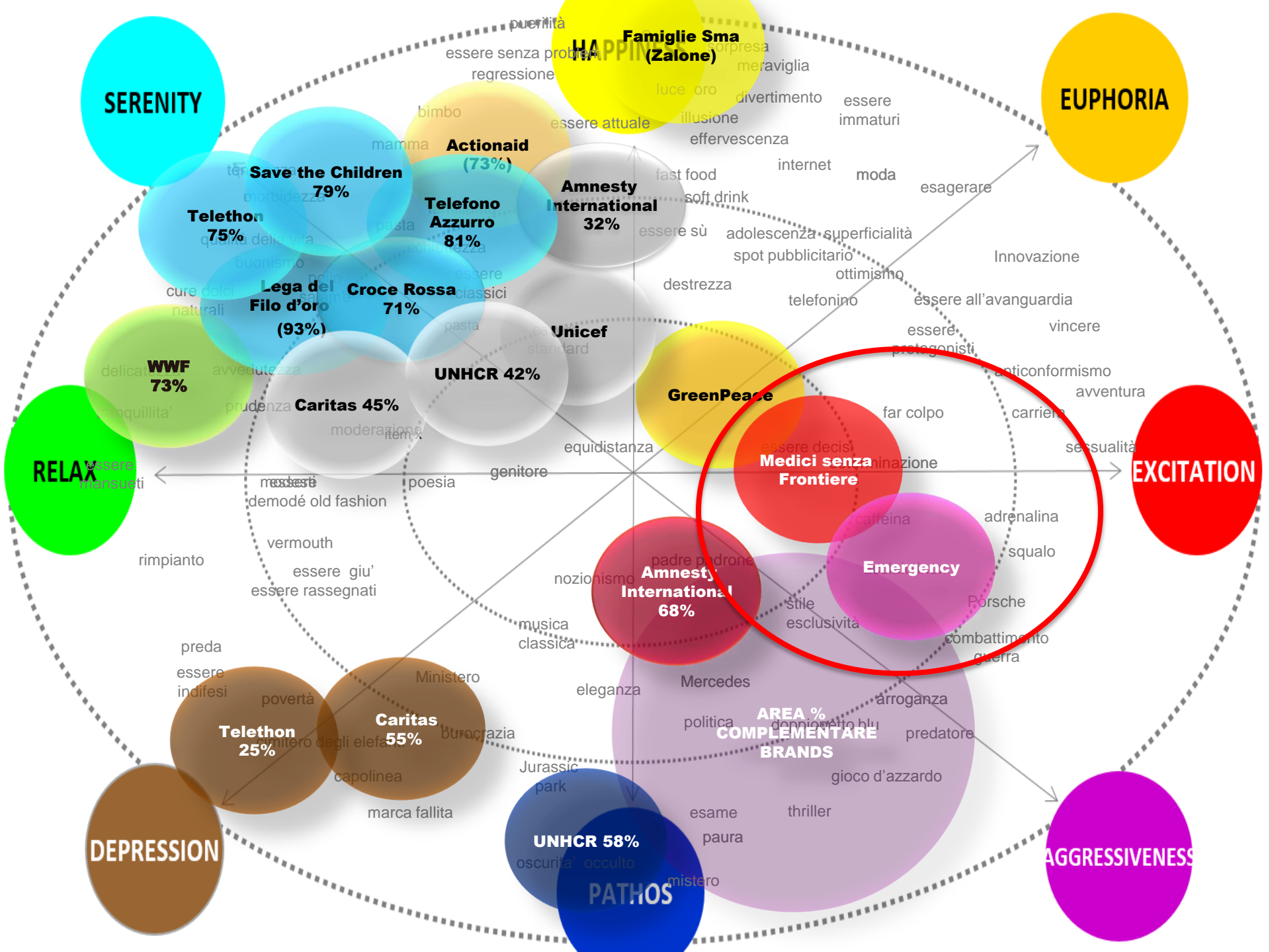
DEPRESSION

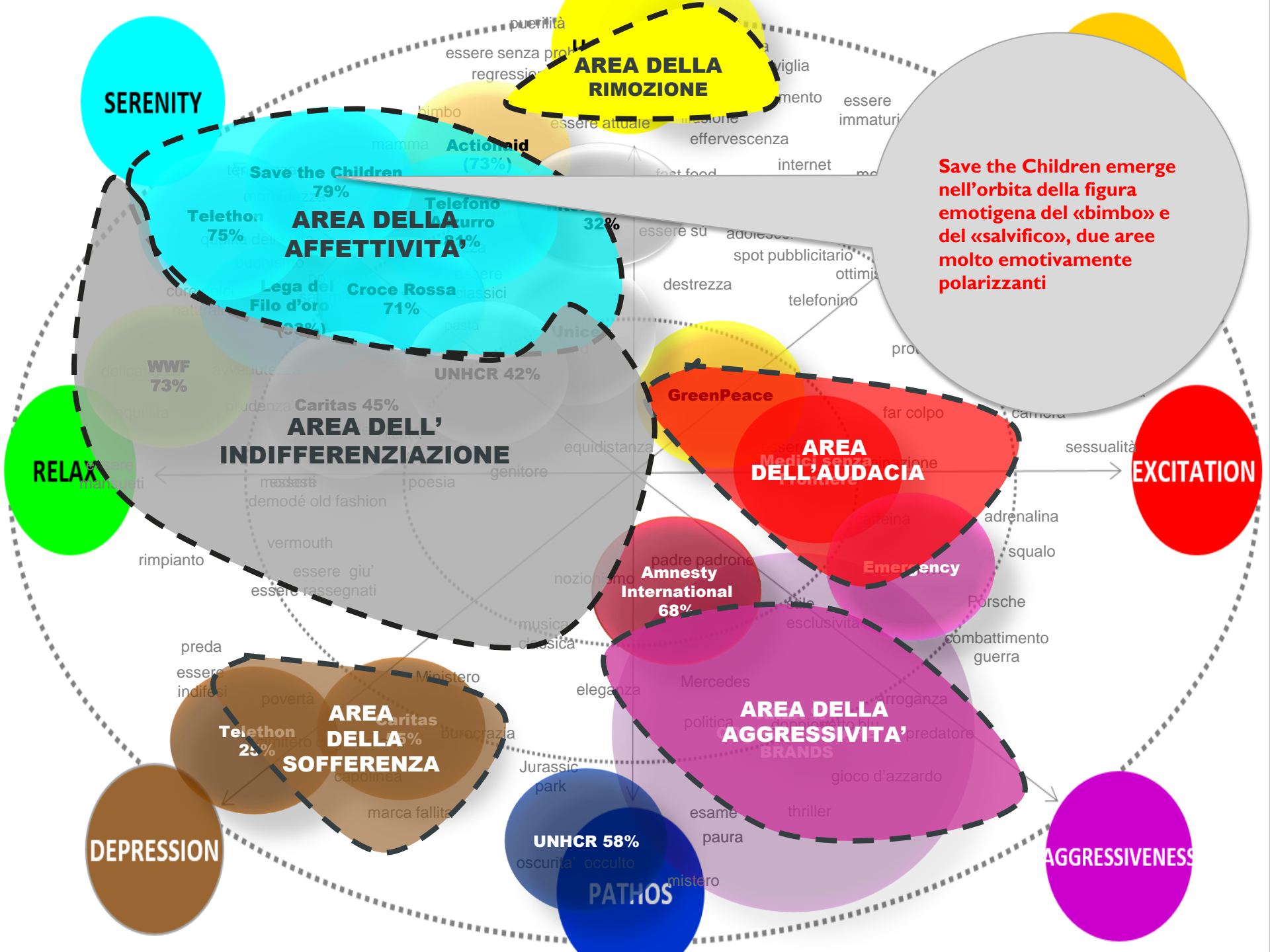
AGGRESSIVENESS

PATHOS

ONG / ONLUS
25,4%







AREA DELLA RIMOZIONE

Save the Children emerge nell'orbita della figura emotigena del «bimbo» e del «salvifico», due aree molto emotivamente polarizzanti

AREA DELLA AFFETTIVITA'

AREA DELL' INDIFFERENZIAZIONE

AREA DELL'AUDACIA

AREA DELLA AGGRESSIVITA'

AREA DELLA SOFFERENZA

SERENITY

RELAXATION

DEPRESSION

PATHOS

AGGRESSIVENESS

EXCITATION

Save the Children 79%

Telethon 75%

Lega del Filo d'oro 73%

WWF 73%

Caritas 45%

UNHCR 42%

Telethon 25%

Caritas 15%

UNHCR 58%

Amnesty International 68%

GreenPeace

Emergency

Actionaid (73%)

Telefono Azzurro 31%

Croce Rossa 71%

UNHCR 42%

Medici senza frontiere

Amnesty International 68%

BRANDS

Actionaid (73%)

Telefono Azzurro 31%

Croce Rossa 71%

UNHCR 42%

Medici senza frontiere

Amnesty International 68%

BRANDS

COMMOZIONE

commuovere crescita personale salvifico

istinto materno far del bene spontaneit 

non si pu  non fare **Save the Children**
79%

andare al cuore protezione

ispirarsi sincerit 

partire dall'inizio essere benefico

essere salvifico essere umani sentirsi bene
salvare la situazione piccoli passi attimi di gioia accudimento

amare la vita autostima tu esisti tanto con pochi euro
speriamo in bene

...



EUPHORIA



EXCITATION



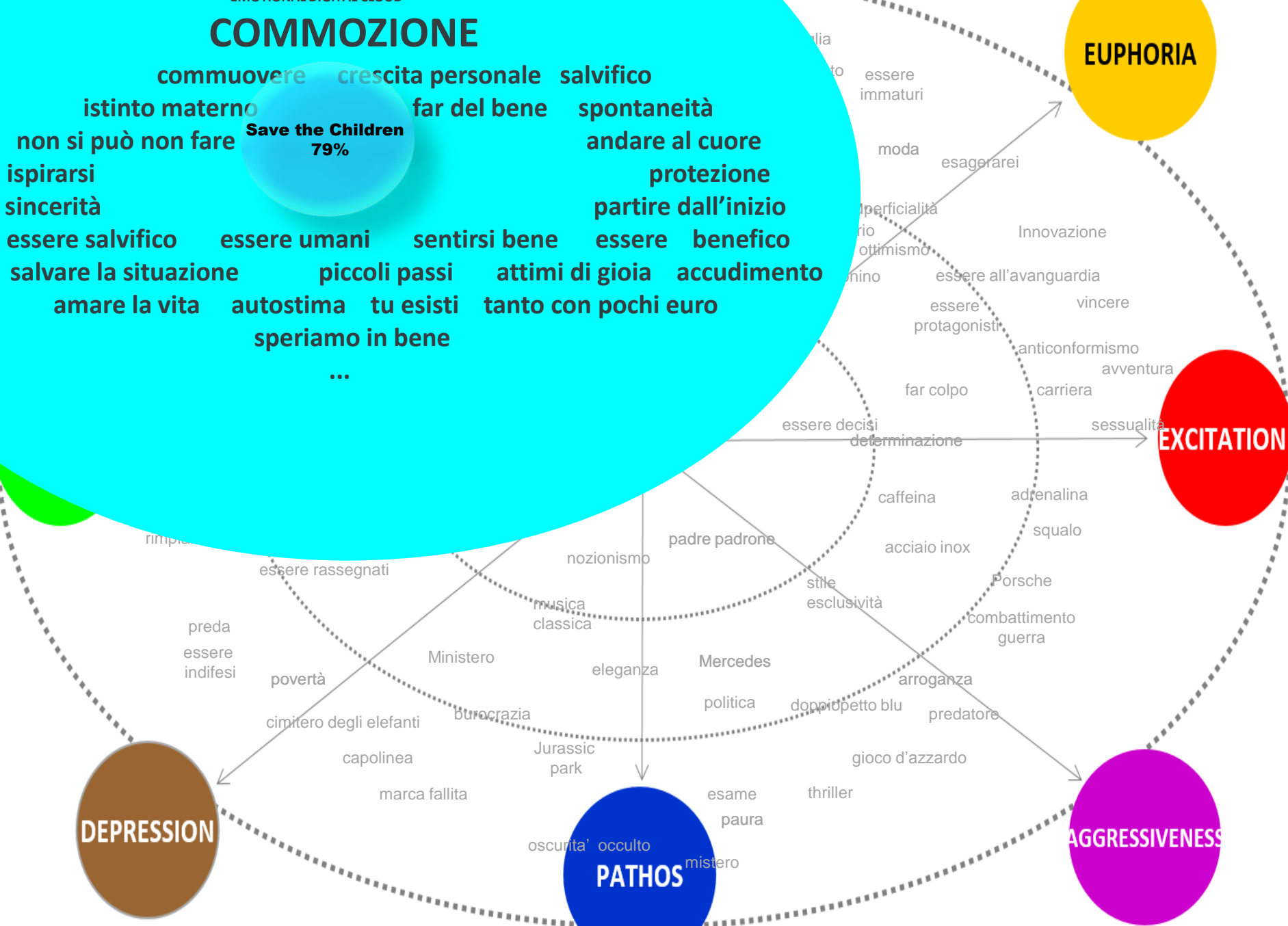
AGGRESSIVENESS



PATHOS



DEPRESSION



rimpi

essere rassegnati

preda
essere
indifesi

povert 

cimitero degli elefanti

capolinea

marca fallita

Ministero

burocrazia

musica
classica

Jurassic
park

oscurit 

occulto

mistero

nozionismo

eleganza

padre padrone

Mercedes

politica

esame
paura

doppio
petto blu

thriller

stille
esclusivit 

acciaio inox

arroganza

predatore

gioco d'azzardo

essere decisi

determinazione

caffeina

acciaio inox

far colpo

carriera

essere
protagonisti

essere
protagonisti

essere
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essere
protagonisti

essere
protagonisti

Innovazione

vincere

anticonformismo

avventura

carriera

sessualit 

adrenalina

squalo

Porsche

Combattimento
guerra

arroganza

predatore

gioco d'azzardo

Key Focus Areas

Five key areas of activity for brand development



Press Office

At the start, with very limited budgets to invest our focus was on using the skills and experience of our Press Office staff to create high quality media products and thereby earn brand awareness and reputation

Specific focus on TV coverage – as the most trusted channel .

The production of content was particularly important for this purpose.



Integrated Campaigns

Over time we have built the case to invest in brand-led campaigns – often related to the promotion of non direct response fundraising activity

Over the years thanks to the funds generated through the campaigns we could increase the investment in communications activities , especially advertising which lead to an increase of brand power



Fundraising

Working closely with our fundraising colleagues we have been able to capitalize on their investment to help build the brand – both through direct-response and non direct response fundraising activities

A specific focus was on Corporate: support corporate fundraising team to increase the level of acquisition and retention of corporate partners by giving them free visibility through press office activities



Digital

While TV remains the key channel for us – both for advertising and news coverage – digital has rapidly gained importance over the last few years

The production of contents is particularly important for social usage



Celebrities

Working closely with supportive celebrities further enhances our brand not only in terms of awareness but also endorsement – and in a highly cost-effective way

Brand Development

Earning vs Buying Awareness & Reputation



From the outset, the overall objective for our brand has been not only to grow awareness – but also to be perceived as a highly professional organisation.

In Italy this offers a key opportunity for differentiation – as the general perception of Italian NGOs is that they are amateur organisations run by volunteers.

However, with only very limited budgets available for brand communications, we knew that we could never buy our way to either awareness or our desired professional reputation through paid advertising.

Instead we worked hard to earn awareness and positioning – through the professionalism of our work with the media and the quality of the communications we produced:

- **Began with the professionalism of the Press Office** – ensuring that press releases did not just shout our brand messages but were strong on supporting data and other information to underpin our messaging
- At first this was based on the translation of SC International press releases, reports, video, etc. Then we began developing more innovative ways to engage with the news media. Based on our understanding of what key issues the media and their audiences are interested in, we created specific '**media products**' to make our communications more attractive and relevant
- This approach works both **proactively** when we create media products to support our specific activities, and **reactively** based on our actively monitoring and responding to trends in the media
- **Over time, we have become recognised as a reliable and trusted professional source of information** – providing an excellent foundation on which to build now that we are able to invest more in

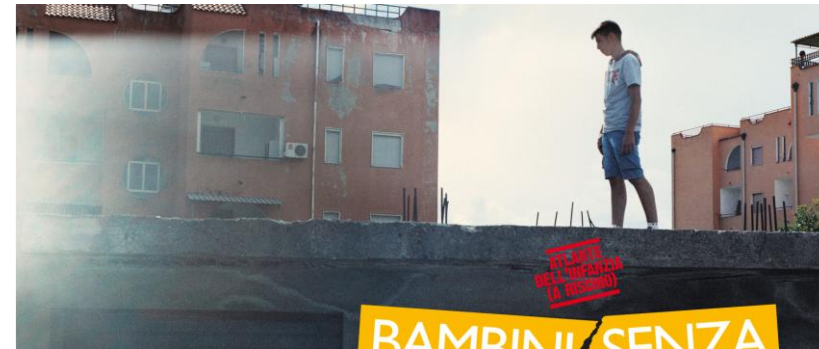
Earning vs Buying Awareness & Reputation

Example of a strong 'media product'



The Atlas of children at risk in Italy

- very strong media product aimed to position Save the Children as a leading Organization not only for world but also for Italian children
- Italian children/issues are more relevant for media than international "humanitarian" issue
- the product was also an advocacy and policy one which was developed in coherence with the expansion of the domestic programmes
- In general, since the beginning, we have always worked hand in hand with programme /advocacy and policy department in order to develop policy and media products that are appealing and relevant for media.



**Origini e coordinate
delle povertà minorili**

A cura di Giulio Cedema
Foto di Riccardo Venturi



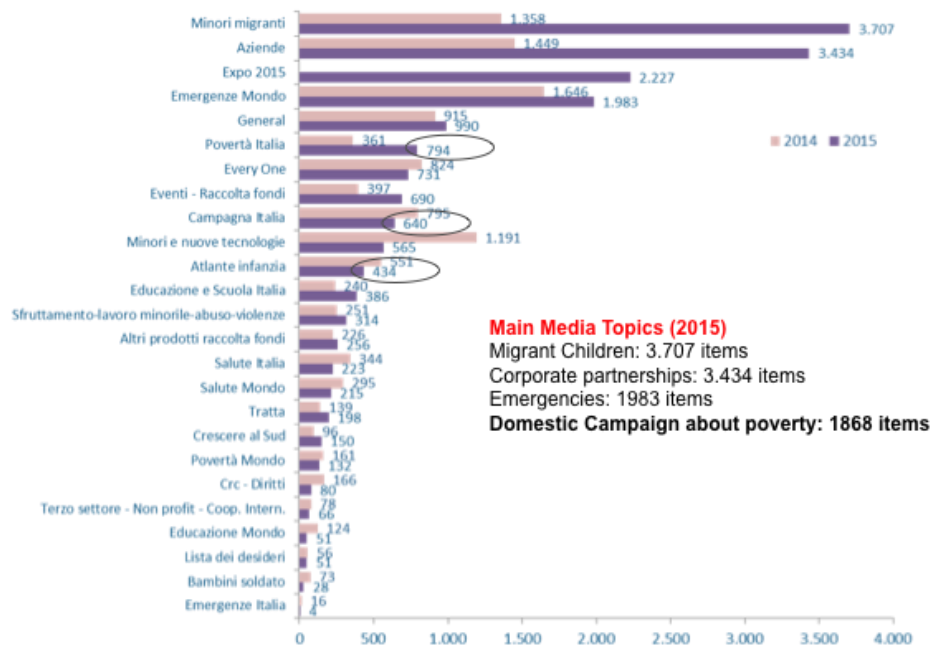
Save the Children
Italia ONLUS

Earning vs Buying Awareness & Reputation



The importance of domestic programmes

Overseas development only really becomes of interest in Italy when there is a high profile emergency. While work with children in Italy is always a very popular media topic:



As such, we also realised that to be perceived as a true leader in caring for children it was not sufficient just to talk about and fund work caring for children overseas – we had to get directly involved in working for children in Italy

So we began investing in the introduction of our own domestic programmes and advocacy/policy work in Italy



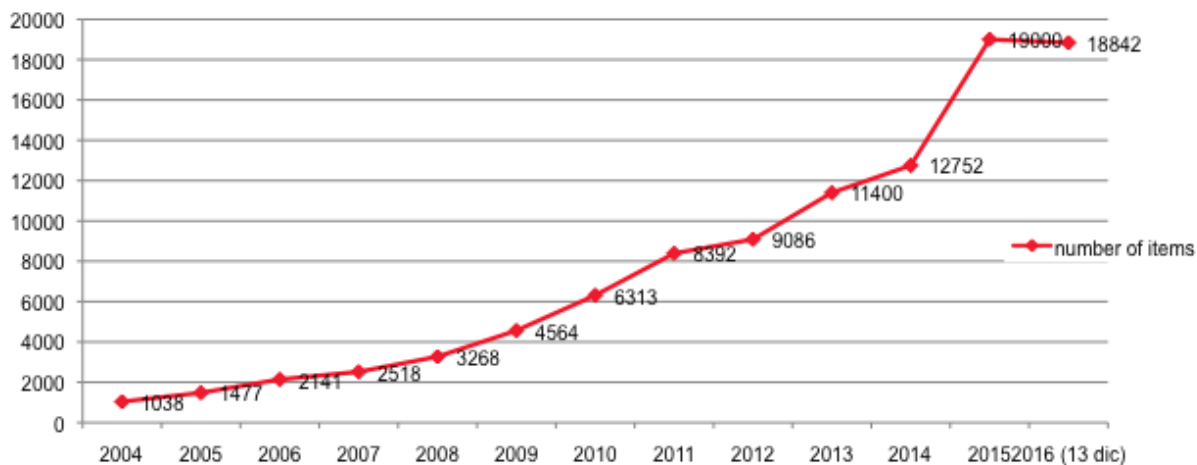
Earning vs Buying Awareness & Reputation



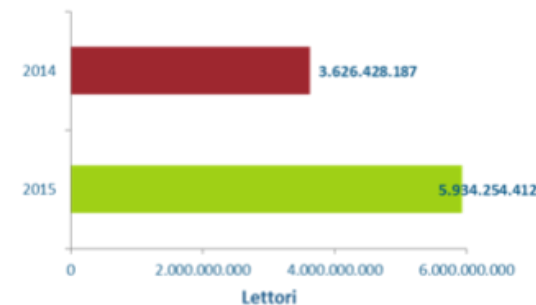
Media coverage growth

Over the last 12 years our media coverage has grown a lot:

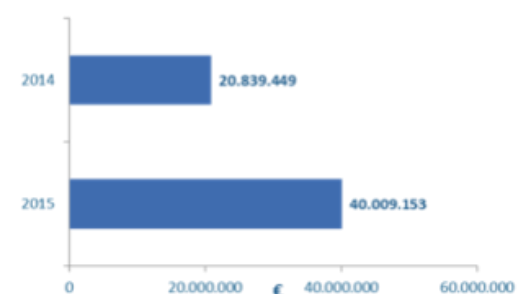
Media coverage 2004- 16



Total Reach/Opportunity to see



Total AVE (Advertising Value Equivalent)*



*Web value not included

We reached a peak in 2015 – thanks to our involvement with the Milan Expo and the high profile of the child migrant issue

Unexpectedly we look to have continued at the same level in 2016 – when we feared our coverage levels might decline

Our challenge now is to maintain our high reputation as we continue to grow our brand awareness



Brand Development Campaigns - Introduction

Save the Children Italia focuses on **3 types** of campaigning:

1. Brand Building
2. Integrated (I.e. Programmes, Fundraising etc.)
3. Reactive through Digital

There has also been an emphasis on domestic issues – which has driven the building of campaigns, in recent years.

Brand Development

Integrated campaigns

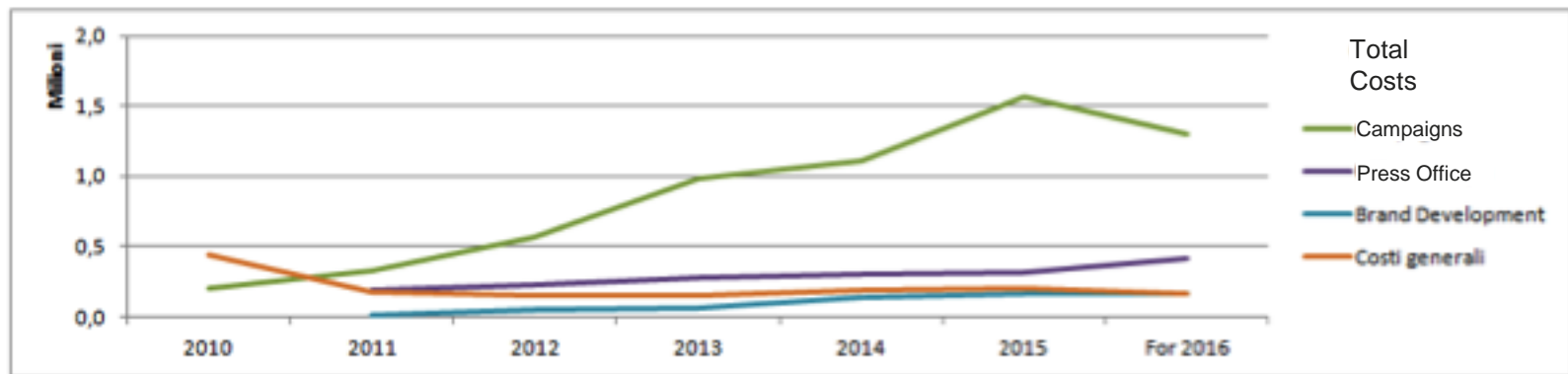


In Italy, the three public TV stations (Rai 1,2,3) offer 1 week of free support for STC Italia twice per year

Given the very high national reach this offers (Rai 1 is the most watched channel in the country) for many years now we have planned our main brand building campaigns around these two annual events – with one promoting fundraising (based on the global campaign) and the other focused on raising awareness of our domestic Italian work

We maximise on these opportunities by also investing in activity around these times and the amount we are able to invest in support of our campaigns has increased considerably over recent years

SMS response is promoted for donations and the campaigns generated a good ROI on our spend, but in Italy we do not receive the donor's details so no subsequent donor development is possible



Integrated campaigns

Promoting global campaigns



We started to develop more brand consistency from 2010 to 2015 by focusing on the “Everyone” campaign. Each year our campaign became increasingly sophisticated – and increasingly effective



2010

- We brought balloons to the parliament
- Guerrilla activity, Rome and Milan woke up with balloons spread around the cities and we started to involve people
- One month fundraising with SMS
- One week dedicated on the public TV
- 10 days dedicated on general TV
- One week radio marathon with Radio deejay
- Fiorentina football team joined the campaign



2012

- We added:
- Press advertising
 - Involvement of celebrities
 - Corporate partnerships
 - Trip of red balloon and mobilization
 - Web and Social Media activity



2013

- More creativity:
- Four city tour of the Save the Children Village (sponsored by Algida-Uniliver)
 - “It’s easy to give one more birthday”
 - TV advertising and posters in four cities



2014

- Launch of policy report on prenatal health and nutrition
- Created a new Save the Children Village
- Added lead generation

Integrated campaigns

Promoting global campaigns



Our “Everyone” campaign activity peaked in 2015 with our involvement in the Milan 2015 Expo
The Save the Children village there proved very popular with the media, visitors, institutions - and our corporate partners



Integrated campaigns

Promoting domestic issues



From 2012 STC Italia began investing in campaigns centered around domestic Italian issues with the objective of clearly positioning the organisation as working in Italy for Italian children (not just through overseas projects), as well as raising awareness of the impact of poverty on millions of Italian children and putting their rights at the centre of the political agenda

2012



2013



2014-16



Our “Shine the future” campaign ran from 2014 to to 2016, focused on the importance of education to change the lives of Italian children living in poverty. The objectives were twofold: to raise awareness of the issue and mobilise people to respond to it, and to raise funds to build special structures for children to help and protect them, in the main Italian cities all over Italy

Integrated campaigns

Reactive campaigns



SC Italy experienced also the reactive campaigning, so be present when there are relevant – for people – news/events.

E.g. During European championship, meme on migrant children “They have seen all the European nets” or during summer/holiday time “We have lost everything/we have taken everything.

Save the Children Italia con Roberto Ruggiero e altre 15 persone.
Pubblicato da Eu Golia Personale [?], 9 giugno · €

Prima che campioni di calcio, dimostriamoci campioni di solidarietà. I bimbi migranti sono in fuga da guerre e povertà. Hanno bisogno del nostro aiuto, non delle nostre barriere.
DONA > www.savethechildren.it/bambininfuga
#bambininfuga #EURO2016

LE RETI DEGLI EUROPEI
LORO LE HANNO VISTE TUTTE

1,225,617 persone raggiunte

Metti in evidenza il post

Mi piace Commenta Condividi

Massimo Ankor, Vittorio Chezza e altri 22 mila Commenti più in vista

6843 condivisioni

Save the Children Italia
Pubblicato da Eu Golia Personale [?], 14 luglio · €

Anche quest'estate faremo di tutto per salvare la vita e proteggere ancora più bambini migranti in arrivo. Piccoli senza colpa che fuggono da guerre e povertà, e che hanno diritto ad essere protetti e supportati.
Da oggi attivo anche il numero verde 800141016 per info e orientamento a minori migranti, operatori e cittadini.... Altro...

"ABBIAMO PRESO TUTTO?" "ABBIAMO PERSO TUTTO."

659,827 persone raggiunte

Metti in evidenza il post

Mi piace Commenta Condividi

Buzzi Buzzi, Lucia Benedetto e altri 13 mila Commenti più in vista

2941 condivisioni

Supporting Fundraising

Benefit both fundraising and brand



Working closely with our fundraising colleagues we have been able to capitalize on their investment to help build the brand – both through direct-response and non direct response fundraising activities.

By also supporting fundraising colleagues we have been able to help fundraising as well through campaigning and corporate partnership. Communications staff does include dedicated staff to support fundraising.

During the year we make the most of fundraising products in order to increase brand awareness, especially non direct response ones like 5x1000.

We have dedicated a specific attention in supporting corporate fundraising to increase the level of acquisition and retention of corporate partners by giving them visibility.

The challenge of direct response fundraising

Brand awareness vs fundraising effectiveness



Given the significant difference in bought media investment between brand and direct response fundraising communications, one might think that our fundraising activity will be what consistently generates the greatest brand awareness for us

Certainly this was the case when STC Italia first began to invest in Face-to-Face and DRTV. At that time we were between the first INGO to enter the Italian market with these fundraising activities, and as a result our simple presence on the streets and through TV advertising we believe this undoubtedly contributed to the initial growth of awareness of our brand in Italy

However, very quickly other INGOs followed our approaches with their own investments in Face-to-Face and DRTV and we soon began to see the market becoming saturated with different charity brands using the same channels and very similar creative approaches

As this competition has grown, so we believe the effectiveness of DRTV and Face-to-Face to continue to grow our brand awareness is reducing and the need to invest in more brand-specific communications has become greater

The challenge of direct response fundraising

The limits of Face-to-Face as a brand experience



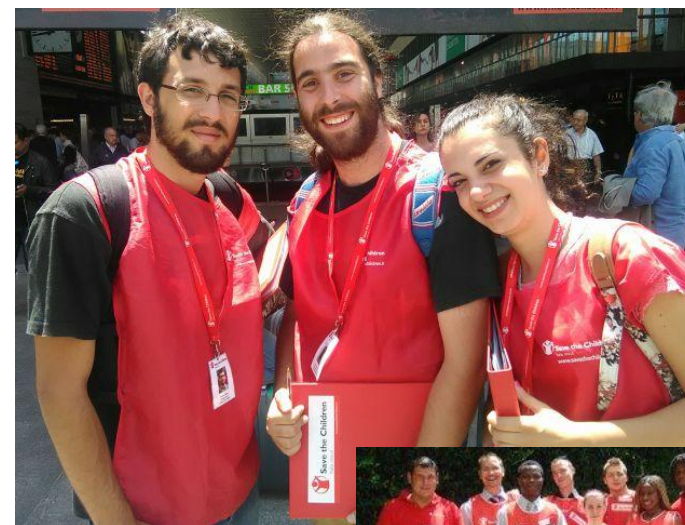
Our biggest acquisition spend is on Face-to-Face.

Through fundraisers from several suppliers and an internal team active within cities across the country we aim to recruit 40k new regular donors in 2017

It is known from consumer research that face-to-face fundraisers are recognised by consumers as one of the key ways they learn about charities – and fortunately they are not disliked nor seen as a nuisance as they are in some other countries

As such, we invest a lot of time and effort in training all face-to-face fundraisers, to help ensure that they give Italian consumers who meet them the best brand experience possible

However, while the brand experience they offer may be great, the focus of this activity on high footfall urban areas does mean that the reach provided by face-to-face is inherently very limited



The challenge of direct response fundraising



The challenge of fundraising DRTV

DRTV is our second most important acquisition channel, forecast to deliver 24k new regular donors in 2017.

Due to the fact that TV delivers greater brand reach than F2F, DRTV has contributed to build our brand awareness, especially in the early days when SC was the first charity to invest. However, DRTV is not contributing anymore in the increase of brand awareness – for several reasons:

- **Brand TV media planning is very different to DRTV media planning.** Brand looks to maximise reach and OTS to optimise awareness building. While DRTV is focused on delivering a target Cost per Acquisition (CPA) – which can usually be best achieved through the use of low reach, niche channels in low cost dayparts. As a result the overall national reach of our DRTV is highly limited – and with this its overall brand effect
- **Fundraising DRTV creative is typically very formulaic** and repeated testing has shown that there is very limited opportunity to move from the proven formula without significantly impacting on response rates. This results in ads from different development charities all looking very similar, thereby further reducing the brand effect. This issue is amplified by the lack of DRTV experienced creative agencies in Italy, meaning we have to use the same (UK-based) agency as many of our competitors
- **STC was the first charity in Italy to use DRTV, but since then many others have followed us** with the result that the channel is in danger of saturation and media cost inflation is making it ever harder to achieve the CPA performance required to deliver acceptable donor long term value. With the result that there is now even less potential to vary from the proven successful formula without endangering our fundraising effectiveness

Brand Development

Opportunities with non-direct response fundraising



While the unique nature of direct response fundraising activities reduce the brand building opportunities related to them, we have found non-direct response fundraising activity to offer significantly greater opportunities for brand building. For example:

- Cinque per mille (tax-related fundraising)
- Legacy fundraising
- Christmas Jumper Day
- Bomboniere (party favours)
- Etc.

The effectiveness of promotion for these fundraising activities does not typically depend so much on an immediate direct response. Rather the aim is to make consumers aware of them and for them to be prompted to take action some time after experiencing the promotion

As such, we find there is far more opportunity to craft these promotional activities such that we build brand awareness as well as delivering on the specific fundraising objectives

Opportunities with non-direct response fundraising

Cinque per mille Campaign

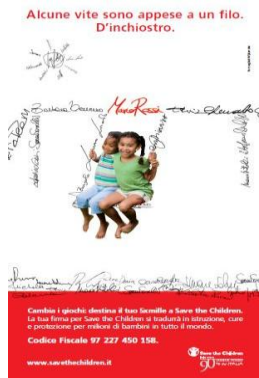


Lack of clear guidelines in the early years resulted in significant variations in the advertising creative we developed and we also typically had different creative being used across different channels

However, we have now addressed this, using consistent creative from 2013 to 2016 – and it will improve even further following introduction of the global brand guidelines



2008



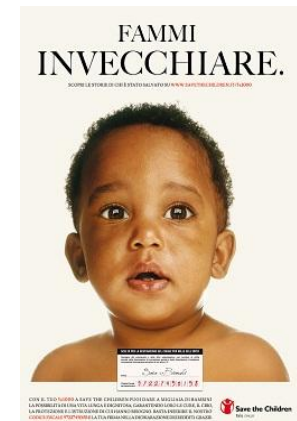
2009



2010



2011



2013-16

Brand Development

Arrival of the new global brand



As noted earlier, one of the challenges we have faced over the years has been how to ensure brand coherence across the diverse range of communications produced by the organisation

This has taken time and a willingness for all teams to work closely together and to understand each others' requirements and constraints, but we have certainly made progress from the days when some of our communications looked like they came from different organisations

We believe the new global brand and related guidelines will help us progress even further with this.

However it is early days and there are still some executional questions to address. Including how best to apply the visual guidelines digitally and how we might best flex them to help ensure that our desire for brand coherence does not simply result in all of our advertising looking identical – leading to a reduction in cut-through and engagement over time



Opportunities with non-direct response fundraising

Christmas Jumper Day



We have used content from other markets like Christmas Jumper Day (UK)/ Mothers day (Australia) to enhance brand & fundraising opportunities.

It has also allowed us to produce a campaign with minimal cost, be reactive and take minimal risks with great rewards.

Christmas Jumper Day in Italy was promoted in 2016 and it was successful in terms of PR, celebrities involvement, media coverage.

It raised about 200,000 €. Several things must be improved in our promotion of the CJD, however it's a “non direct response” product where we can invest to benefit both fundraising and brand.



Corporate Partnerships

A unique brand building opportunity



Corporate Partnerships offer us unique opportunities for brand building, so we have also made supporting them a priority for the Communications Team:

- Specific team members are focused on supporting our Partnership Managers with monthly meetings and the maintenance of a central communications plan
- Using our knowledge of the Italian media, we develop innovative media products that help us maximise promotion of partnerships
- We work with our fundraising colleagues to develop pitch presentations to new partners, including developing approaches which specifically combine funding with brand visibility and funding specific content creation in support of these



Opportunities with non-direct response fundraising

Corporate Partnerships



Kraft/Mondelez

From 2011 to 2016 we have had a very successful partnership with Kraft

This included the creation of a specific media product based around an Ipsos healthy lifestyles research study and related report to launch the partnership

This gained the partnership significantly coverage across both national and local media – far more than a simple news release could ever have achieved

Other partnership promotional activities have included the involvement of the Italian swimming celebrity Massimiliano Rosoline and a co-branded photo exhibition



Opportunities with non-direct response fundraising

Corporate Partnerships



Fiorentina

Partnerships with high profile sports teams offer a great opportunity to generate brand awareness

We were fortunate to be chosen by soccer team Fiorentina to display our logo on their shirts

This partnership has also included specific support for our work on maternal and child health in Ethiopia, as well as supporting our key campaigns each year

In 2016 players from the team took part in our launch of Christmas Jumper Day



Opportunities with non-direct response fundraising

Corporate Partnerships



Acqua Lete

The Company Acqua Lete decided to join the Every One Campaign in 2012. They made a donation of 150 mila € but they also decide to invest in an Advertising Campaign promoting the issue of child mortality and the partnership with Save the Children

Free visibility for
Save the Children



Money



<https://www.youtube.com/watch?v=Na72BtyROLU>

Opportunities with non-direct response fundraising

Corporate Partnerships



Save the Children Village

We originally developed the Save the Children Village in support of our partnership with the Unilever ice cream brand Algida

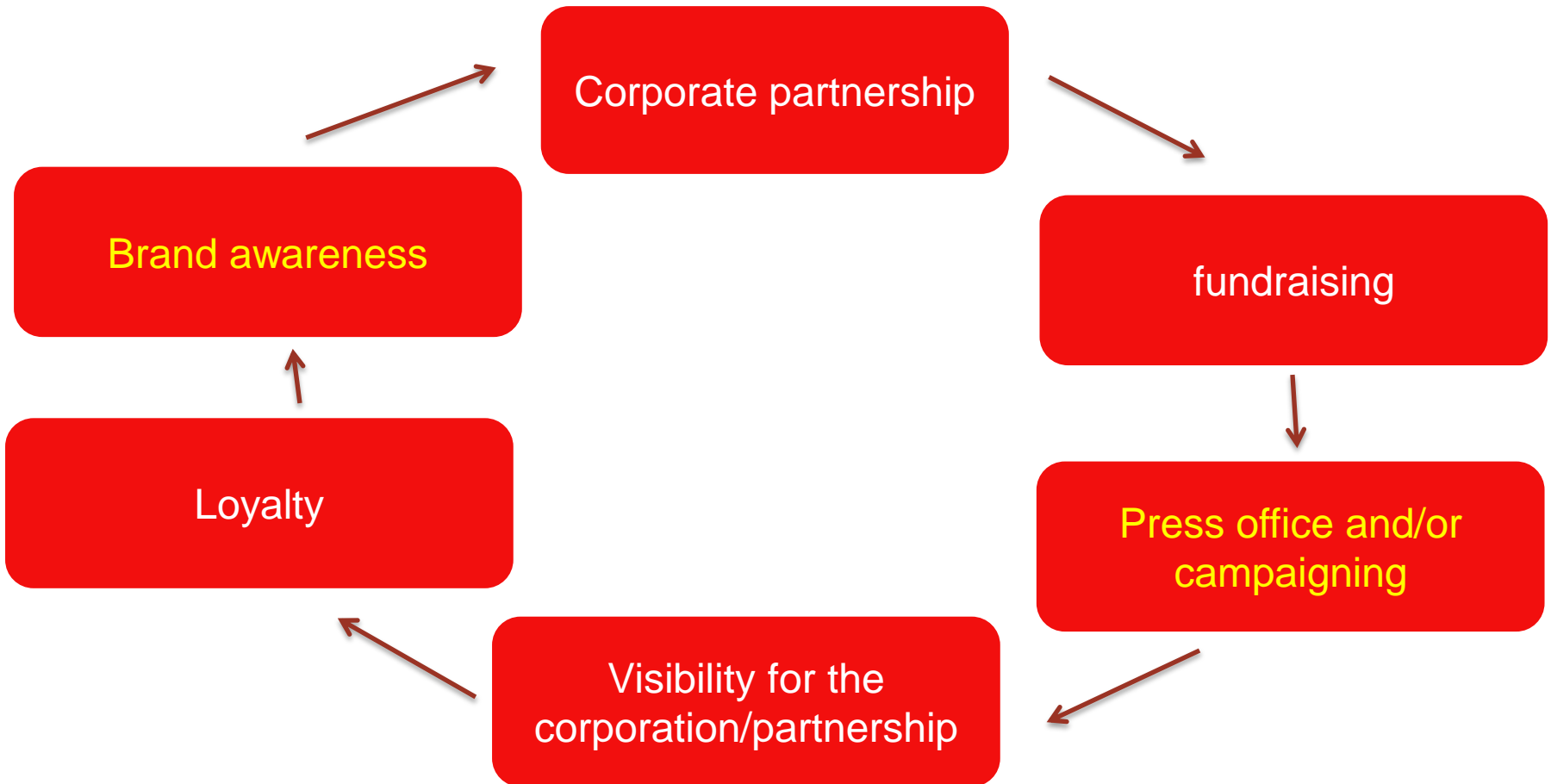
This proved so successful that we built on the idea when invited to take part in the Milan Expo 2015

There we used an expanded village installation to provide not only a unique opportunity for Expo visitors to hear about and experience the Save the Children brand – but also to promote a wide range of our corporate partnerships



Opportunities with non-direct response fundraising

Corporate Partnerships – the magic scheme



Brand Development

The rise of digital for brand building



While the traditional media channels of TV and press remain very important for our brand communications, our team is gradually moving to focus more on digital – as the Italian market becomes increasingly online

Until 2015 digital was largely used to help build brand understanding and consideration through our website and social media activity, as well as to drive fundraising conversion through email and the website

More recently, digital activity has become increasingly important as a way to build brand awareness - both through reactive and proactive activity



The rise of digital for brand building

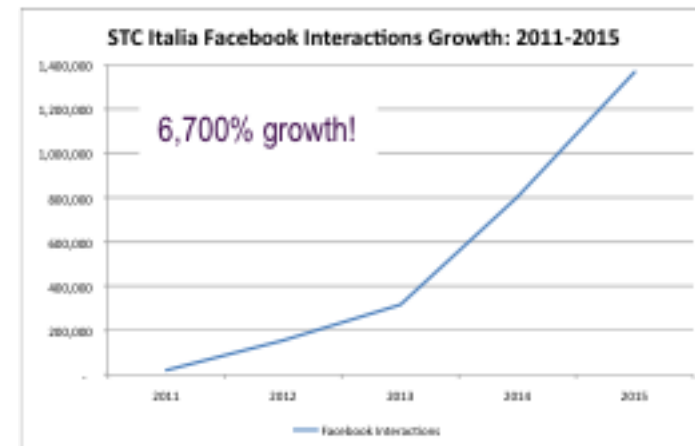
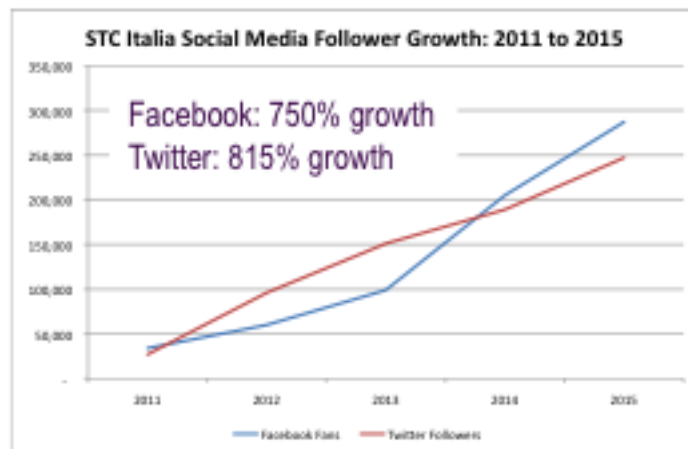


Reactive digital communications – social conversations

As with our traditional media work, reactive activity involves monitoring relevant trends through social media to identify opportunities to join existing online conversations in a highly relevant way

To ensure messaging consistency, Digital and media work hand in hand and we have introduced a process to avoid slow sign off.

Our social media team also responds to an increasing number of enquiries on social media each year, from both supporters and non-supporters – with Facebook interactions alone growing 6,700% from 2011-15



The rise of digital for brand building

Proactive digital communications – branded content



Our proactive digital brand awareness activity has centered around creating moments of reflection which fit with moments in Italian consumers' lives, like Mothers' Day, April Fools' Day and the Euro Football Cup

Vital to the success of this has been our creating very high quality content which achieves just the right balance between brand messaging and consumer relevance

The creative we use for this activity often looks very different from our traditional communications which typically show examples of STC's work and the impact we achieve for children

This is because we are aiming to share our brand values so as to build awareness and affinity to the brand – which can later be activated through more traditional brand response and fundraising communications

At first we only shared our branded content through organic social media. But now carefully targeted paid social is being used to achieve far greater reach. We have also found celebrity support to be key to achieving high digital reach at no cost, with celebrities sharing our content with their followers

Two of our most successful pieces of branded content have been:

- Mothers Day video (subsequently also used in the UK and Australia)
- Euro Football Cup child migrants campaign

Importantly, we integrate this work with offline media – with the press office often using digital branded content to help it achieve further coverage in offline media

The rise of digital for brand building

La Festa della Mamma (Mothers' Day)



 **Save the Children Italia**
Pubblicato da Eu Golia Personale (7) · 4 maggio alle ore 8:30 · 🌐

#Auguri a tutte le #mamme, perché se tutti assomigliassimo di più a loro il mondo sarebbe un posto migliore.
Per la #FestaDellaMamma scegli un regalo speciale >
<http://bit.ly/FestaMamma16>



Le Mamme, persone speciali
00:55

3.806.789 persone raggiunte
(people reached)

1.425.944 Visualizzazioni del video
(video views)

91.699 Reazioni, commenti e condivisioni
(reactions, comments, and shares)

The rise of digital for brand building

#Euro2016



Our creative contrasted the very different net and stadium being faced by child migrants to that facing the footballers at the Euro 2016 tournament

Save the Children Italia con Roberto Ruggiero e altre 15 persone.
Pubblicato da Eu Golia Personale l'11 giugno · €

Prima che campioni di calcio, dimostriamoci campioni di solidarietà. I bimbi migranti sono in fuga da guerre e povertà. Hanno bisogno del nostro aiuto, non delle nostre barriere.
DONA > www.savethechildren.it/bambiniinfuga
#bambiniinfuga #EURO2016

1.225.617 persone raggiunte

Metti in evidenza il post

Mi piace Commenta Condividi

Massimo Anzor, Vittorio Chezza e altri 22 mila Commenti più in vista

6843 condivisioni

Save the Children Italia con Daniela Maimone e altre 3 persone.
Pubblicato da L.Bissat STC Admin l'11 giugno · €

I bambini profughi fuggono da guerre, dittature e povertà, a volte anche da soli. Hanno bisogno di protezione, ma in Europa trovano reti, barriere, muri e filo spinato.
CONDIVIDI anche tu questa foto se pensi che accogliere questi bimbi sia un dovere della comunità internazionale.
#bambiniinfuga #EURO2016

975.983 persone raggiunte

Metti in evidenza il post

Mi piace Commenta Condividi

Ashok Cheetri, Michele Di Mineo e altri 18 mila Commenti più in vista

8080 condivisioni

Save the Children Italia
Pubblicato da Eu Golia Personale l'11 giugno · €

Ci sono stadi che non ospitano partite, ma offrono protezione a migliaia di #migranti che arrivano in Europa fuggendo da guerre e povertà. Come a Elliniki (Atene), in Grecia, dove lo stadio locale è stato convertito in campo #rifugiati.
#bambiniinfuga #EURO2016

613.116 persone raggiunte

Metti in evidenza il post

Mi piace Commenta Condividi

Paolo Messina, Margherita Guida e altri 13 mila Commenti più in vista

2691 condivisioni

The rise of digital for brand building


#ViteParallele (parallel lives)



Here our creative contrasted the lives of children on holiday with those of child migrants

Save the Children Italia
Pubblicato da Eu Gola Personale l'14 luglio · €

Anche quest'estate faremo di tutto per salvare la vita e proteggere ancora più bambini migranti in arrivo. Piccoli senza colpa che fuggono da guerre e povertà, e che hanno diritto ad essere protetti e supportati. Da oggi attivo anche il numero verde 800141016 per info e orientamento a minori migranti, operatori e cittadini.... Altro...



"ABBIAMO PRESO TUTTO?" "ABBIAMO PERSO TUTTO."

659.827 persone raggiunte Metti in evidenza il post

Mi piace Commenta Condividi

Buzzi Buzzi, Lucia Benedetto e altri 13 mila Commenti più in vista *

2941 condivisioni

Save the Children Italia con Romana Marcello.
Pubblicato da Eu Gola Personale l'18 luglio · €

D'estate ci sono bambini che sono lontani dalle scuole, ma non per vacanza. Sono i bambini #migranti e #rifugiati, costretti a fuggire da guerre e povertà, che vedono negato il loro diritto all'istruzione. SCOPRI DI PIÙ > <http://bit.ly/29PHGpl>

#ViteParallele #SaveChildRefugees



"ABBIAMO PRESO TUTTO?" "ABBIAMO PERSO TUTTO."

843.255 persone raggiunte Metti in evidenza il post

Mi piace Commenta Condividi

Ezio de Angelis, Ashok Cheetri e altri 12 mila Commenti più in vista *

4723 condivisioni

Brand Development

Celebrities

Save the Children Italy strongly invested in celebrities since 2010. We have involved celebrities with the goal to increase brand awareness and visibility but also to support fundraising.

Use of celebrities to:

- gain visibility in media, especially TV – involvement in campaigns
- Promote fundraising products
- Promote corporate partnerships
- gain visibility on social



Brand Development

Creation of a professional marketing culture



We know that our brand is not just about our communications. It is about all that we do, including the attitude of our staff throughout the organisation

Creating the most effective brand communications involves a lot of work across teams, especially between Communications, Programmes, Advocacy and Policy

For us, achieving this has not just been a matter of process. It has required a true cultural change with all teams coming to understand the importance of brand communications and their role in helping deliver these

From the outset, this change has been strongly supported by senior staff across the organisation – from the CEO downward. But, as with all culture changes, it has taken time for us to make real progress

At first Communications was like ‘the enemy’ – as we wanted to work with different teams but they didn’t really understand what we were doing. Now everyone wants to work with the Communications team – which is sure evidence of our cultural change

It’s not perfect, but our overall approach is always to try to find a way to work together to find the best solution

We also try to ensure that we share details of the impact of our work together through internal communications to reinforce the fact that we are making good progress through our brand communications

Creation of a professional marketing culture



New ways of working

As our organisation grows, more staff across more departments need to be involved in planning and delivering our communications or integrated activities

To help enable this as efficiently as possible, we have recently adopted a new model of working whereby campaigns are subdivided into different workstreams with specific objectives, staff leads, and workstream groups:

