

A Strategic Analysis of Hyperpersonalisation in the South England Conference

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Executive Summary

The South England Conference (SEC) seeks to improve customer care via hyperpersonalisation. As such, this paper investigated threats and opportunities in the external and internal environments where the SEC operates. This was done using the following tools: PESTEL, Porter's Five Forces, Four Links and Stakeholder Mapping.

We found that the environment is moving increasingly towards a data-driven world and that there are significant gaps in the SEC's ability to be competitive in this changing environment. Furthermore, Porter's Five Forces revealed that the charity sector is highly competitive and that the SEC would not benefit from a competitive-based strategy. Rather, using Four Links, we found that there were potential opportunities using collaborative strategies by building mainly formal, informal and government links.

Finally, we observed that the SEC would need to engage in stakeholder management in order to move towards a hyperpersonalised strategy. This engagement would include bringing the executive committee and officers in at an early stage of the decision-making process. It would also include building a coalition with influential local churches and encouraging them to increase their attention and buy-in to the move towards personalisation, as it would increase the chances of success.

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Introduction

The global pandemic caused major disruption to all sectors, including the volunteer and charity sector. Insights highlighted by the National Council for Voluntary Organisations (NCVO, 2020) suggested that they expect the voluntary sector to shrink due to the impact of social distancing measures, drop in income, and job losses. The consequence of COVID-19 has forced organisations to adapt to their current challenges. Additionally, it is a source of opportunity. Zimmerman (2020, p.6) makes this point well as major changes due to the pandemic can allow nonprofits to be reimaged in a way that increases their impact and better serves their target audience.

Furthermore, building on our search for opportunity, McKinsey's Leff, Plogg and Williams (2020, p.2) released a report suggesting that hyperpersonalised care to each individual would be essential moving forward from the pandemic. Therefore, the SEC would benefit from a strategic plan on how they can serve their constituents while remaining resilient to disruptive risks like a global pandemic.

As the SEC is a registered charity that heavily relies on donations, this report is limited by space in looking at the SEC in more detail but recognises the need for context. As such, more information about the SEC can be found in the appendix. The SEC operates in the charity and volunteer sector, and Cantor (2020, p.3) persuasively argues that charities need their donors to sustain their mission in times of crisis. However, Cantor also points out that all charities are seeking support from their donors. As a result, if the SEC is going to sustain their competitive advantage and appeal to their donors, they will need to respond to the challenges and opportunities presented by COVID-19.

Consequently, this paper seeks to provide a strategic report exploring a move towards improving customer care via hyperpersonalisation. To accomplish this, we will critically evaluate the external and internal environments as it pertains to the SEC and the need for personalised care as shared in the Mckinsey report. Additionally, this paper seeks to highlight opportunities and threats. Our analysis should allow us to evaluate how the SEC will be impacted by their external environment, their level of competitiveness in the charity sector, and the stakeholders they will need to engage going forward. This process should allow this paper to make final recommendations for the board's consideration.

External Analysis

The Mckinsey report by Leff, Plogg and Williams (2020, p.3) intermated that there are four key drivers for success in hyperpersonalised care. They include the ability to serve individual customers so well, it feels like they are receiving white-glove treatment, a focus on the omnichannel brands that matter most to the majority of your customers, ensuring that the organisation is taking advantage of technological innovation, and having a workforce that has a customer-first mindset. However, if the SEC are to understand how those drivers might present opportunities or help them avoid risks, the appropriate place to start is the external environment. As mentioned by Grant (2019, p.60), influences outside of an organisation might have an impact on any changes made by the organisation. As a result, this paper will conduct a PESTEL study with a brief scan on the degree of turbulence which could impact approaches to PESTEL (Lynch, 2018, p.70).

PESTEL Analysis

Since the global pandemic has disturbed many industries, it would be prudent to take a brief look at the degree of turbulence in the charity sector. Looking at Charities Aid

Foundation (CAF) giving reports from 2017–2020, it would seem there are key drivers which they consistently look for when assessing charity giving, including trust in charities, medium of giving and segmentation of givers (CAF, 2017; CAF, 2018; CAF, 2019; CAF, 2020). While there were changes in those trends, they weren't significant, which could suggest there was an element of predictability to the charity sector even when we take the disruption caused by an economic shock. As a result, a classical approach to strategy would best fit the requirements for their strategy planning with hyperpersonalisation in mind (Reeves, Love, and Tillmanns, 2012, p.15). A classical approach suggests a PESTEL analysis will help highlight how our environment might impact the SEC's move towards personalisation.

Leff, Plogg and Williams report (2020, p.2) suggests that even in the uncertainty of a pandemic, organisations can develop a competitive advantage by providing a bespoke service to each individual customer that they serve. The SEC, in seeking to understand how their organisation might serve each individual customer within a turbulent environment, they must first seek to understand how the organisation and their service users will be impacted by external factors. Fernandes (2019, p.565) highlights this point as well, even in a different industry sector; external analyses are extremely important. They further point out that a PESTEL analysis is a classic, important and well-known tool to help any organisation understand its environment. PESTEL is an acronym standing for the political, economic, social, technological, environmental and legal. Those are the areas of study that this paper will seek to understand in order to provide insight for the SEC.

Political

The SEC is a charity and is regulated by the Charity Commission. Their guidance is a good place to start when seeking to understand how the political environment will impact charities like the SEC. The Charity Commission (2019) provided a PESTEL analysis which gave guidance on what charities should be aware of when considering their external environment. For a political analysis, some areas of interest include political stability, reforms and infrastructure. We will explore those areas to understand how they might impact the SEC's aim of hyper-personalisation. NCVO (2020), in their analysis, highlighted the fact that the government now has a large majority, which means that they are able to push through their agenda, although it also means less accountability. This suggests a stable environment, but the SEC should pay attention to the priorities of the current government. The role that personal data has been playing in influencing various decisions has given cause for concern. Nunan (2020, p.525) predicted that big tech companies that drive big data would eventually face some form of regulation.

The result would make it more difficult for organisations to unrestrictedly use personal data. We have already seen the introduction of the General Data Protection Regulation (GDPR), but now the Department of Culture, Media and Sport (2020) announced in April that it would set up a Digital Market Unit. That unit will enforce a code that ensures fair competition, and users will have more control over their data. Essentially, this is a form of regulation. A key component of Leff, Plogg and Williams (2020) report is that the use of data would help organisations understand their customers better so that they could tailor responses to their exact needs. The implication for the SEC is that data might not be as accessible as it is now, especially as the UK has signalled intent to regulate tech companies more closely.

Economic

Economic forecasts usually help organisations decide how they should operate in any given climate. Although, Johnson et al. (2017, p.38) suggest that they can be unreliable due to unexpected events like economic shocks. The recent pandemic has shocked the UK economy. Looking forward, a recent report from KPMG (2020) suggests that in the short term, the economy will contract 11.2 % before a partial recovery in 2021. A similar report from PwC (2020) broadly agrees with their assessment. In addition to current events, a previous report by the Institute for Fiscal Studies (IFS; 2019) suggested that a significant portion of those living in poverty are employed. When we consider that one of the SEC's strategic priorities is to attend to the social good (Charity Commission, 2020), the economic environment will see an increased demand for services, but our volunteer workforce also may be impacted. The SEC needs to take this into consideration when exploring hyperpersonalisation. The Leff, Plogg and Williams report (2020, p.6) proposes that innovative technology should anticipate service users' needs before they need to complete tasks. There might be an opportunity to refocus volunteers so that they focus on personalised needs while technology is used to automate routine processes.

Social

It is important to have a clear understanding of the social trends and their potential impact on charities like the SEC. Hooley (2020), for example, highlights how the rise in single-parent households has led to more services and products targeting singles. The Office of National Statistics, (ONS) (2019, p.12) states that the population of the UK is ageing and will continue to do so. Based on this, NCVO (2020) forecasts a rising need for charitable services.

Additionally, Brexit has highlighted deep divisions within the UK. For example, Robson, and Hart, (2019, p313) observe the impact on donors within the charity sector. They have found that some giving has changed to support UK causes as opposed to international causes while others have moved towards supporting international causes even more. This insight reveals how charities exploring a hyperpersonalised strategy will need to understand how their attitudes around Brexit have shaped their need and desire to give.

Also, COVID-19 may have the potential to impact existing inequalities directly, which also suggests that there will be increased demand for charitable services. Blundell et al. (2020, p.298) show that the UK-wide shutdown has largely impacted the employment of women, young people, low-wage workers and ethnic minorities.

Taking everything together, there will be increased pressure on charitable services including the SEC, although it is important to point out that the SEC volunteer force largely consists of women and ethnic minorities (Adventist Management System, 2019). Potentially, needs within the organisation will arise, impacting its ability to pursue a hyperpersonalisation strategy.

Technology

Technology has changed the way people live their lives, and Paasche (2016, p. 2) believes that social values will be incorporated within this phase of technological advancement. Although, Saxton (2019) argued that the digital revolution had not made the same impact on charities as it has in other sectors.

Although it is important to take the global pandemic into consideration, YouGov (2020) observed a trend suggesting that those who prefer to give donations via cash were less likely to give at all during the pandemic. Although, CAF (2020) reported steady giving during the pandemic with the major route of giving was cashless.

This would suggest that the pandemic has at least shifted the charity sector towards the digital revolution, although it is not clear if such changes will be permanent.

Attached to the slight move towards the digital revolution is the issue of big data.

Mayer (2019, p1310) acknowledged the potential value of big data for nonprofit but cautioned that there were potential pitfalls including invasion of privacy and discrimination and abuse of data. Hyperpersonalisation relies on the good use of data.

According to Leff, Plogg and Williams, (2020) however, this will not be easy for the SEC, and they will need to take those potential pitfalls into consideration. It would seem that the SEC would need to have a robust infrastructure if they are to collect and protect personal data. At the moment, the SEC data collection mechanism needs investment. An example can be found from the Adventist Management System (2020) where they do not know the date of birth for 8000 of their 25000 members.

Environment

It seems that there is a growing expectation that an organisation should consider how their business impacts and is impacted by the environment. Johnson et al. (2017, p.45) argue that organisations should consider ecological issues as well as good stewardship and sustainability. The same is true for nonprofits who's values, purpose and mission should align with these issues. Pope et al. (2018, p.1300) make this point, as their research suggested that nonprofit organisations desire to have social and societal good embedded in their DNA, and have realised their organisation may not have the capabilities to do so. As a result, it has seen the growth of hybrid organisations, which are allowed to make limited profits in order to reinvest in their mission.

An alternative model was highlighted by Sanzo et al. (2015, p.629), who suggests that nonprofits who do not have the resources or capabilities can create strategic partnerships increasing capabilities, creativity and innovation. Kramer (2020, p.2) has persuasively argued that the global pandemic has forced organisations to show their commitment to social responsibility. This point further suggests that an organisation like the SEC needs to think about their social responsibility in a global market that expects sustainability in organisations.

Within this climate, any change towards hyperpersonalisation needs to consider customers' values around sustainability. For example, have they considered if their supply lines operate on a sustainable model? At the moment, the SEC doesn't have any reporting on this and should seek to investigate these issues as soon as possible.

Legal

Finally, we will consider the legal dynamics that the SEC would need to take into consideration when they are looking at hyperpersonalisation. The Charity Commission (2019) advises that any charity should pay attention to legislation or regulations that would impact their ability to operate within any given context. As mentioned previously, the Leff, Plogg and Williams report (2020) argued that the most efficient way to understand individual needs is with the use of personal data. However, there are ethical considerations around the use of data, Krocil, and Pospisil (2020, p.866), which analysed the impact of GDPR EU social enterprises and concluded that GDPR made it difficult for organisations to use personal data in certain circumstances. However, Alpert (2020, p.1253) cautions that the request and response still puts a significant burden on individuals to pursue breaches. As a consequence, there is a feeling GDPR may not be adequate.

This point, along with the UK's intention to regulate big tech companies, suggests that it would be even more difficult to utilise personal data. As the law develops in this area, the SEC should be prepared to adjust accordingly. Having examined the external environment, it is clear that hyperpersonalisation will be challenging. When one considers their internal environment, they will be operating within an uncertain future; Brexit and the global pandemic has led to the economic situation becoming fragile, and a large volunteer force will be impacted.

The move towards increased data use, especially personal use of data, will be a major challenge, and the threat of tighter regulation seems likely. Also, investment in the SEC infrastructure will be needed as data-capturing mechanisms will need to be robust. Although the external environment is uncertain, there is an opportunity for the SEC to serve their user base with empathy, intimacy and efficiency. The result could increase its donor base by providing a sustainable model. However, the SEC must analyse its internal factors as it decides what options to pursue going forward.

Internal Analysis

Our PESTEL analysis gives us a broad understanding of our external environment. However, in order to gain a comprehensive understanding of the decisions the SEC needs to make, analysis of the charity sector is required. Grant (2019, p.61) suggests that understanding how customers, suppliers and competitors interact would add value. As a result, Porter's Five Forces is a popular framework for undertaking this task. However, Johnson et al. (2017, p.77) caution that Porter's Five Forces may be limited in some instances. For example, Eastside Primetimers (2019, p.6) suggests that more charities are being registered as opposed to merging. This implies that there is a potential saturation in the charity; mergers would increase a charities ability to apply for funding and create impact. Additionally, Lynch (2018,

p.96) argues that a charities goal usually is not to make a profit, but further, their mission taking a cooperative strategy might be more beneficial such as the Four Links framework. As a result, this report will use Porters 5 forces analysis to understand the industry and the Four Links framework to assess potential opportunities within our industry.

Five Forces of Competitive Advantage

Porter (1979, p2) suggested that there are forces within an industry that could impact the formulation of the strategy, those forces included threats from new entrants, buying power, supplier power, and competitive rivalry. This paper will explore how those five forces will impact the SEC's move towards hyperpersonalisation.

Competitive Rivalry

The SEC is a registered charity and operates within that space. We have already noted from Eastside Primetimers (2019, p.6) that the charity sector is highly saturated with more charities being registered. Additionally, ONS (2020) highlighted that significant portions of religious communities were likely to volunteer in their communities. This suggests that the charity sector is extremely competitive. The consequence of a fragmented charity sector means more competition for funding and threatens the sustainability of charities. Also, British attitudes about religion continue to change. Curtice (2019, p.17) points out that the people's affiliation with no religion continues to rise while religion and more specifically, Christianity, continues to decline. The impact of this trend is the potential threat to religious organisations' core revenue stream of church member donations (General Conference of Seventh-day Adventist, 1985). The prospect of declining revenue and strong competition means the SEC will need to diversify their revenue streams if they are to maintain their sustainability.

Threat of New Entrants

The saturation of the charity sector suggests that barriers to entry are low, and there needs to be a response from charities. Saunders (2013, p.146) made the point that charities need to diversify their income. As a result, we have seen a rise in hybrid organisations that are designed to make a profit in an effort to maintain their sustainability. However, Child (2016, p.230–233) believes that hybrids such as social enterprises have difficulties of their own, namely their reliance on nonprofits and also winning trust when they have a dual motive of making a profit and social causes. Choi et al. (2020, p.8) confirmed this challenge and suggested that a key priority for a social enterprise is to make it clear that making a profit is essential for them to achieve their social goals.

As trust is the main issue when moving to a hybrid model, it benefits the SEC to maintain its position as a charity; however, the problem of sustainability still remains. Although for-profit organisations increasingly implement corporate social responsibility initiatives, McPherson (2012, p.1) believes that this trend will continue to increase. Consequently, the SEC should explore the possibility of strategic partnerships with for-profit organisations.

Buyers Strength

Under Poters's five forces, an organisation's buyers' bargaining position could influence the attractiveness of the sector. Lynch (2018, p.92) reiterates this point and highlights that, generally speaking, a buyer's strength can be found in how it is to switch to different competitors. This point is interesting when it comes to the SEC, as they are a religious nonprofit organisation. The SEC working policy document (GC Working Policy, 2019, p.614) points out that the core funding for the SEC comes from church members. According to the Charity Commission (2020), in 2018, the

SEC reported that their approximate income was £22 million, and £21 million pounds came from donations and legacies. As a result, it could be argued that the SEC's buyers are their church members. Therefore, it is important to see if the SEC is increasing in memberships or decreasing.

The Adventist Management System (2019) analysed 2008–2018 data of members coming into and leaving the organisation and found that the net trend was downward. This stat means more members have been leaving the SEC than coming in. ONS (2012) suggests that there is a decline in religious participation altogether. On the other hand, Brierley (2018, p. 82) argues that religion is not in decline in all parts of the UK. He continues that community engagement in the form of their charitable projects is a significant contributing factor in the areas where he could observe an increase. Consequently, the SEC faces both a challenge and an opportunity as the buying power is strong, suggesting a trend away from a core funding model that would be essential for a transition towards hyperpersonalisation. However, the church's charitable nature offers an opportunity to see potential growth in a global pandemic, and the value added by a highly personalised approach may assist in their efforts.

Supplier Strength

Similar to the buying-bargaining position, looking at the strength of the supplier is equally important. Johnson et. al (2017, p. 69) points out that a supplier is someone who produces a product or service for the organisation. Furthermore, their position is strengthened when suppliers are concentrated, hard to switch, and can become a source of competition themselves. In this instance, the SEC is in a unique situation because it has vertically integrated to an extent. It operates its own international non-government organisation (ADRA-UK, 2020), has its own school ecosystem

(Stanborough Secondary School, 2020; Newbold College, 2020), and has its own printing press (Stanborough Press, 2020).

However, donors are still essential for all of these services to continue; in this way, the church members can be seen as both buyer and supplier.

Additionally, donors outside the SEC ecosystem is important to acknowledge; for example, ADRA-UK is funded by the Foreign, Commonwealth and Development Office (FCD). Recently, Sunak (2020) announced that they would cut overseas spending. As a consequence, this would mean less funding for the FCD and increased competition for ADRA-UK. We can deduce that the supplier's strength is equally competitive; however, the SEC's vertical integration means opportunities for collaboration could increase their strength against suppliers.

Substitutes

In Porter's framework, substitutes are another key force that needs to be taken into consideration. Johnson et al. (2017, p.68) define substitutes as products or services that offer a similar benefit but are different in nature. For example, buses are different in nature from trains, but both offer the benefit of transportation. The greatest substitute to the SEC is no religion. Bruce (2016, p.620) believes that secularism offers all the benefits of religion but none of the drawbacks. He further argues that the stock of religion has diminished, that religions will continue to decline, and that secularism will continue to increase. Conversely, Davie (2015, p.186) believes that this view is premature. However, it is clear that secularism is a great threat to religious organisations, including the SEC, in terms of their core funding model.

Porter's five forces suggest that the charity sector is a highly competitive industry.

Additionally, focusing on the hyperpersonalisation model will be difficult within this

environment. As a result, collaborative approaches, as opposed to competitive ones, may offer the best way forward for the SEC.

Collaborative Strategy

At this point, we haven't explored collaborative strategies. We have already observed that the SEC is operating in a competitive industry, and there is a level of uncertainty in the microenvironment. Bameford, Baynham, and Ernst (2020, p.121) believe that in a downturn, forming partnerships can increase innovation and cut costs, increasing an organisation's sustainability. One model used to analyse potential partnerships to improve, build, and pursue is the Four Links Model. Lynch (2018, p.96) suggests that exploring informal links, formal links, complementors, and government networks will provide a comprehensive assessment of what opportunities they can investigate. This paper will study those link in the context of the SEC and their aim of hyperpersonalisation.

Informal Links

Lynch (2018, p.96) believes that informal links occur when different people or organisations come together for a common purpose without creating a legally binding agreement. We can see that through ADRA-UK (2020), the SEC formed a partnership with 80 hubs across the UK. It seems the strongest informal relationships exist through their community programs. Additionally, there is a possibility of increasing their informal partnership through their significant base of volunteers. The Adventist Achieves and Statistics (2020) suggests the SEC has a membership base of 25,295. It would be helpful to audit their base to uncover potential strategic partnerships. Leff, Plogg and Williams (2020, p.3) believe hyperpersonalisation would require skills in data analysis, omnichannel communication, and customer-minded human capital management. Within their 25,295 members, they may have

networks that would be able to assist the SEC in the areas spoken about in the Mckinsey report.

Formal Links

Lynch (2018, p.97) contrasts formal links with informal links as legally defining relationships between different organisations for a common purpose. The SEC currently has no formal links with other organisations. There is a potential opportunity for the SEC as there are many organisations that they could build partnerships with which would increase their potential to improve their customer care. An example could be the organisation Crisis, which exist to end homelessness. According to Crisis (2020), they have 11,700 volunteers across the UK. A strategic alliance that seems aligned on goals and a common purpose could double their impact and the likelihood that both organisations would be able to improve customer care.

Complementors

We consider our third link, complementors, and Lynch (2020, p.97) suggests complementors are organisations whose products would add value to the main product which they wouldn't otherwise be able to get themselves. The SEC as a religious nonprofit organisation does not provide products, and its services are charitable services based on volunteers (Charity Commission, 2020). As a result, complementors are not immediately apparent as any partnerships would be better served from formal and informal links.

Governmental Links

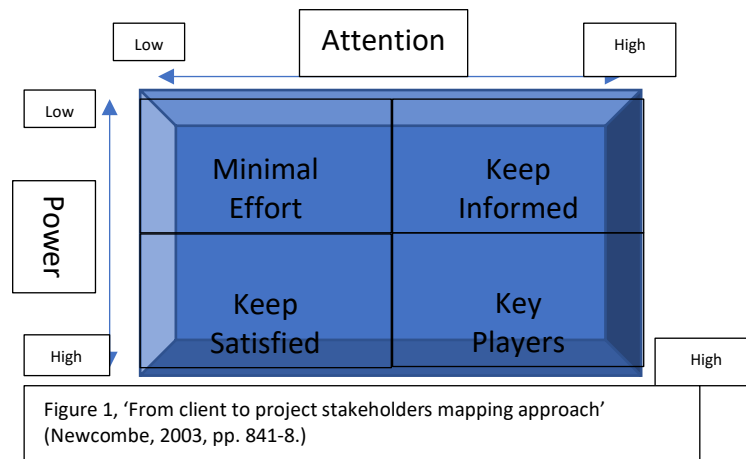
The final link we need to explore is the government link, which Lynch (2020, p.98) defines as a relationship with a national, regional or associated governmental body. ADRA-UK (2020) is already a partner with the European Union, UK Aid, and the Foreign, Commonwealth & Development Office. This point suggests the importance

of building governmental relationships. According to the Charity Commission (2020), the SEC operates throughout England in 221 churches and companies. Potentially, they could build local relationships with local government bodies, councillors, mayors and MPs. As a result, increasing the SEC's ability to create an impact, and with a focus on hyperpersonalisation, the SEC would see residents in its local districts served to a higher standard.

The Four Links model as a standalone is not as clear as Porter's Five Forces analysis. However, when we take them together, we realise that the charity sector is an extremely competitive industry, the SEC has gaps that will inhibit its ability to compete and improve customer care. However, if the SEC were to take a collaborative approach rather than a competitive one, then there would be potential opportunities to build informal, formal and governmental links. Complementors appear more challenging due to the nature of the organisation and the services provided.

Stakeholder Analysis

For the SEC to make such moves, it should understand how the people within the organisation will respond to the proposed changes. Johnsen et al. (2017, p.136) believe the underlining view is that organisations are made up of people and that those people usually form stakeholder coalitions that the SEC needs to be aware of if it is to make major strategic choices. One way this can be done is by stakeholder mapping. Newcombe (2003, p.841) believes that you can categorise stakeholders according to their level of power and attention. For example, if they have a high level of power and a high level of attention, then they are considered 'key players'. We can see what this would look like in the power/attention matrix, see figure 1.



SEC Stakeholders

In order to plot stakeholder power and influence, it is important to identify who the stakeholders are in the first place. Therefore, this paper will identify who they are and their level of influence.

The SEC Constitution (Seventh-day Adventist, 2015, pp.6–8) suggests in their governance structure that there are four key stakeholders: the executive committee, executive officers, department directors and local churches. According to the Seventh-day Adventist Church Manual (2015, p. 53), local churches consist of church members who are overseen by church pastors who are appointed by the executive officers.

The executive committee has oversight over the SEC and holds it accountable to the church members. They meet regularly and scrutinise the decisions of the executive officers (SEC Constitution, 2015, p.6). As a result, they have high power and attention and should be considered key players. The executive officers oversee day-to-day management of the SEC and are responsible for the strategy and its execution (SEC Constitution, 2015, p.7). In addition to possessing high power and attention, they should be considered key players. Directors control their assigning

departments and follow the direction of the executive officers as it pertains to strategy (SEC Constitution, 2015, p.8). As such, their power is still fairly high although not to the level of the executive officers and committees. As a result, they should be kept informed. Local churches directly execute the strategy of the conference (Church Manual, 2015, p.53), meaning their power is high as they are heavily involved in whether the strategy fails or succeeds, but their attention is low due to their place in the structure set out by the church manual.

As such, it is important to win support among your key players. Haynes (2019, p.195) suggests a model of support by increasing their voice and participation in the decision making process from an early stage. Furthermore, we should also note that the local church is low on the stakeholder map, but if they do not buy into the strategy, the chances of success will fall. As a result, the SEC needs to increase their attention from low to high. Hayes (2019, p.196) identifies key players within those groups and builds coalitions with them so that they might influence the rest of the local churches to raise their attention levels.

Conclusion and Recommendations

Mckiney's report on improved customer care via hyperpersonalised acted as the catalyst for this paper to explore a strategic direction for the SEC towards hyperpersonalisation.

We looked at the external environment using a PESTEL analysis and found that the external environment is moving towards increased use of data and the SEC would need to increase their data analytics, infrastructure and employ customer-minded employees if they are to move towards hyperpersonalisation.

We also use Porters 5 forces to examine the industry and concluded that the Charity sector is extremely competitive, and the SEC would struggle to operate from a

competitive strategy. As a result, our Four links analysis uncovered opportunities by taking a collaborative approach. There was potential to improve and increase formal, informal and government networks, allowing the SEC to improve their capabilities for hyperpersonalisation.

Finally, we recognised that the SEC would need to engage in stakeholder management, which would mean including the executive committee and officers from an early stage. Additionally, identify influential people from the local churches who possess lower attention to change and encourage them to raise their attention levels. This would increase buy-in and the likelihood that change would be successful.

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Appendix

Appendix A

A brief background of the South England Conference

The South England Conference is a religious organisation that has a global presence. The Seventh-day Adventist, (2020) outlines their global structure which has their HQ in America called the General Conference. They set the overall strategy, policy and governance guidelines. However, because of its global presence the General Conference has Divisions across the world. Under each division there are three structural levels, Unions, Conferences and Local Churches. The Unions oversees Conferences who in turn oversee local churches. As a result, the South England Conference falls under the Trans-European Division and the British Union. The SEC Constitution states that they should be in harmony with the British Union and as a result the SEC uses those guidelines to oversee the social good within the South of England, (Seventh-day Adventist, 2015).

According the Adventist Archives and Statistics, (2020) the SEC has 25,295 members operating 289 churches and groups. They also operate their own schools and printing press. Members volunteer their time and skills, and also they come from various backgrounds and professions. Consequently, the SEC operates within an established structure and have a significant collection of assets and human capital at their disposable to accomplish their mission.