Amplify Your Brand

Practical advice for nonprofits and other entrepreneurial organizations

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Session overview

- Define your brand promise
- Create compelling and differentiating messaging
- Gain buy-in to deliver a consistent brand experience
- Develop an effective integrated communications plan
- Ensure enduring engagement and advocacy
The four pillars of your brand

MESSAGING: What do you say?

VISUAL IDENTITY: What do you look like?

EXPERIENCE: How do you interact?

COMMUNICATIONS: How do you tell your story?
Why bother?

The Best 100 Brands
No matter who you are, brand matters

- Communicate mission and strategy
- Stay focused
- Prioritize projects and programs
- Communicate effectively and efficiently
- Attract, hire, and retain
- Raise money
- Ride out a storm
A strong brand allows you to establish first a connection, then a relationship, with those most important to your success.
Delivering on a strong brand is about making a promise, and delivering on that promise.

*Every stakeholder.*

*Every touch point.*

*Every time.*
And you simply cannot do it alone.
What is a brand promise?
How do you define your brand promise?
It starts with a comprehensive, inclusive (but efficient) approach
• Know who you are…and what you can deliver
• Know your audience…and what they want from you
• Know your competition…and what they don’t deliver
Know who you are

- Mission and vision
- Strategic plan
- Revenue and fundraising goals
- Focus groups, interviews, surveys

- Who are we?
- Who do we aspire to be?
- What do we do well?
- What could we do better?
- What is it like to work with us?
Know your audience

• Focus groups, interviews, surveys
• Prioritize...they can’t ALL be your most important audiences.
  • Don’t try to be all things to all people - “following the funding” is one of the surest ways to muddle your brand
  • The Dorothy Principle

• How do you describe us?
• What do you value about us?
• What do we do well?
• How could we serve you better?
• Where else would you go?
• How do you get info?
• What is it like to work with us?
Know your competition

• Who competes with you for financial resources, in-kind donations, volunteers, board members, media attention, etc.?
• As yourself…what are the alternatives?
• Evaluate brand messaging from 4-6 competitive or peer organizations
• Regularly visit competitors’ web sites, attend their events, ask your supporters how they view the competition
For example…

<table>
<thead>
<tr>
<th>School</th>
<th>In short…</th>
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<tbody>
<tr>
<td>Miss Hall’s</td>
<td>An exceptional college-preparatory curriculum with two acclaimed leadership programs…</td>
</tr>
<tr>
<td>Linden Hall</td>
<td>An academically rigorous community where girls are valued and known…</td>
</tr>
<tr>
<td>Stoneleigh-Burnham</td>
<td>A small academic community that fosters an international perspective…</td>
</tr>
<tr>
<td>Ethel Walker</td>
<td>Commitment to a challenging academic program…</td>
</tr>
<tr>
<td>Miss Porter’s</td>
<td>Educating young women to shape the world in which they live…</td>
</tr>
<tr>
<td>Emma Willard</td>
<td>Empowering girls to make a difference…</td>
</tr>
<tr>
<td>Dana Hall</td>
<td>Sound academic education and the preparation of each individual for college and for life…</td>
</tr>
<tr>
<td>Oldfields</td>
<td>Each Girl’s Success…nurture the &quot;whole&quot; girl in an environment with high standards and low pressure…</td>
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<tr>
<td>Madeira</td>
<td>Experiential learning…</td>
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</tbody>
</table>
The web site emphasizes school values and curricular offerings, but is fairly impersonal in communicating the student experience.
## Web audit: Miss Hall’s School

<table>
<thead>
<tr>
<th>MISSION STATEMENT</th>
<th>Miss Hall’s School inspires and encourages each girl to pursue the highest standards of learning and character; to contribute boldly and creatively to the common good; and to seek a purposeful life based on honor, respect, and personal authenticity.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELEVATOR PITCH</td>
<td>Founded in 1898, Miss Hall’s School was one of the first all-girls boarding schools established in New England. Today the School is a nationally recognized, boarding and day independent secondary school that combines an exceptional college-preparatory curriculum with two acclaimed leadership programs, Horizons and the Girls’ Leadership Project. Both programs are central to our belief that, in addition to outstanding academic preparation, girls need additional skills that allow them to step confidently into college and beyond, when they will be expected to communicate effectively and authentically, voice opinions with resolve and respect, and be comfortable having influence, leading change, and contributing boldly and creatively to the common good.</td>
</tr>
<tr>
<td>ADMISSIONS</td>
<td>Admissions home page is standard with welcome, clear button to request information and separate page describing the admissions process. Includes links to opportunities for students.</td>
</tr>
<tr>
<td>BRAND OBSERVATIONS</td>
<td>Web site is clean and attractive, easy to navigate and leverages photography and video. However, the “what girls have in mind” slogan seems vague. Mission statement hard to find and not given special attention. Overall, feels impersonal and more business-like than community focused; more emphasis on the school than the students.</td>
</tr>
</tbody>
</table>
**Social media: Miss Hall’s School**

<table>
<thead>
<tr>
<th>Platform</th>
<th>Frequency</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>Consistent</td>
<td>Pictures, articles, quotes from students</td>
</tr>
<tr>
<td>Twitter</td>
<td>Frequent</td>
<td>Accomplishments and school activities</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>Infrequent</td>
<td>Job postings</td>
</tr>
<tr>
<td>YouTube</td>
<td>Frequent</td>
<td>Videos of sporting events, performances, and promotional</td>
</tr>
<tr>
<td>Pinterest</td>
<td>No Presence</td>
<td></td>
</tr>
<tr>
<td>Instagram</td>
<td>Infrequent</td>
<td>Photos of students, events and campus</td>
</tr>
</tbody>
</table>
Case #1: A highly inclusive process
The Learning Center for the Deaf: More than “just” a school

• Founded in 1970 as a school
• First school for the deaf in Massachusetts to use American Sign Language and spoken English
• Forty years of innovation and expansion = audience segments now include families, older adults, prospective staff, school systems, local community, referral sources of all kinds
• Programs “share” audiences, but did not historically integrate marketing
A comprehensive and inclusive process

• Advancement leadership + subject matter expertise + brand strategy + design
• Cross-functional steering committee
• Board and advisory council oversight
• Internal and external surveys and focus groups
• Peer audit
• Community charrette
• Multiple presentations at key milestones
• Measured rollout involving all stakeholders
The Learning Center for the Deaf is a nationally recognized leader in educational, therapeutic, and community services for deaf and hard of hearing children and adults.

We deliver a full spectrum of Educational Services to empower deaf and hard of hearing children of all ability levels to achieve their full potential.

Marie Philip School
Parent Infant Program
The Outreach Partnership
Walden School

Our continuum of Therapeutic Services provides highly individualized care and therapy to deaf and hard of hearing children and adults facing social and emotional challenges.

Walden School
Walden Community Services

We offer a range of Community Services designed to empower, educate, and engage deaf, hard of hearing, and hearing people in the MetroWest area and beyond.

Community Audiology Clinic
Community ASL Classes
Community Interpreting Services
The Outreach Partnership

As a nationally known provider of services to the deaf community, we are committed to ongoing Research, Training and Advocacy to build awareness and support for deaf culture in the US and beyond.

Center for Research and Training
Signing for Success
The outcome

• Help staff and volunteers understand that they are a key part of a larger whole
• Empower them to advocate for the whole brand
• Identify opportunities for cross-promotion and collaboration
• Create a streamlined (goal-focused) approach to communications planning
Case #2: Consistent across all touchpoints
What’s at the core of the Westover brand?
Who is Westover School?

Westover is an independent boarding and day high school that challenges smart, motivated girls to become confident, connected women.
## Brand proof points (aka reasons to believe)

<table>
<thead>
<tr>
<th>Proof point</th>
<th>Supporting facts</th>
</tr>
</thead>
<tbody>
<tr>
<td>A rigorous, comprehensive college-preparatory curriculum designed specifically to leverage and support girls’ unique learning style</td>
<td>Collaborative project work</td>
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<td></td>
<td>Signature programs</td>
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<tr>
<td></td>
<td>ISPs</td>
</tr>
<tr>
<td>Strong student-faculty relationships built on genuine affection and mutual respect</td>
<td>Testimonials (written and video)</td>
</tr>
<tr>
<td>A beautiful, historic campus that fosters a sense of community while providing ample opportunity for individual exploration</td>
<td>Campus master plan</td>
</tr>
<tr>
<td></td>
<td>Photo and video</td>
</tr>
<tr>
<td>Long-lasting commitment to social justice and active community engagement</td>
<td>Rasin Center</td>
</tr>
<tr>
<td></td>
<td>Individual events and projects</td>
</tr>
<tr>
<td>Tight-knit, loyal alumnae community who deeply value their Westover experience and the relationships developed there</td>
<td>WestoverConnect</td>
</tr>
<tr>
<td></td>
<td>Testimonials (written and video)</td>
</tr>
<tr>
<td></td>
<td>Alumnae success stories</td>
</tr>
<tr>
<td>Enduring traditions that provide structure and strengthen community</td>
<td>Wests and Overs</td>
</tr>
<tr>
<td></td>
<td>Candlelight</td>
</tr>
<tr>
<td>Strong financial position, smart, committed leadership and a good plan for the way forward</td>
<td>Capital Campaign</td>
</tr>
<tr>
<td></td>
<td>Strategic Plan</td>
</tr>
<tr>
<td></td>
<td>Campus Master Plan</td>
</tr>
</tbody>
</table>
Brand personality

One of the words that comes up over and over again in descriptions of Westover is “amazing” … implying that it all seems just too good to be true. But it really is true. Westover proves that you can set extremely high expectations for academic and personal achievement, while cultivating a positive, nurturing community. That you can be highly motivated, and genuinely nice. That a group of teenaged girls can have no time for drama, and plenty of time for each other and their community. Westover really is family, a place where you know everyone’s name and hometown. It’s a place where girls are comfortable taking risks, where they don’t worry about looking silly, and where they feel completely free to be themselves…and to let others do the same.
## Audience messaging

<table>
<thead>
<tr>
<th>Audience</th>
<th>Key message</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prospective families</strong></td>
<td>Westover offers smart, motivated girls a wide range of opportunities to grow and achieve in a connected, supportive community. Visit us to experience Westover for yourself.</td>
</tr>
<tr>
<td><strong>Consultants and other referral sources</strong></td>
<td>Westover offers smart, motivated girls a wide range of opportunities to grow and achieve in a connected, supportive community. Contact us to discuss how we can best work together to serve your client families.</td>
</tr>
<tr>
<td><strong>Current families</strong></td>
<td>You are valued members of our connected, supportive community, and important ambassadors for the school in your own communities. Help us maintain and grow the Westover community.</td>
</tr>
<tr>
<td><strong>Faculty and staff</strong></td>
<td>You are valued members of our connected, supportive community, and important ambassadors for the school in your own communities. Help us maintain and grow the Westover community.</td>
</tr>
<tr>
<td><strong>Alumnae</strong></td>
<td>You are valued members of our connected, supportive community, and important ambassadors for the school in your own communities. Help us maintain and grow the Westover community.</td>
</tr>
<tr>
<td><strong>Donors</strong></td>
<td>Your generosity allows us to create a wide range of opportunities for smart, motivated girls to grow and achieve in a connected, supportive community. We are grateful for your continued support.</td>
</tr>
<tr>
<td><strong>Local community</strong></td>
<td>Westover offers smart, motivated girls a wide range of opportunities to grow and achieve in a connected, supportive community… inside and outside our walls. Stay in touch with us to learn more about how we can work together to support our respective communities.</td>
</tr>
</tbody>
</table>
### Audience messaging: Westover Fund Donors

<table>
<thead>
<tr>
<th>Why support the Westover Fund?</th>
<th>Your generosity allows us to create a wide range of opportunities for smart, motivated girls to grow and achieve in a connected, supportive community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>More specifically, what will my gift support?</td>
<td>Tuition only covers two thirds of the cost of a Westover education. Your gift will allow us to sustain and improve the people, places, and programs that define the Westover experience:</td>
</tr>
<tr>
<td></td>
<td>A rigorous, comprehensive college-preparatory curriculum that leverages and supports girls’ unique learning style (e.g. ISPs, WISE)</td>
</tr>
<tr>
<td></td>
<td>Talented faculty who are deeply committed to their students, their colleagues, and the Westover community as a whole (e.g. profiles)</td>
</tr>
<tr>
<td></td>
<td>Our beautiful, historic campus that fosters a sense of community</td>
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<tr>
<td></td>
<td>A long-lasting commitment to social justice and active community engagement</td>
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<tr>
<td></td>
<td>Enduring traditions that provide structure and strengthen community</td>
</tr>
<tr>
<td></td>
<td>ISPs, WISE</td>
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<tr>
<td></td>
<td>Faculty Profiles</td>
</tr>
<tr>
<td></td>
<td>Café, WISE Center</td>
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<tr>
<td></td>
<td>Rasin Center, events</td>
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<tr>
<td></td>
<td>Candlelight, Wests and Overs</td>
</tr>
</tbody>
</table>
Annual appeal leverages and supports brand proof points

**EMAIL #1: Social Justice**

When you give to the Westover Fund, you support our longstanding commitment to social justice and active community engagement.

*Make your gift today,* and help us raise $100,000 by December 31st.

---

**EMAIL #2: Curriculum**

When you give to the Westover Fund you support our rigorous curriculum and groundbreaking programs like Women in Science and Engineering.

Through the generosity of Alumnae, Parents, and Friends like you, we raised over $20,400 last week!

*Make your gift today,* and help us raise $160,000 by December 31st.

---

**EMAIL #3: Traditions**

When you give to the Westover Fund you preserve enduring traditions like the Candlelight Service of Lessons and Carols.

Through the generosity of Alumnae, Parents, and Friends like you, we have raised over $53,000 since November 29th!

*Make your gift today,* and help us raise $100,000 by December 31st.

---

Tuition covers two-thirds of the cost of a Westover education.

Your gift to the Westover Fund supports the people, programs, and place that nurture smart, motivated girls to become confident, connected women — today, and for generations to come.

---

Your gift to the Westover Fund supports the future of Women in Science and Engineering.

You can give Westover Girls the resources and confidence to make a difference in our world — today, and for generations to come.
EMAIL #4: Faculty

When you give to the Westover Fund you support talented and deeply-committed faculty like Robert and Bonnie Harvey. Bob is celebrating his 45th year as a teacher at Westover School.

When we began our 4-week challenge, we aimed to raise $100,000. Through the generosity of Alumnae, Parents, and Friends like you, we have raised $141,862 in just 3 weeks! Let’s set our sights higher. Make your gift today, and help us reach 85% of our $4 million annual goal by December 31st. We are just $58,138 away!

Email: #4: Faculty

EMAIL #5: Campus

“For last year’s words belong to last year’s language
And next year’s words await another voice.”
- T.S. Eliot, “Little Gidding”

When you give to the Westover Fund you sustain our beautiful, historic campus, where smart, motivated girls can develop their voices as individuals and as a community.

Make your gift today, and be part of another year of amazing possibilities!

You can give Westover Girls the resources and confidence to grow and achieve in the arts in a connected, supportive community — today, and for generations to come.

EMAIL #6: Thank you

Through your generosity, gifts to the Westover Fund total nearly $804,000. At the half-way point of our fiscal year, you have helped us reach 57% of our $1.4 million fiscal year goal!

Your gift to the Westover Fund will help us sustain and grow the wide range of opportunities that we offer our students.

Thank you for providing another year of amazing possibilities!

A double rainbow over quad on January 4, 2017.
Why bother?

• Saves time… the development team does not have to start with a blank sheet of paper
• Increases impact…. annual fund leverages the master brand and vice versa
Messaging best practices

• Develop a concise elevator pitch and ensure its consistent use
  – 30 second explanation of who you are and what you do
  – The answer to the question “What is (organization)?”
• State your “what” before you explain your “how”
• Use your elevator pitch to win the right to tell more of your story
• Create (and maintain) a consistent set of proof points and supporting statistics
• Create messaging by program, and by audience
• Consistency = impact!
Now...tell your story
An effective communications plan is…

- Targeted: You’re not wasting money reaching people not in your target audience
- Holistic: Surrounding that target with a variety of media likely to reach them
- Compelling: There is a strong call to action
- Integrated: It covers all of your stakeholder touchpoints
- Measurable: The work is grounded in strategic goal
Building blocks of an effective communications plan

• What are your goals?
• Who are your target audiences?
• What messages do you want them to receive?
• What actions do you want them to take?
• What are the most effective ways to get your messages out there?
• How much can you spend?
• What’s your communications cadence?
• How will you know what works?
Case #3: Integrate for efficiency and impact
A new approach to communicating with stakeholders

**FROM**
- Information overload
- Silos
- Last minute missives

**TO**
- Increased coherence
- More integration
- Better long term planning
# Plan by program…

<table>
<thead>
<tr>
<th></th>
<th>SEPTEMBER</th>
<th>OCTOBER</th>
<th>NOVEMBER</th>
<th>DECEMBER</th>
<th>JANUARY</th>
<th>FEBRUARY</th>
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<tbody>
<tr>
<td><strong>BRAND</strong></td>
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<td>Training</td>
<td>Web launch</td>
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<td>Brand launch</td>
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<td>Campaign launch</td>
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<td><strong>EARLY LEARNING</strong></td>
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<td></td>
<td>ELC registration</td>
<td>Weekly updates</td>
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<td></td>
<td>Day Camp registration</td>
<td>Overnight camp registration</td>
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<td><strong>CAMPS</strong></td>
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<td>Day Camp registration</td>
<td>Overnight camp registration</td>
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<td></td>
<td>Class registration</td>
<td>Class registration</td>
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<tr>
<td><strong>COMMUNITY ARTS AND</strong></td>
<td></td>
<td></td>
<td>Class registration</td>
<td>Class registration</td>
<td>Development</td>
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<tr>
<td><strong>EDUCATION</strong></td>
<td></td>
<td></td>
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<td></td>
<td>Annual Report</td>
<td>Appeal</td>
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<tr>
<td><strong>DEVELOPMENT</strong></td>
<td></td>
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<td>Annual Report</td>
<td>Appeal</td>
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<tr>
<td><strong>Ongoing:</strong></td>
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<td></td>
<td>PR</td>
<td>Calendar postings</td>
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<td>Newsletters and blasts</td>
<td>Social</td>
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<td>SEM</td>
<td>SEM</td>
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</tbody>
</table>
## Major Events

<table>
<thead>
<tr>
<th></th>
<th>AUGUST</th>
<th>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty meetings, New Fam. Orientation (9/1)</td>
<td>Back to School nights, High Spirits (9/16), Major Donor Event (9/11)</td>
<td>10/8-10/1 5th &amp; 6th Field Trips</td>
<td>Thanksgiving Soup 11/22</td>
<td>Winter Concert</td>
<td>1/23-1/27 Gr. 3-8 ERB testing</td>
<td></td>
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</tbody>
</table>

## KEY THEME

<table>
<thead>
<tr>
<th></th>
<th>AUGUST</th>
<th>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
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<tbody>
<tr>
<td>BRAND ROLLOUT</td>
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<tr>
<td>BRAND ROLLOUT</td>
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<tr>
<td>OPEN HOUSE</td>
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<tr>
<td>OPEN HOUSE</td>
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</table>

## AUDIENCE

### Prospect students and families

- Online advertising
- Direct mail
- Open house

### Networking and Community Events

- Admissions newsletter

### Feeder schools

- Open house
- Intro letter
- Direct mail

### Faculty, Staff, Trustees

- Brand rollout
- Monthly update
Why bother?

- Increase impact
- Save time and money
- Avoid stakeholder overload (and possible annoyance)
Engage staff and volunteers

• Start early
• Find your champions
• Connect the dots
• Make it easy to do it the right way
Start early

- Involve them in the process
- Keep them in the loop
- Listen to the dissenters
- Overcommunicate
- Celebrate!

- Over the long term…include the brand in onboarding
Every brand needs a champion

- Has the vision and clout to make it really happen…and keep it happening
- Owns the brand and cares passionately about its successful development and maintenance
- Probably not at the most senior leadership level (although they have to clearly sponsor and support the effort)
Connect the dots

- Our Mission
- Our Strategic Plan
- Our Brand
- Our Impact
Make it easy to do it the right way…

**EDUCATE THEM TO BE CONSISTENT**
- User-friendly brand style guide
- Brand road show
- Constant reinforcement
- Choose your battles

**EMPOWER THEM TO BE AMBASSADORS**
- Clarity re: desired brand behaviors
- Integrated communications plan
Define what it means to deliver on the promise of the brand

Attitude: “I WILL”
- Appreciate your support.
- Devote my full attention to your needs.
- Take ownership of your needs.
- Be knowledgeable and professional.
- Be responsive to your questions and requests.

Actions: “I DO”
- Greet the client/donor with enthusiasm, use their name.
- Focus: Stop other activities, listen & ask clarifying questions.
- Transfer the client no more than once; own the issue & solution.
- Provide insight and information to help donor/client achieve their goals.
- Fulfill commitments in a timely fashion; recognize their time is valuable.
For example:

What’s your role?

You bring the brand to life.
You deliver on the promise.
You generate and share the stories that illustrate the brand.
You are our most powerful advocates and ambassadors.

Keep it consistent.
Make it personal.

Simple ways to support the brand

Share and like on social media
Send us stories (ideally before they happen)
Send us candidates
Consistent email signature
## Create a process for them

<table>
<thead>
<tr>
<th>Contact</th>
<th>Owner</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Smith</td>
<td>Michele</td>
<td>Sent annual report Jan 2015</td>
</tr>
<tr>
<td>Peter Wright</td>
<td>Nancy</td>
<td>Coffee planned for February 15</td>
</tr>
<tr>
<td>Sara Jones</td>
<td>Michele</td>
<td>Attended info session December 2016</td>
</tr>
<tr>
<td>Alicia Wayne</td>
<td>Jeffrey</td>
<td>Non-responsive</td>
</tr>
<tr>
<td>Garrett James</td>
<td>Jeffrey</td>
<td>Invited to info session March 2-15</td>
</tr>
</tbody>
</table>
Above all…

“If you're going to be a leader, lead at a speed that people can follow.”

- Rabbi Jonathan Sacks
Let’s discuss…
Thank you!

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