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

MISSION AND VALUES

ORGANIZATIONAL STRATEGY

ROLE OF BRAND CYCLE

IDENTITY

IMAGE

CAPACITY

IMPACT

COHESION

TRUST

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# The Brand Paradigm Shift

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

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