Dream

Output from Part 1 of the Dream, Design, Deliver Digital Transformation Engagement

May 2018
One Source of Truth
Imagine if we could create one universal source of information and collaboration. Imagine if all organizational knowledge was standardized, digitized, organized and discoverable. Imagine if data around inputs, outcomes and impact was readily accessible for reporting, grant proposals, and story-telling, and we could draw a clear line between resource allocation and impact. Imagine if employees could collaborate on gathering and building resources on this information platform, and self-service from it in an intuitive and secure way. Imagine if we could easily share and leverage data from partners and affiliates.

One HIAS
Imagine if employees and affiliate staff could create a “One HIAS” network using “digital first” mindsets to bridge the divides within HQ and between HQ and field, and between HIAS and partners, affiliates, and congregations. Imagine if we could improve collaboration, learning, bottom-up innovation and motivation, and empower HIAS network members to do more. Imagine if we could create a self-service platform of trainings and certifications that would allow all participants in the HIAS network to increase their value. Imagine if we could create more widespread recognition and promotion of the great things the HIAS network does every day, to boost morale and encourage everyone in their work. Imagine if every constituent could repeat the mission, vision, and goals of HIAS.

Financial Security Through Community Building
Imagine if we could use account based marketing strategies and advanced analytics to improve fundraising efficiency, increase our understanding of donors’ needs and characteristics and craft appropriate, targeted messaging for each donor. In addition, imagine if we could enhance the donor experience for large donors and dramatically increase the reach to small donors, by leveraging alternate channels and leveraging HIAS’s multiple networks (historical records, employee alumni, volunteers, resettled present day refugees, current donors). Imagine if we could get funds dedicated just for innovation and allocate more internal funds for R&D.

Bonus / Moonshot: Refugee Identity-as-a-Service
Imagine if we could create a “stateless passport” that would provide refugees basic identity and track important moments in their lives to help them verify who they are, their skills, citizenship and realize the rights they have more easily. Imagine if we could create the consortium of partners and ecosystem to support this new identity model.
Opportunity Matrix

Level of effort

Smaller

Larger

Refugee Identity as a Service

Time to impact

Longer > 24 months

Shorter < 6 months

Financial Security

One Source of the Truth

One HIAS

Note: bubble size proportionate to estimated relative impact
# Detailed Dream Breakdown

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One Source of Truth

Imagine if employees and affiliate staff could create one universal source of information and collaboration. Imagine if all organizational knowledge was standardized, digitized, organized and discoverable. Imagine if data around inputs, outcomes, and impact was readily accessible for reporting, grant proposals, and story-telling, and we could draw a clear line between resource allocation and impact. Imagine if employees could collaborate on gathering and building resources on this information platform, and self-service from it in an intuitive and secure way. Imagine if we could easily share and leverage data from partners and affiliates.
One Source of Truth - Employee Journey

**Potential Digital Hotspots**

- HIASnet
- Information Management System
- M&E platform + BI/analytics reporting

- Field network / connectivity
- 2-way Collaboration / Communications w/ HIAS network (including affiliates, congregations, volunteers, etc)
- Broadcast communications

- Orientation / Training / prof. development
- Access and identity management
- Professional reviews
One Source of Truth Narrative

CURRENT STATE

Limited standardized data collection in place around inputs. Double counting and data errors are frequently encountered. Multiple 'asap' requests for same data from disparate sources. Grant / proposal writing is a challenging, bureaucratic process especially across time zones, mostly conducted via email. Multiple collaboration tools such as Skype consumer, slack, etc.

DESIRED FUTURE STATE

Impact-driven decision making will further hone HIAS’s ability to maximize resources and delivery. Real or near-real time data availability around all key grant scenario areas will allow proposal writers to easily self-serve data needs and assemble compelling, data-driven stories that convince funders of HIAS’s superior service delivery and capability.

RECIPIENTS

Primary:
• Anyone who speaks or advocates on behalf of HIAS (e.g. Fundraising proposal writers / administrators, CEO. etc)

Secondary:
• HIAS network employees, CFO

RECIPIENT VOICE

We’re always looking to improve our data (especially in terms of tracking inputs, outputs and ultimate impact) and empower people to spend less time searching and more time working
One Source of Truth

A robust, universal platform for data collection, analysis and reporting across HIAS

Key scenario inputs / dimensions / factors

- Operating model
- KPIs
- Activities
- HIASnet

Key scenario Activities

- Impact-based reporting for fundraising
- Team feedback, process improvement, improved programs
- Internal reporting to leadership / HQ

Scenario Goals / Outcomes

Maximizing impact, optimizing spend

Top-line Impact

Real-time, rich data around HIAS's impact and optimized organizational processes drive funding in line with HIAS's mission.

Benefits
- Real-time data insight
- Less time gathering data
- Increased insight from HQ into field
- Data integrity
- Impact-driven decision making
- Increased confidence

Start
- Building a robust data platform and processes for gathering, processing and storing data

Stop
- Disparate data collection systems and time consuming ad-hoc data requests without a larger framework around them

Continue
- Tracking program inputs and outputs
Imagine if we could create a "One HIAS" network using "digital first" mindsets to bridge the divides within HQ and between HQ and field, and between HIAS partners, affiliates and congregations. Imagine if we could improve collaboration, learning, bottom-up innovation and motivation, and empower HIAS network members to do more. Imagine if we could create a self-service platform of trainings and certifications that would allow all participants in the HIAS network to increase their value. Imagine if we could create more widespread recognition and promotion of the great things the HIAS network does every day, to boost morale and encourage everyone in their work. Imagine if every constituent could repeat the mission, vision, and goals of HIAS.
One HIAS - Employee Journey

Potential Digital Hotspots

- Online research of HIAS / Social media
- HIASnet
- Litmos
- Information Management System
- Professional reviews

- Field network / connectivity
- 2-way Collaboration / Communications w/ HIAS network (including affiliates, congregations, volunteers, etc)
- Broadcast communications

- Enabling digital mindsets
- Orientation / Training / prof. development
- Alumni network
- Org awards / recognition
**One HIAS Narrative**

**CURRENT STATE**

Field and HQ feel largely disconnected from one another. No budget for training. Very few professional reviews. Untapped alumni network.

**DESIRED FUTURE STATE**

Employees share a growth / digital mindset, which empowers them, enabling them to reimagine their role and consistently do more. HIAS as an organization is imbued with a strong sense of shared identity and purpose. Employees feel connected both near and far, and HIAS is more connected to its partners, affiliates, congregations and volunteers. Virtual communications are multi-modal and simple. Alumni, volunteer, historical networks all are part of the HIAS fold. HIAS network members have more skills and enthusiasm to further the mission of HIAS.

**RECIPIENTS**

**Primary:**
- Individual contributors / employees and volunteers across HIAS network

**Secondary:**
- Senior Leadership Team, HQ employees

**RECIPIENT VOICE**

We’re always looking to strengthen our culture and reduce the gap between field and HQ, make employees feel more engaged and fulfilled in their work. We also want to harmonize and tighten our brand.
One HIAS Roadmap

Improving employees’ engagement and experience of HIAS

**Key scenario inputs / dimensions / factors**

- Hiring process
- Training
- Teamwork
- Alumni
- Performance Review

**Key scenario Activities**

- Strengthening social networks
- Improved collaboration tools
- Improved communications
- Digital mindsets & training on HIAS

**Scenario Goals / Outcomes**

- Cultural transformation, “One HIAS”, increased motivation and satisfaction

**Top-line Impact**

Well-trained, engaged and motivated employees deliver better services both inside and outside of HIAS.

**Benefits**

- Increased employee productivity
- Longer employee tenure
- Higher job satisfaction/ Healthier employees
- Improved organizational alignment
- Improved collaboration, flexibility and agility
- Organizational growth in line with mission
- Expanded network of volunteers, advocates and potential donors

**Start**

- Promoting key tenet of digital mindset, increasing investment in employees through trainings, professional reviews, feedback gathering, network building.

**Stop**

- Underinvesting in employees

**Continue**

- Realizing that your employees often have very tough jobs and need support
Imagine if we could use account based marketing strategies and advanced analytics to improve fundraising efficiency, increase our understanding of donors’ needs and characteristics and craft appropriate, targeted messaging for each donor. In addition, imagine if we could enhance the donor experience for large donors and dramatically increase the reach to small donors, by leveraging alternate channels and leveraging HIAS’s multiple networks (historical records, employee alumni, volunteers, resettled present day refugees, current donors). Imagine if we could get funds dedicated just for innovation and allocate more internal funds for R&D.
Constituent Journey - Donors

Potential Digital Hotspots

- Proposal process
- Online research of HIAS
- Application process

- PR / announcement
- Collaboration / Communications
- Funds distribution

- Scorecard / reporting
- Donor Alumni Network

Bold = increased relevance to dream
Financial Security Narrative

RECIPIENTS

Primary:
• Fundraising and Programs Teams

Secondary:
• Senior Leadership Team

CURRENT STATE

~40 large donors and 2 dedicated fundraisers using Raiser's Edge. Some limited paid marketing. Funding is heavily dependent on U.S. government & UN and needs to be renewed every year. Approximately 25% of funding is unrestricted. HIAS endowment also helps provide continuity for longer term investments. Largely untapped networks of alumni, resettled refugees, volunteers and historical records.

RECIPIENT VOICE

We’re always looking to land additional large donors and diversify our revenues into more secure, unrestricted, long-term funding sources in order to allow us to plan and deliver multi-year projects in line with our mission.

DESIRED FUTURE STATE

HIAS has an expanded and diversified donor base at all ends of the spectrum allowing it space to plan and grow in line with its mission. HIAS has robust digital marketing capability, lead generation tools and CRM to enable it to continue to grow and expand as its needs demand.
Financial Security Roadmap

**Scenario summary statement / Goal**

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**Top-line Impact**

HIAS has an expanded and diversified donor base at all ends of the spectrum allowing it space to plan and grow in line with its mission.

**Benefits**

- More donors from all segments
- More funding
- More unrestricted and long-term funding
- Better financial predictability
- More engaged donor community
- Brand lift

**Start**

- Improving donor outreach, segmentation, networking, and storytelling etc.

**Stop**

- Relying on existing donor network exclusively
- Being complacent and failing to engage your past community

**Continue**

- Pursuing existing donors and resources

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Appendix
Imagine if we could create a "stateless passport" that would provide refugees basic identity and track important moments in their lives to help them verify who they are, their skills, citizenship and realize the rights they have more easily. Imagine if we could create the consortium of partners and ecosystem to support this new identity model.
Refugee Identity as a Service

**CURRENT STATE**

Refugees currently often lack an internationally recognized identity and papers that would confirm key assets such as trainings, education level, etc. Confirming a refugees identity and/or certifications can take months (if it is possible at all) and delay or deny access to basic services ranging from education to work permits.

**DESIRE FUTURE STATE**

Refugees would have a immutable, secure and verifiable digital identity and "paper trail" covering many key aspects of their lives, ranging from their personal information, educational achievements, credit history, etc. By using this digital record refugees could much more quickly access services and assimilate into new societies.

**RECIPIENTS**

**Primary:**
- Refugees and asylum seekers

**Secondary:**
- HIAS field programs, fundraising teams

**RECIPIENT VOICE**

We’d like to have a robust way of confirming a person’s identity and history so that they can access their rights and services in a more timely manner.
Refugee Identity as a Service Roadmap

Scenario summary statement / Goal

Key scenario inputs / dimensions / factors
- Blockchain
- Security
- Interoperability
- Digital certifications

Key scenario Activities
- Blockchain / network design
- Partnership consortium formation
- Beneficiary education and delivery

Scenario Goals / Outcomes
- Unlock refugees’ ability to access rights and services via digital identity

Top-line Impact
With an immutable, secure digital identity refugees are able to obtain increased rights, recognition and protection abroad.

Benefits
- Unlocks ability of person to access a wide range of rights and services ranging from right to work, entrance to higher education, social programs, etc.

Start
- Exploring the current partners and stakeholders in the space to understand better what role HIAS could play in encouraging digital identity. Partnership with Microsoft ID2020

Stop
- Believing that this is too complicated for HIAS

Continue
- Thinking big about ways to radically transform the refugee landscape