



experience
service
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Messaging Workshop

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Nonprofit Management Consulting



Objective

- Help you develop high impact messaging for your organization
 - 1. Think strategically about your communications**
 - 2. Provide tools to take back to your organizations
 - 3. Have fun as a group and learn from each other

Communications Challenges

- Communication overload
- Fast pace
- Electronic and social media



And More Non-Profit Challenges

- Services, not products; often hard to understand
- Multiple audiences- clients, donors, funders, partners, Board, government.....
- Numerous competitors and collaborators
- Mission driven
- Limited budgets
- Proliferation of non-profit organizations





Brands That Break Through

- What brands do you think of?
- Why?

Keys to Success

Clear positioning strategy

Focused, compelling messages

Strong brand identity

Consistent, integrated communications



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Positioning Strategy

What is Positioning?

The way into the mind of your prospect;
the position in your customer's mind.



Ries and Trout, *Positioning: The Battle for Your Mind*, 1981

How Does Positioning Fit In?

- Mission – Your main purpose
- Vision – Where you want to go longer-term
- **Positioning – How you get into the minds of your target market (s) to help you achieve your mission and vision**

Understanding Perceptions

- Start with understanding your current perceptions-
vs. desired
- Listen to constituencies – staff, board, clients,
volunteers, community members
 1. Existing sources
 2. Interviews
 3. Focus groups
 4. Surveys

Positioning Elements

- Target market/constituency
- Category (frame of reference, how consumers group services)
- Differentiation (rational and emotional benefits)
- Reasons to believe (justification)

Developing the Positioning Statement

For _____, Organization X is the _____
(Target Market) *(Category)*

that provides _____ because _____.
(Unique Benefit) *(Reasons to Believe)*

Proof points

- 1.
- 2.
- 3.



Federal Express

Positioning Strategy

For businesses who send time-sensitive items, Fedex is the overnight delivery service that provides peace of mind because it has the best on-time record.

Slogan

"When it absolutely, positively has to be there overnight."

Positioning

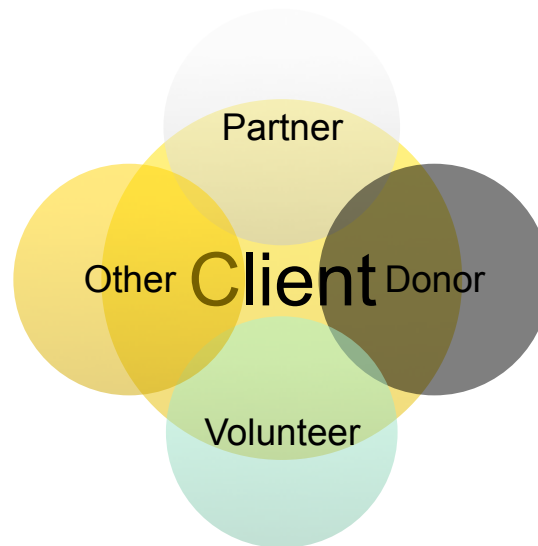


What Defines a Target Market?

A set of constituents sharing common needs, values or characteristics that an organization decides to serve

Kotler and Armstrong, Principles of Marketing, Prentice Hall, 1999

Multiple Targets?



Start with primary target (usually client) to develop broad positioning, then tailor to other audiences.

Target Market Characteristics

■ Demographics

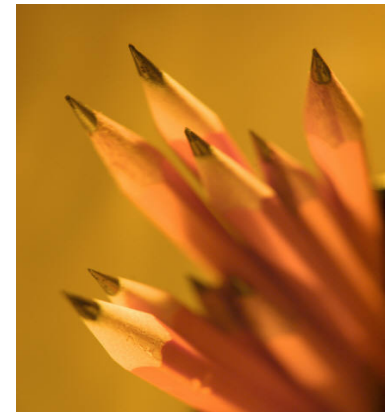
- Individual: age, gender, family situation, geography, socio-economic, ethnicity, language, profession...
- Organizational: type, size, location...

■ Needs

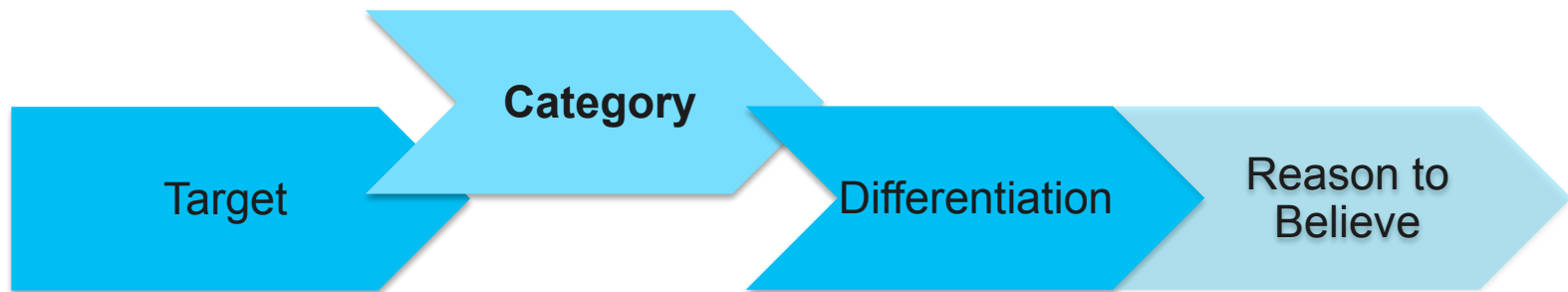
■ Values

■ Attitudes

■ Decision-making process



Positioning



Select The Category

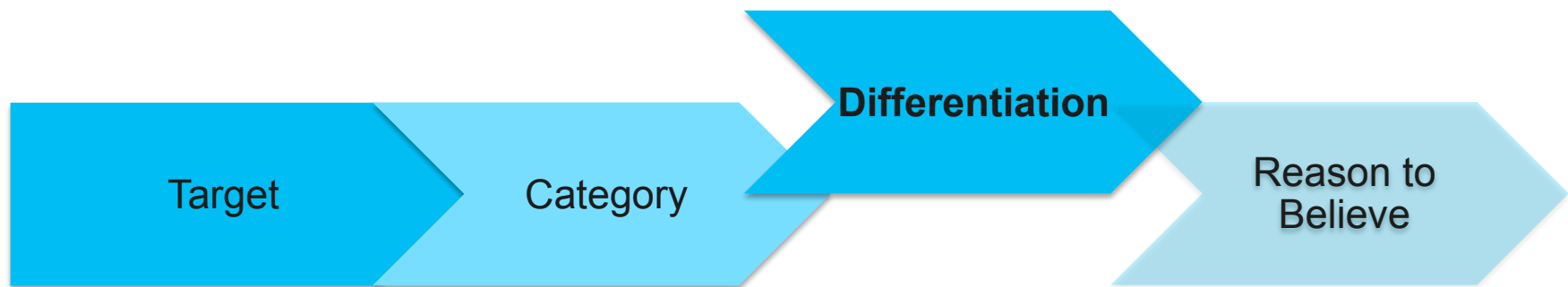
- The category, or frame of reference, will help you find a place in your audience's mind
- Language consumers would use to describe the type of organization
- Determines your “competition”
- Look for the biggest category in which you can be distinctive and, if possible, a leader



Category Example

- ABC Teen Program
 - Offers year-round paid internships with non-profits for urban high school students (20 per year)
 - Mentoring support
- Jobs program or leadership program?

Positioning



Differentiation

- Why someone should pick you vs. other choices?
- What makes you distinctive in your category?

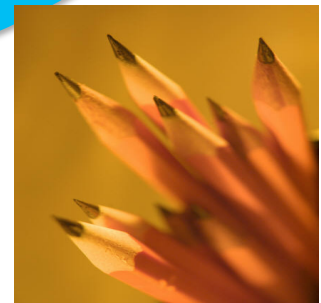
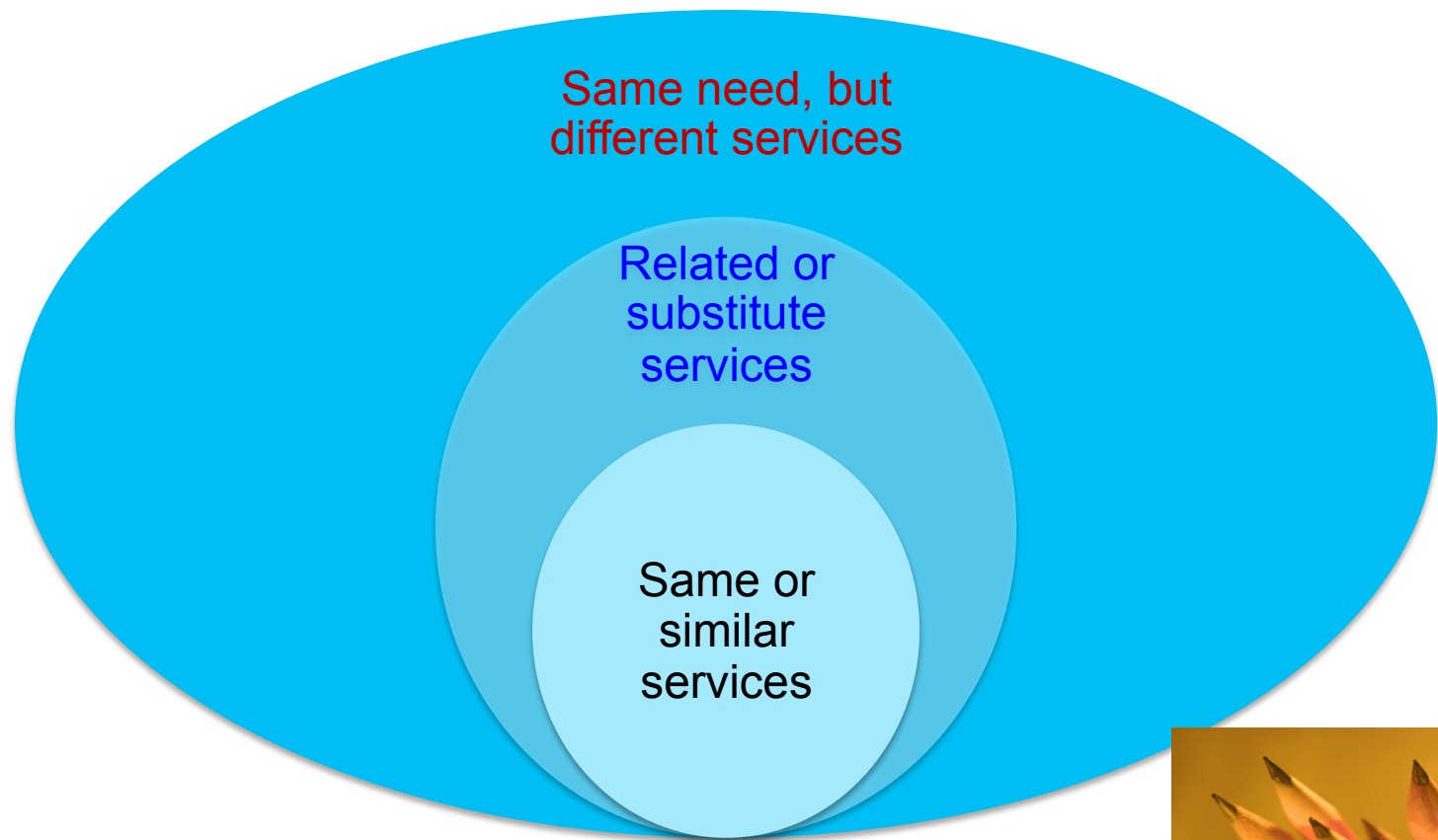
Determine Differentiation

- Both **rational** and **emotional** bases for differentiation
 - Rational: What tangible **benefit** the organization offers – through its services, programs, products
 - Emotional: How using the organization makes the client feel

Broadening Your Thinking

- **Compare** the organization to "competition"
 - Those that offer similar or the same services
 - Those that offer related or substitute services
 - Those that fill the same need but offer different services

Brainstorming Competition



Girl Scouts

I can't wait to



You know that feeling when you just can't wait for tomorrow?

The feeling you get when you're with your friends, and you're talking about all the fun things that you'll happen? Well, that's the feeling we let's do all the cool stuff you imagine—like exploring the outdoors, creating your own masterpiece, or helping the community with new friends. We'll always be counting down to the next adventure—and the next one, and the next one—**together**.

Ready? Start the fun now at girlscouts.org

¿Has sentido alguna vez que no puedes esperar hasta mañana?

Como cuando estás con tus amigas hablando de todas las cosas divertidas que vas a hacer, esas cosas que sueñas con. Entonces te damos la oportunidad de hacerlas—como explorar la naturaleza, crear una obra de arte, o ayudar a la comunidad por nuevas amigas. Contaremos contigo hasta nuestra próxima aventura Girl Scouts, y la próxima, y la próxima.

¿Listo? Empieza la diversión ahora en girlscouts.org

girl scouts 

I can't wait to

Be a dancing machine

Be the best picture-taker ever

Be a spy on a mission

Be a hoola-hooping queen

Be a Girl Scout

When you just can't wait for what you'll do next, you can do anything.

Start the fun now at girlscouts.org

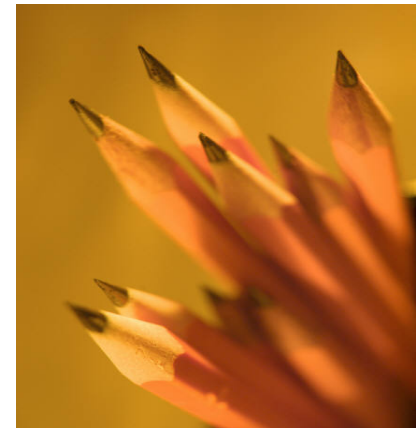
girl scouts 

Positioning



Reasons to Believe

- Features and/or benefits that support the differentiation
- Typically requires specific proof points



Positioning Statement: Keys to Success

- To be successful, a positioning must be:
 - Long term
 - Unique and protectable
 - Single-minded
 - Consistent with service delivery and built on the organization's current capabilities

- It is an internal, strategic statement NOT the words you will use externally.



Positioning Statement

ABC Agency: Clients

For Spanish speaking adults, **ABC is the direct service organization **that** helps you become self-sufficient **because** it provides relevant programs in the most patient and caring environment.**

Brand Attributes/Proof Points:

- Strong customer service: 90%+ highly satisfied clients,
- Wide range of ESL, computer, and healthcare classes: 120
- Caring teachers: provide extra help; testimonial



Positioning Statement

ABC Agency: Donors

*For **business leaders who want to support the Hispanic community**, ABC is the direct service organization that has the **greatest impact on the local community** because it helps Latinos and immigrants become more self-sufficient and successful.*



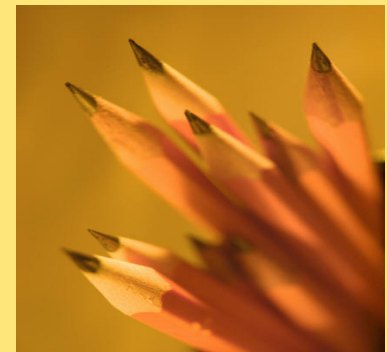
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Putting Positioning into Practice

Developing **Your** Positioning Statement

For _____, Organization X is the _____
(Target Market) *(Category)*

that provides _____ because _____.
(Unique Benefit) *(Reason to Believe)*



Habitat for Humanity

- **Mission:** Habitat for Humanity believes that every man, woman and child should have a decent, safe and affordable place to live. We build and repair houses all over the world using volunteer labor and donations. Our partner families purchase these houses through no-profit, no-interest mortgage loans or innovative financing methods.
- **Vision:** A world where everyone has a decent place to live

Habitat for Humanity: Positioning Ideas

Clients: For low income families without their own home Habitat for Humanity is **the provider of homes** that offers **the pride and safety of home ownership at an affordable price** because it uses volunteer construction labor and provides access to low-cost financing.

Volunteers: For adults who want to help others, Habitat for Humanity is the **volunteer opportunity** that **lets you make a direct impact** because you will do hands-on work to build homes for families who really need them.

Donors: For potential donors, Habitat for Humanity is the **international charitable organization** that **helps break the cycle of poverty** by providing affordable homes to those in need through volunteer labor and innovative financing.

Translating Positioning





Translating Positioning to Key Messages

- Given how you want to be thought of/positioned in minds of your target, what messages would be most effective in communicating this?
- Ideally three key messages per target market
- Additional messages may be needed for specific services or programs



Sample Messages: ABC Agency Clients

- You' ll get the resources you need to increase your skills.
- ABC offers you high quality, up-to-date courses.
- Learn in a safe and caring environment.



Sample Messages: ABC Agency Donors

- Educational opportunities for Spanish speaking immigrants is an investment in your business's future.
- ABC is a well-respected and trusted organization with a proven track record of helping Latinos to succeed.
- ABC offers hi-tech, healthcare, and ESL classes delivered in a safe and respectful environment.

Developing Your Key Messages

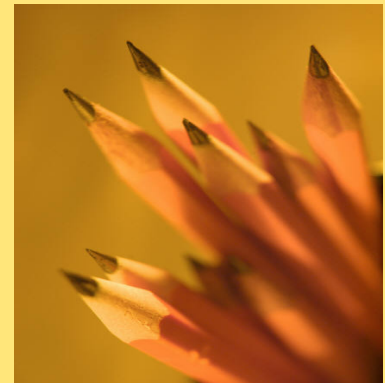
Specify the audience: _____

The three things you want this audience to know.

1.

2

3.





CRAM Your Message

- **C**onnection
- **R**eward/Benefit
- **A**ction
- **M**emorable/Distinctive

Katya Anderson, *Robin Hood Marketing*, 2006



Cramming a Slogan

Habitat for Humanity

- “Help build houses and hope”
- “A sound investment in a family’s future”

Brand Identity



Brand Identity

- Supports differentiation
- Makes you stand out from you competition
- Requires
 1. Articulating brand personality
 2. Developing distinct identity- visuals, name, etc.
 3. Consistency, Consistency, Consistency!

Apple vs. PC



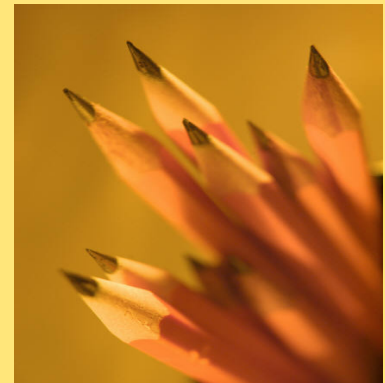
I'm a PC.



I'm a Mac.

Your Brand Personality

List five adjectives or characteristics
of a person
that best describe your organization.



Brand Identity - Components

- Name
- Tagline
- Logo
- Colors
- Font
- Pictures/Photos

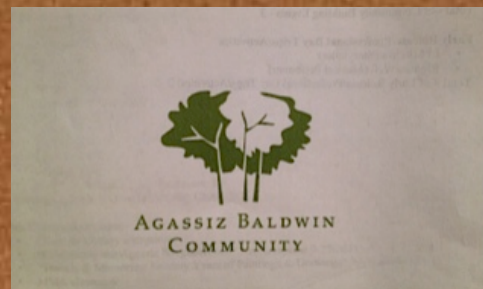
Brand Audit

- Put **all** your communications on the wall
- What are the strengths and weaknesses?
 - Key messages
 - Brand personality
 - Brand identity
- What's inconsistent?
- What do you like? Dislike?



Agassiz Baldwin Community

- A community center with a longstanding commitment to the needs of its Cambridge neighborhood.
- Wide range of programs, targeting different life stages, from preschool to senior programs to a new arts center.
- The new arts center serves a different target market.



Refined Brand Identity



Agassiz Baldwin
Community



Agassiz Baldwin
Community



Agassiz Baldwin
Sacramento Street Preschool



Agassiz Baldwin
After School



Agassiz Baldwin
Outback Summer



Agassiz Baldwin
Living Well Network



MAUD MORGAN **ARTS**

inspiring visual arts

CHANDLER GALLERY

at MAUD MORGAN **ARTS**

A program of Agassiz Baldwin Community

Summary

Develop positioning



Identify key messages



Craft and CRAM communications



Build brand identity

Back at the ranch....

- Try positioning exercise with your team
- Create three brand level messages for each target
- Identify your brand personality
- Conduct a communications “audit”



Thank you for your participation!

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Additional Resources

Communication Planning and Control

Reading Suggestions/Resources



Some Best Practices

- Short; edit out extraneous text; less is more
- Meaningful, precise language
- Consistency, repetition
- Scan-able
- Personal; stories, photos
- “Test” with your audience

Communications Planning

- Create a Marketing Plan that encompasses:
 - Overall objectives and strategies
 - Target audience(s)
 - Communication tools
 - Marketing calendar
 - Tactics, timing, roles
 - Metrics for success
- Resources (copy, graphics, marketing)

Resources and References

- Ries and Trout, *Positioning: The Battle for Your Mind*
- Ries and Ries, *The 22 Immutable Laws of Branding*, 2002
- Neumeier, *Zag*, 2006
- Burnett, *Nonprofit Marketing Best Practices*, 2007
- Katya Anderson, *Robin Hood Marketing*, 2006

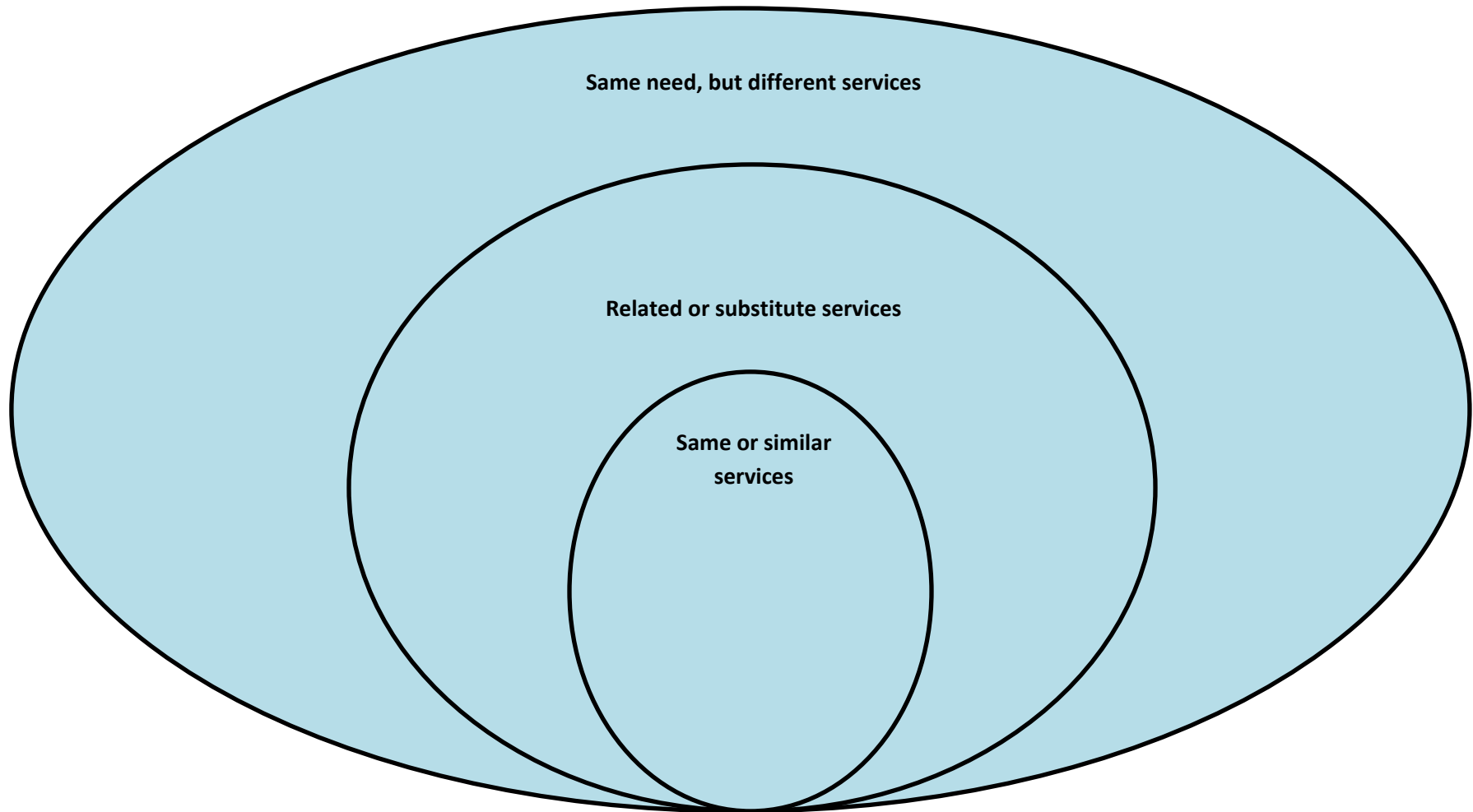


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Worksheet #1: Describing Your Primary Target Audience

Demographics	Needs	Values	Attitudes	Challenges in Reaching or Speaking to this Audience

Worksheet #2: Brainstorming Competition



Worksheet #3: Developing the Positioning Statement

For _____ our offering is the _____
(Target Market) *(Category)*

that provides _____ because _____
(Unique Benefit) *(Reason to Believe)*

Proof Points

1. _____
2. _____
3. _____

Worksheet #4: Developing Your Key Messages

Specify the audience: _____

The three things you want this audience to know:

1.	
2.	
3.	

Worksheet #5: Your Brand Personality

List six words (adjectives or characteristics) that best describe your brand.

1.	
2.	
3.	
4.	
5.	
6.	

Worksheet #6: Communications Project Brief

Project Objective
Who are we talking to? (target audience, mindset)
What do we want them to think and feel?
What is <u>one</u> thing you would say to best communicate the benefit of your offering/program?
What do you want them to do?
Specific call to action?