

Carlsberg Foundation
January 27, 2015

Nathalie Laidler-Kylander
www.nonprofitbrandidea.com

Agenda

- Background and research
- What is a brand?
- Role of brand in nonprofit organizations
- Paradigm shift
- Brand IDEA framework
 - Integrity
 - Democracy
 - Affinity

Research Parameters

- Interviews with over 100 individuals in 70+ organizations
 - Nonprofit executives, communication directors, consultants, academics and donors
 - Spectrum of organizations across sub-sectors, at different points in their life-cycle and from different countries
- 2012 SSIR article on the Role of Brand in the Nonprofit Sector
 - Integrity, Democracy and Affinity Framework
- Brand IDEA (Jossey Bass, 2014)
 - Guidelines and roadmaps

What is a BRAND?

- “A name, term, design, symbol or any other feature that **identifies** one (organization’s) goods or services as distinct from others.” (AMA)
- Intangible **Asset**
- A **promise** to deliver a specific set of features, benefits and services (Philip Kotler)
- A **psychological construct** held in the minds of brand audiences (perceptions)
- **Soul** or Essence
- Answers the question: “**Who, what** and **why?**”

What is a BRAND?

- Brand **identity** = internal definition
 - Aspirational
 - Who we are, what we do and why it matters...
 - Anchored in mission and values
- Brand **image** = external perception
 - How do reputation and brand image relate?
 - Positioning and differentiation

Everyone and everything has a brand !

What Role Does a Brand Play ?

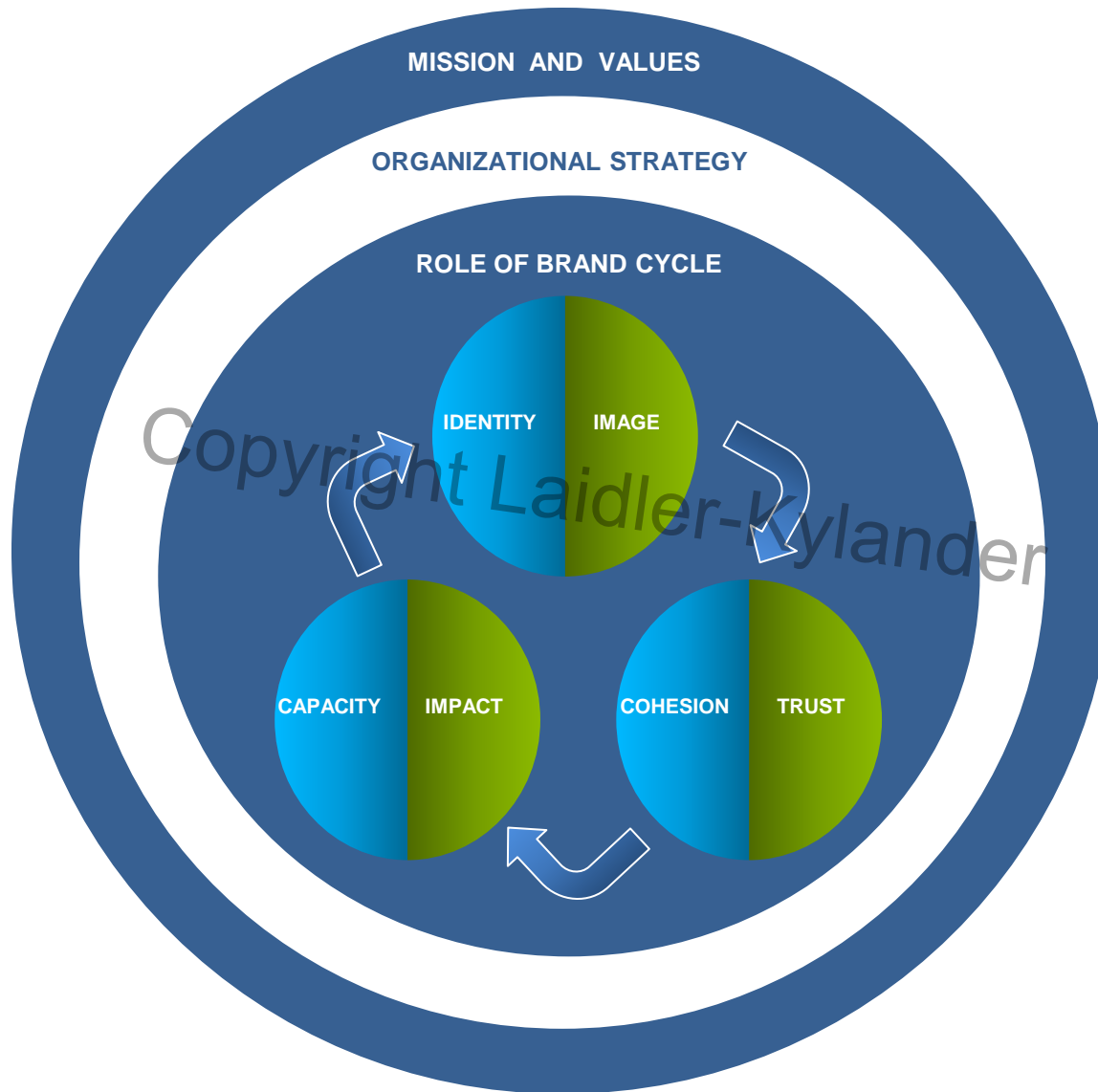
For both for-profits and nonprofits

- Simplifies decision making (shortcut)
- Communicates and elicits responses / emotions
- Creates trust and loyalty
- Helps in the acquisition of resources
 - Financial, human, partnerships

For nonprofits

- Embodiment and articulation of the mission
- Drives organizational cohesion
- Positions for clarity and collaboration

The Role of Brand Cycle



The Brand Paradigm Shift

	<i>OLD</i>	<i>NEW</i>
Definition	A logo	Strategic Asset that embodies the mission and values
Goal	Fundraising and PR	Mission Impact
Positioning	Competitive advantage	Clarity and effective partnerships
Communications	One-way projection of a specific image	Participative Engagement
Audiences	Donors	Internal and external stakeholders
Organizational home	Marketing and communications	Executive team / board and all brand ambassadors
Requirements	Money and expertise	A brand management mindset

Brand IDEA Framework

■ Integrity

- Aligning brand with mission and values, and aligning identity and image

■ Democracy

- Engaging stakeholders in articulating and communicating the brand; building brand ambassadors
- Providing guidance rather than strict controls

■ Affinity

- Using brand to attract and add value to partnerships in service of shared goals

Drivers of Brand IDEA

- **Social media**
 - Dialogue and engagement
 - “You would be crazy to try to control your brand”
- **Partnerships**
 - Of all kinds are proliferating
 - Growing realization that one cannot achieve social goals alone...

Brand Integrity

- Know who you are, what you do, and why it matters
 - Also know who you are not
- Brand is aligned with mission, values and strategy; internal identity and external image are aligned
 - Connected to strategic planning process
 - Rebrand if confusion, or when perception and organizational reality are misaligned

Brand Democracy

- Process of participative engagement
 - Builds on internal branding
 - Achieve brand Integrity through brand Democracy
- Empower brand ambassadors
 - Encourage people to share their stories
 - Provide templates and guidelines that can be used and adapted
 - Share brand assets; avoid policing the brand

Brand Affinity

- Identify and attract partners to work toward shared goals
 - Collective impact and capacity building
- Share assets freely
 - Open-source platforms
- Share credit generously, promote partners' brands
 - Grantees

The Brand IDEA and Foundations

- Foundations already understand that it's NOT about fundraising...
 - Effectively deploy and support grantees
 - Natural Brand Affinity
 - Work through grantees to achieve their mission
 - Brand to attract the right grantees and support them
 - Positive brand spill-overs
 - Using brand to build capacity and stimulate cooperation
- Reputation is key for Foundations
 - Anchored in brand Integrity
 - Supported by brand ambassadors

Implementing Brand IDEA Framework

1. Embrace the paradigm shift
2. Use research and reflection, participative process
3. Recognize alignment is ongoing endeavor
4. Support brand ambassadors; share stories
5. Let go of control and share brand assets
6. Identify, attract and promote partners, working toward shared goals
7. Make brand management part of everyone's job!