

---

## InTransition Episode 43: Kate Moore

David Pembroke: Hello ladies and gentlemen. My name is David Pembroke, and welcome to this week's edition of In Transition, the podcast dedicated to the practice of content marketing in the public sector. Today, we'll visit with a very well-known nongovernment organisation, UNICEF Australia. Non-profits and NGOs like UNICEF Australia rely on telling stories to achieve their goals be it in fundraising, advocating for policy or change, or just raising awareness.

Before we dive into the topic with our guest today, as we do each week, it's time for our definition of content marketing as it relates to the public sector. Content marketing is a strategic, measurable and repeatable business process that relies on the creation, curation and distribution of useful relevant and consistent content. The purpose is to engage and inform a specific audience in order to achieve a desired citizen or stakeholder action.

Well, our guest today is Kate Moore, UNICEF Australia's media manager. Kate has spent 20 years in print and online news, starting first as a country journalist, and working through to the ranks of subeditor, section editor, news produce and most recently she's worked for News Limited's stable of Sydney community titles. She also holds a nonexecutive director role with the Girl Guides of New South Wales and ACT. Kate Moore, thanks very much for being In Transition.

Kate Moore: It's a pleasure.

David Pembroke: Kate, your title, media manager, I'm sure you do a lot more these days than deal with the media.

Kate Moore: It certainly is. The titles around the communications sector, certainly in flux, and I think they're always going to be flux because the role is changing, as you know, quickly. I absolutely do a lot more than straight up media and PR. Obviously, I manage celebrity ambassador relationships. I manage our corporate press campaigns. I am doing strategic thinking around advocacy campaigns and fundraising campaigns.

I speak, I'm the person that is often on the television or on the radio or speaking to journalists, so I am a spokesperson as well. There's a full gamut of the communications roles across the UNICEF Australia office and it's a really small team. We have 40 in the office here in Sydney, and our communications team is myself and a part-time graduate.

David Pembroke: I think that would be fairly typical of most NGOs. Would you agree?

Kate Moore: It is fairly typical. We're probably a smaller communications team than quite a lot. We do have a digital marketing team, but in terms of the communications across our social media channels, that's an extra one person, so it is a pretty small, pretty lean team, but I'd like to think we punch above our weight.

---

David Pembroke: Is there a differentiation between the communications and the digital marketing or do you really work together as a single unit?

Kate Moore: We've made a distinct difference only this year. We actually have probably over the last three years had all of our staff, and when I say all we're talking about a handful of people, had our staff working together really closely. Then, what we've done is hive off the really clear marketing parts of our digital work, so really reassessed our website and re-established relationships with agencies or established relationships with agencies to support social marketing or particularly digital marketing so EDMs to support bases or campaigns that are actually going to elicit a particular fundraising actually in the main.

A large part of our work is policy campaign and advocacy campaign as well. We've always set the social part of that work with the communications person or myself. We've just started to rethink that. You'll have seen that we're expanding our communications team quite literally. As of today, we've started advertising for a new role in our comms team to really drive the strategy and start working much more collaboratively across those teams because we can see the teams are changing and getting larger.

There's a potential where those two teams will really split out and be doing quite different work and we want to make sure that there is a communication across the two teams for the future and that those advocacy and fundraising messages and the policy work that we do is aligned and makes sense to the difference audiences that we speak to.

David Pembroke: In terms of that evolving roles that are there and the growing roles, do you think that that reflects a change in the leadership's views of the importance of communication and the fact that now everybody who UNICEF Australia needs to engage with in order to achieve its objectives is essentially connected to the organisation likely through their mobile phone, so do you think that that increasing relevance and importance driven by that technological change is now being recognized and understood for fully by the leadership?

Kate Moore: I think the leadership of UNICEF Australia and I think the leadership of UNICEF has always seen the technical and technological innovations for communicating have always been there and partly that's because of the work, like the muddy boots type work we do in field when we are using mobile handheld devices to do quite a lot of our work. A lot of our communications for development work is also happening and has always happened across mediums that are going to best suit the nature of the message and the audience, so that might be radio simply because of the literacy rate in our community. Radio becomes the best broadcast means to get a message out.

Certainly social technology and mobile phones being such a really accessible tool in developing countries, the medium and the messaging has changed. The way we even track data, for example in UNICEF Indonesia, and I'm going to say

---

the wrong country, I think it's UNICEF Ghana but don't quote me on that, we've got tools like WhatsApp messaging and Twitter being used to put questions out to young people and track the answers and actually do data segmentation, and not data segmentation in a communications way where we're actually talking to difference audiences and testing and doing those sorts of things, but actually creating social data that then might build decision making around policy reform.

When we talk about leadership on technology and digital technology, it's already very inherent there and we actually have an innovation lab that's always looking to new ways for us to communicate, and that rolls very naturally into the communications work that national committees like the UNICEF Australia or our country offices like you might see in the Pacific or Papua New Guinea or in our region, for example Philippines or Indonesia. What they're doing is crossing over really quite fluidly.

David Pembroke: You mentioned an innovation lab. Is that in Australia or is that a global innovation?

Kate Moore: No, it's not. It's a global innovation lab, but some of the stuff that comes out of there is very based on how we communicate to the audiences that we have the important message. It might be a message about a pending emergency or how to trace families after an emergency and the good stories that come out of that, but also the good ways of telling those stories. Some things that come out of the innovation lab are TEDx talks or what we call activate talks have been used as ways to record children and record young people telling stories about their experiences, but also they then become content for us effectively.

David Pembroke: Yeah, right. In terms of your process, when you came to this role from being a journalist, what did you see when you came into the organisation and what did you have to do to manage that transition from journalist, subeditor, section editor to delivering communications on behalf of UNICEF Australia?

Kate Moore: When you ask about the leadership and changing nature of the sector, the first thing that comes to my head is it's so much better than in a newsroom at the time that I was leaving. Newsrooms, when I was leaving, and I worked across many newsrooms so I feel like I can say that, it's a big organisation newsroom and that's where I was based. They're large organisations and they can be slow to move. That's not to say that UNICEF is not a large organisation. It is, and it can have moments where it's slow to move on some things.

Because of the demographics of your workforce too, a newsroom in the community newspapers where I was working and I was news producing across the website for 20 odd newspapers and their social media sites, this was only three years ago, that role is completely and vastly different now. You were working across very experienced people who had been in the industry for a long time, and then you're working with what would have been called a cadet in my day and they were the new staff that were coming through.

---

In the environment that I'm in, it's a small lean team and it's predominantly a young workforce. It's predominantly people who have the ability to take risks, the ideas that are going to be tested and tried. There's a real can do attitude. Now, where that translates into communications is that I think my favorite saying is let's actually see what can happen here.

Obviously, you've got to be strategic and you don't want to waste your time in your small lean outfit on things that you know will have no measurable impact on the work that we do or the calls to action that we have, but you have a lot more ingenuity and innovation in the work that you do and a lot more patience for things that might not go exactly as you're expecting them to.

David Pembroke: In order to be effective in your new role, what have you had to learn that you didn't know when you were a journalist?

Kate Moore: I come to this question a lot and people say, if they're coming out of a newsroom and gosh, there's a lot of people coming out of newsrooms right now, and looking to move into the communications space, there's I guess an arrogance of you're on the other of the desk and you know what it is that you don't want to be receiving from somebody in PR, so there is some arrogance around that. There's also some trepidation of having to have control of your message and to water down messages or dilute. I can't say that I've found that. In fact, it's the news sense that I bring to my job and it hasn't changed.

You can still tell a good story. If you can tell your story well and you can identify the nuts and bolts of what's going to be a good story in an activate video that comes across my desk or somebody who started some fundraising and done something really quite quirky with that fundraising and you know where that's best going to play to an audience, you still have to do that. Really good news people, once upon a time when we were putting out print products or devising a program schedule for a radio or television broadcast, they had a good news sense.

They knew and were quite intimate with what their audiences understood and would tolerate and they knew a good story when they were onto it. I don't know that that's changed. I think that's a really translatable skill.

David Pembroke: Yeah, indeed. In terms of your planning, can you give me some insights into the way you would go about planning to tell the UNICEF Australia story on an annual basis?

Kate Moore: You can try to tell the story on an annual basis, but as UNICEF is such a large organisation, there are obviously communication imperatives that come down from our global communications director, our regional communications director, and then there are the objectives that we want to achieve out of UNICEF Australia. You have a lot of stakeholders, a lot of internal stakeholders.

---

You also have the fundraising work. Then you have what I call the public engagement work.

Then you have the really deep dive advocacy work, so often that is not particularly communicated to a wide audience. It's very specific communication that might be to one minister or two partners. There's all those different communication points, and planning that out across the year means working across all those stakeholders to understand what their objectives are and almost cross referencing that across of what you know your global and regional objectives are going to be.

Then you're looking at the cycles. Obviously, we've got an election year coming up, so you're looking at what opportunities you've got for political sway, or what opportunities you've got across significant moments that come up in the Australian calendar or even a Sydney calendar or even a youth calendar, depending on the objectives that you have and then you're almost cross referencing and trying to make that work because, like I said, it's a small team. If you don't have those eyes on those things, you're going to try and reach for everything and it's not possible to do and you're not going to meet your objectives, you're not going to hit your targets.

David Pembroke: In terms of that, you do then do your best to try to put some sort of calendar in place for maybe a 12-month basis, but do you then operate on a weekly, a fortnightly calendar or how do you operate on a day-to-day basis in order to tell the story of UNICEF Australia effectively?

Kate Moore: There is a global and local like UNICEF Australia 2016 calendar for example, but then quite honestly, we bring members of our stakeholder group together and plan that out week to week, so we'll actually sit down and go, "What is it that we're communicating? What are the audiences that we're targeting? What have we got coming up that we need to be conscious of?" Yes, there certainly is an editorial process to that calendar.

I would relate that back to my newsroom experience as well. There's certainly an editorial calendar, so you may have an editor's meeting or an editorial group meeting once a week or at the end of every day or depending on the circulation or the timeframe of your product. We would almost run that the same way and that's something I've brought to UNICEF Australia. I almost run this place like it's a newsroom.

David Pembroke: You would have a daily conference at the beginning of the day to understand contextually what's happening so indeed you might be able to get the UNICEF Australia story into the zeitgeist so to speak.

Kate Moore: Yeah. We do ... I would not say that I bring my team together or the digital marketing team and the small communications team together on a daily basis, but we certainly on an issues basis we will bring stakeholders together. It's an

---

emergency, it's a very defined way of bringing the team together if there's something breaking in the news cycle because we're still reactive and we're responding to what's happening in the news cycle. Absolutely we'll bring people together to make those decisions and almost plot out our channels.

David Pembroke: You can move quickly?

Kate Moore: We can.

David Pembroke: Yeah, okay. Do you find that that's increasingly important to be responsive and to be agile given the speed of the news cycle and the speed of the way people are now consuming content?

Kate Moore: I don't know that I know of any other way. I was a breaking news producer, so I don't know that I know anything other than that. There's probably people who come to this office and go, "How are you able to be so reactive?" For me, it's just part of being a communications specialist. You have to be able to look at and read your news every morning. You have to be on top of who's saying what. You have to know where your messages fit into that.

If you miss those opportunities, you're going to miss them because you're not really on top of the news cycle of the day and you're not conscious of where your messages are going to fit. You really need to be very much across the work that you're doing.

David Pembroke: There's also that need to be strategic as you've outlined in your previous answers around audiences and understanding audiences and motivations and needs and wants and challenges, etcetera. What's your process for building up personas within UNICEF Australia? Do you have a fairly clear audience segmentation?

Kate Moore: We have a clear audience segmentation, and I would say audience segmentation across different channels as well. We have really good data from our global office who every two years does a really good piece of research around audiences and some of the trends that are coming for our audiences, but then we also have our in-house knowledge of what we know our audience is across our cash diners or our fundraisers, the people who are supporting our advocacy cause or our policy cause, the people who are on our Facebook pages or Twitter or Instagram or our YouTube channel, but also the audiences that want to be informed about the work that a humanitarian international nongovernment organisation does for children. We know those audiences quite intimately. I don't think there's any brand out there who doesn't know their audiences quite intimately.

David Pembroke: You also have, as you say, your story is different in that it's also segmented around obviously clear objectives that you would have within fundraising,

---

advocacy, policy. How do you set up the priorities for yourself and for your team in terms of what effort you allocate to what part of that story?

Kate Moore:

That's such a big question. Part of that is again across our internal stakeholder groups that they all have their own objectives. There's an element of our work that is service agency, so we may respond to those internal stakeholders as clients, but then we're also developing the strategy across the different internal stakeholders that we have.

I'm not entirely sure that that answers your question, but it's such ... There are so many competing priorities that you are, and I bring it back to that newsroom analogy again, that you know what your objectives are for a quarter or a period of time whether it's the full year or a three-year period as some of our strategic planning documents are across three years, so you know what those objectives and those KPIs might be, but there's also an element of going through what you know is a good story based on what's happening in Burundi right now or what's happening in Myanmar because there's just been an election and we have offices and we're doing child participation work there.

There is an element of being able to cut through some of the objectives and making sure that we respond to our hierarchy of UNICEF key messages. We respond to the brand expectations that we have and the critical drivers that we might have for donation or for taking action. There's moments where you just have to dive in and change the strategic objectives. Well, you're not changing the strategic objectives. You're jumping at communication opportunities in a way that an editor would jump at a breaking news opportunity.

David Pembroke:

Yeah, but doing so in a way that's driving you back towards some particular objective. You're not just jumping into any old story just for ...

Kate Moore:

Yeah, that's exactly right. We have objectives from an advocacy point and a policy point that might be very much framed around the convention and the rights of the child and the work that we know needs to be done to make sure that children's rights are achieved in Australia. I'll take a common example. UNICEF is the world's largest provider of immunization and vaccine programs for child health and preventative health programs around the world.

Now, there's a no judge, no play policy in the domestic news arena. I could easily jump onto that because we've got a position on that. We've got something to say about that, but for UNICEF Australia, if I spend a lot of time over there in that space, I'm not going to maybe meet some of the objectives and drive some of those messaging and the spokespersons that I have around violence against children for example.

David Pembroke:

You must sleep well at night.

---

Kate Moore: I do have days where death and destruction is part of my day. I have been known to suffer and say, "People are dying. Children are dying. Please don't talk to me about your petty problems." There's a lot good of stories and there's a lot of positive work that our brand does and UNICEF Australia does. Quite honestly, many of those good stories are the people who work for UNICEF and they tell very good stories. It's a heartening thing to just if you're having a bad day, call up a child protection specialist in South Sudan for example and say, "What did you have today?" It's not only a feel good for us, but it's also great stories.

David Pembroke: It's interesting that it's such a content rich environment that you work in. There's no lack of content to distribute. How do you go about that.

Kate Moore: These are children who are my clients.

David Pembroke: Yeah, indeed. How then do you go about that creation piece? How much do you create? How much do you curate? Then your distribution, we'll talk about distribution in a minute, but just two areas of creation of relevant content obviously to whatever audience it is you're seeking to talk to, but then also the curation piece because you mentioned before the sourcing of those activate talks that are coming from the centre. How do you balance that locally-produced internationally-important content?

Kate Moore: It is true. There is a lot of information, a lot of content out there. For every emergency, there's hundreds and thousands of children's stories that we could tell. We rely very heavily on some really good storytellers who are in the field to be able to help us source and find those stories. There's also that element for me personally of being able to form those connections with the people that I've got in the field, so Australians particularly who are in the field in some of the work that we're doing.

You can't possibly consume and understand every piece of program work or ... Some of our work is really quite technical and you have to spend years understanding and learning international development to be across it. I think it's the fact that, from a communications point of view, I'm not the person who has spent years learning international development. I'm actually always just going, "Well, what is a good story?"

That also means understanding your audiences and understanding what it is that they want and expect to hear about and framing it in such a way that they are receiving information about UNICEF and UNICEF's work that they are proud of often if they're a supporter of us. We want them to feel proud and we're looking at those drivers that will elicit those responses from them whether it be fundraising to make sure that that work continues or advocacy work because we know that there are child rights that need our attention and we want them to act on bringing them to the attention of policy makers.



---

Again, I come back to that newsroom analogy. If you handed a cadet reporter, “Here’s the feature on summer planting,” that you might have, certainly you start making your decisions based on who your advertisers might be and then you start to work back on the 500 different nurseries that are advertising and try and find the ones that are going to appeal to your audience and have something interesting to say.

In the same way, we’re looking at we have program areas where I’m talking to different countries. I’ve got countries in my region. I’ve got countries where our emergencies are. I’ve got countries where we’ve got specific programs that we want to highlight. You can start to whittle it back and be quite sensible about it. It’s probably not as difficult as it seems, although your inbox fills very, very quickly.

David Pembroke: I can imagine. Now, in terms of ... I know it’s horses for courses in terms of what content works for which particular audience through that preferred channel that that audience may be receiving their information from you, but just in a generalised way, what’s really working for you at the moment in terms of grabbing the attention, the scarce attention of the audience out there where you’re competing with so many other people to get that scarce attention? What formats are really working for you at the moment, and what channels are working for you?

Kate Moore: I don’t think there’s anybody out there who would not have thought about visuals and short videos and good stories on short videos. People have higher and higher expectations. It’s a real challenge for NGOs to produce cinema quality storytelling and video quality for 15 seconds on a YouTube video. It is such a challenge because it costs so much money and I guarantee a UNICEF supporter would rather we spend our money on the field than producing really slick videos.

That fine balance of trying to find the right partner who has a passion for what we’re trying to tell, that’s almost as hard as selling the story to the audience or to BuzzFeed or Mashable whoever you want to pick up or the Sydney Morning Herald or Fairfax Online video team. You’ve got this really difficult task of trying to create beautiful visual, compelling, emotive stories with the resources that are available to you. Duly, you should be making sure that you’re accountable to those spends.

David Pembroke: In terms of channels, where are you seeing most of your results?

Kate Moore: Certainly from a digital media point of view, Facebook is certainly still where we’re finding the best results for engagement, for both reach and engagement. I saw some reporting this week actually around millennials and I was really surprised because demographically our audience is just probably slightly the older demographic, the Facebook demographic, and there’s a bit of a gap between Gen X and then it comes into a real shift into millennials which I’m

---

surprised because three years ago when that reporting came through to me, that wasn't there.

Certainly, I feel like we've had the right strategic placements of the choices that we've made about splitting out our digital marketing and our channels and our resources for our channels. It's been interesting to see how rapidly audience demographics are changing even for an international NGO like us that has been in the market for a long time has such a highly ... Trust drive is quite high for a particular demographic that has been with us, the loyalty for that demographic and UNICEF is quite high.

It's been interesting to see how quickly that's shifting. It's starting a trend forecast as to where you need to spend your resources and think through your strategies. Certainly, there's a piece on Instagram this week as well and how much do you invest on the Facebook platform or new platforms or how much is YouTube a player for us, but at the current moment Facebook is our digital channel of choice. In terms of earned media, broadcast television is still where we get the larger audiences and the best impact from those audiences.

David Pembroke: You mentioned a couple of times throughout the chat that we're having today that central UNICEF has the innovation labs and obviously there's quite a robust data measurement and evaluation capability sitting at the centre. How do you measure and track your results?

Kate Moore: We measure our results often by using platforms as well as using a variety of different tools. Again, cost comes into it for us, where larger and probably commercial outlets, they can spend some money on getting great analytics and they're spending money per month or having reports done. We don't have that kind of resource. I've quite honestly been speaking to many monitoring firms and doing agency reviews to do cross sorts of things simply because, like everybody else, we get a lot of information and make a lot of decisions based on that data, but we also don't have the kind of spend that can happen on those things, and again where it's all about our maximising our dollar to the field, but we still have to make those decisions to be competitive in our market and to be responding to the changes that are shifting and moving through.

David Pembroke: In terms of those changes, just as a final question, it's interesting I can almost hear the ground moving between your feet and you almost feel like every day you're coming in things are moving as quickly and I think we all know that in this space. Three months down the track, six months down the track, can you forecast for us at all how your world might change and might change in a way that helps you to be more effective?

Kate Moore: I think the biggest change is around our recruitment and our investment in communications. We are growing our teams and that's a big shift for us. It'll mean better strategy. At one moment, it's one person doing strategy and operations, so being able to bring somebody in here that is doing strategy and

---

have the staff completely focused operations will be a significant change for our organisation. I know that agencies are always looking at who does what in an organisation and where to best place their resources for what their features and what their objectives in 2016, 2017 or 2018 might be.

For our organisation coming into 2016, that will be a significant shift for us and one that we've heartily planned for. In terms of what else happens, if we've got what's happening out there and what's happening politically, and we've got the things like climate change, conflict, all those things will have a massive impact on the work we do and what our objectives are for the moment.

Each time we can see a typhoon moving in across the Philippines or a cyclone that moves across the Pacific or there's an earthquake, our resources automatically go into that. You're leaving so much storytelling behind that happens around the rest of the world.

We've got COP21 coming next week. It's an important communications piece for us, but it's also an important communications piece for us because climate change emergencies and what the impact for children will be affects our work in a way that you can't guess what's going to come. Other brands can say what exactly it is that they want to be able to do. We're working with real people and real children's lives and that can change in the world in a heartbeat.

David Pembroke: Kate Moore, thank you so much for spending some of your valuable precious time with us today to give us an insight and give our audience the insights of what life is like in a fast moving demanding role with so very few resources, but you're obviously applying yourself and your skills in such a way that you're getting outstanding results for UNICEF Australia. How might people be able to engage with you, getting contact or indeed support some of the work that you're doing there?

Kate Moore: We have a fantastic new website. It's one of the objectives that we had for 2015 and we've now ...

David Pembroke: Tick.

Kate Moore: Tick indeed. You can learn a lot more about what our work is there. I certainly encourage people to go on and have a look at how they want to engage. Fundraising is something that they can do for us. We have many opportunities for that, but donating to UNICEF obviously keeps the work viable, keeps the work that we're doing. It's a changing world for children and I encourage people to have a look at that. If they're also interested in talking to myself or my colleagues around what it is, my details are on the website and I'd be happy to hear from you.

David Pembroke: Okay, fantastic. Kate Moore, thank you once again. Listeners, thanks to you for turning up once again to listen to In Transition where we look at this practice of

---

content marketing in the public sector and today just a wonderful story from UNICEF Australia. Speak to you next week.