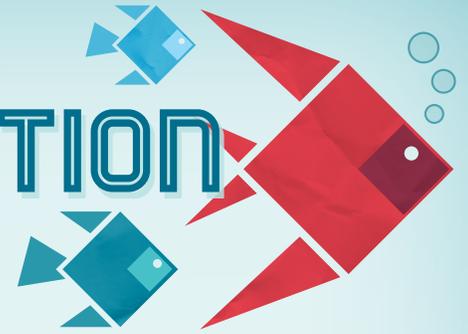


DRIVING PARTICIPATION

with Beth Brodovsky



SESSION 063

MANAGING THE GAP BETWEEN A NATIONAL REBRAND AND REGIONAL EXECUTION WITH JEFF STANGER

Beth: Hello, and welcome to Driving Participation. This is Beth Brodovsky, and I am here today with Jeff Stanger. Jeff is a nonprofit consultant, and he is adjunct faculty for the Lilly School for Philanthropy. Jeff and I got connected as I was getting my branding course ready and finished up to apply for CFRE certification, and I'm thrilled to say that Jeff and the CFRE organization have just approved our course for ten credits for CFRE so when we launch it again, hopefully it will be a great addition to everyone that's listening who is working on their applications for CFRE all of you that need to maintain your certification. I'm hoping that if you're listening to this podcast and if you're interested in marketing it can be one way that we can help you meet those goals. Jeff, thanks so much for joining me today. It's been great getting to know you.

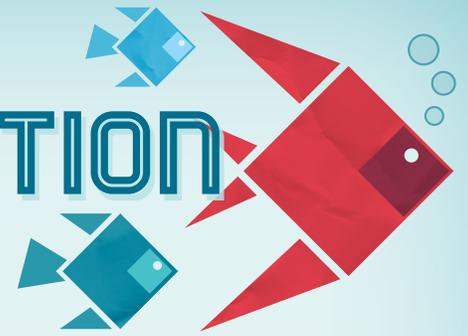
Jeff: Well, thank you for having me. I'm looking forward to talking with you today about branding.

Beth: As we were talking, you know as I got Jeff on the phone as any of you that listen to this podcast know, I love to talk and I like to meet new people and I can't talk to somebody for five minutes without learning their whole back story. Jeff and I got to talking about something that I obviously feel very passionate about, which is branding and getting people to align the key things about branding are that it's impossible to make it work unless you get your team on board. Jeff said "Boy, do I have a story for you," so I wanted to bring him on to share his background and his experience from when he was working with the Salvation Army. So to kick us off, I want Jeff, if you can tell us a little bit about your path through working at nonprofits and how you wandered into this world.

Jeff: Sure, absolutely. It started obviously not the direct path that a lot of people take in a lot of other professions, and I think it's very, very similar to a lot of folks in the nonprofit world. We are starting to see universities have undergraduate degrees and graduate degrees, and it's becoming more of a profession in that sense, but if you talk to most people probably in

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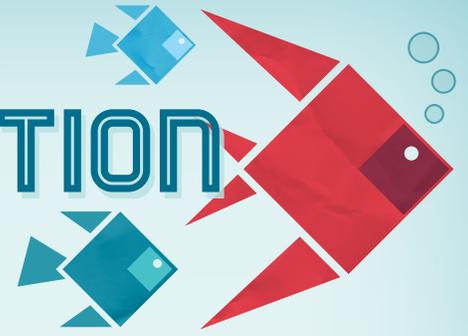
their 30-40s up who are in the nonprofit world, they may have come from something else or they majored in something else or whatever so we all sort of come from those different paths. For me, I had a background in writing, and I had a friend that worked for a small nonprofit. They had written ten grants. None of them had been approved or funded, and so he asked me to give it a shot, and I literally went to Borders, which is not around anymore, and got "Grant Writing for Dummies." I took it home, read it and fired off a proposal. Now it didn't get funded, and I called. It was a state grant that we were applying for. I called them up, and I said "Hey, I'm new to this, and I want to learn more. Would you mind walking through with me my proposal? I'll buy you lunch or whatever. Would you just walk through it and help me know how to get better?" So the program director agreed. I met with her, and about ten minutes into it, she said "No one has ever done this before."

Beth: It's so funny you say that because when I talked to Mandy Pierson, episode 30, that is one of the key recommendations she said. Pick up the phone and call them and find out why you didn't get funded. You're right. So few people would think to do it because you feel rejected at the time, and you know, why open up that wound? Look at what comes from it.

Jeff: Absolutely, and I think going even further with that what she meant was no one has asked to just sit down with her and go page by page and what was really interesting was it came down to one phrase and one sentence that made it just vague enough that they might interpret that the kids in this program were wards of the city. Now they weren't wards of the state, but that was, they did not fund organizations that were already being funded by the state in that way, to which I said "I understand, and thank you for pointing that out. That wasn't in your RFP, but I do understand that you don't fund that." She immediately said "Yeah, it's in the RFP. Let me show you," and so she flipped to the page and lo and behold, the paragraph where that was spelled out had been left off by her admin assistant, which she retyped the RFP for that year. So she just had this look of "Oh my!" and she said "I'm really sorry." I said "No, no, no. That's fine. I understand. I just want to learn. I didn't come to complain. I just wanted you to help me understand where we could get better." Here's what I learned from that. Number one that we have to be very clear in the way that we write proposals and that goes for the other things that we do as nonprofit professionals as well, but that was a great early lesson. The second thing was about two weeks later they called me up and said "Would you mind being a reader for next year's program?"

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Beth: Really?

Jeff: Well, because I caught that wasn't in there, and that's when I learned my second thing and that is you learn that the learning curve goes so much faster when you are reading proposals and you're learning what is a good grant and what is a poorly written grant. You get to understand very quickly, and you also learn because I'm in a room with 20 other people and none of them are subject matter experts in what that particular grant was for and it was about child abuse and in various forms that they were doing grants for. You learn very quickly that "Wow, I've got to write to every day average people because every day average people are probably going to be reading this grant. It may not be that master of socials work that I think is reading the grant."

Beth: I say that all the time, that you have to know when you're talking to a connoisseur and when you're talking to a consumer. I think it's so funny that people tend to want to write at a really high level in a grant proposal and in something that feels like it matters so much because they want to show how smart they are, how competent they are, how thoroughly they know the subject and that's such good advice for people that it's every day people that are listening.

Jeff: Absolutely. Jargon can kill you in that. So from that experience, I got more and more grant work. I started getting better at it and started getting funded and then I got a call from the Salvation Army here in Indiana and they needed some help and I did contract grant writing for them for about seven months and they finally called me in one day and said "We have way too much work for you. Can you come on full time?" so that started a 10-year career with the Salvation Army, and I started out as a grant writer. The last six years that I was there, I was actually development director for the state of Indiana and over that time, as we get into the story of doing the most good brand roll out, I saw it from both as a regular employee trying to participate and trying to be part of the branding roll out from development director who had to oversee marketing and communications being responsible for making sure that that brand was portrayed in the correct way and everyone was on board. I had a really good run there in terms of how that all played out.

Beth: As you've moved through your career, the question I always like to ask is how has

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participation mattered in the work that you do? In the development and the communications work that you've been involved in, what kind of stuff have you counted that has made a difference in organizations?

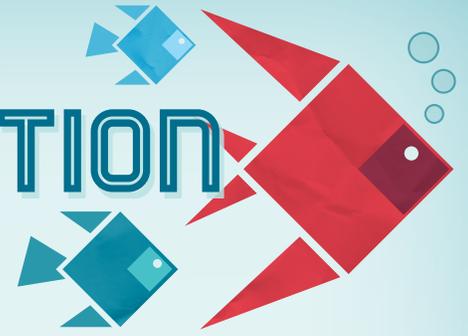
Jeff: Well, participation can look differently depending on what part of this business if you will, what part you're looking at. When we look at volunteers and donors versus what we're looking at with employees, we'll save employees for when we talk about brand, but let's talk about when we're talking about donors and volunteers. You and I were talking earlier about that when we look at social media and things like engagement and reach, the kinds of things that people measure, those are very hard things for people to come back and define a return on investment so to speak and sometimes those conversations can get into a gray area. When I'm looking at participation when it comes to the marketing that we're doing, the communications that we're having versus social media and email and all of these things, I really want to increase volunteerism and monthly giving. It may be as a third post to that the participation or signing up for our email because I know everything else can stem from that and if you want to get kind of on the bigger picture, participation only comes from another word that starts with "P" and that's permission.

Beth: That's great.

Jeff: Permission is absolutely the most important valuable asset that we have in marketing, in fundraising, in so many things that we do. Permission is key and we need to cultivate permission, we need to take it very seriously. When we're choosing vendors for when you hear things about you know data breaches and those things that lose people's confidences, it's very important to think about that permission that we've cultivated and making sure that we're stewarding it as best we can so it all starts with permission. Once I have permission, then I can encourage you to participate in the various things that I want to do. If your philanthropic goals line up with what our mission is, it's going to be so much easier for me to have a conversation with you about participating in giving, in volunteering, in being part of our events, all of those things. I take that a step further. If I teach the social media course for the university, the fundraising school, and we talk about three goals, it always shocks people when I give them these three goals because they think when it comes to social media that we're going to talk about reach and engagement and I say "No. I want you through your social media to set a

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goal for how many volunteers you're going to get through social media this year, how many subscribers to your email newsletter and how many people that are going to be monthly givers." That usually surprises people. Why those three things? That's not what the social media guru told me at the last thing.

Beth: Oh yeah. Don't get me started!

Jeff: But I want them to measure things that really matter to them. Now those other things we are going to take account of. We're not throwing those things away, but the end goal is, let's start with volunteers because that's a great one to measure. We know in any given state you can go, there's a website volunteer, I think it's, I'll find it for you.

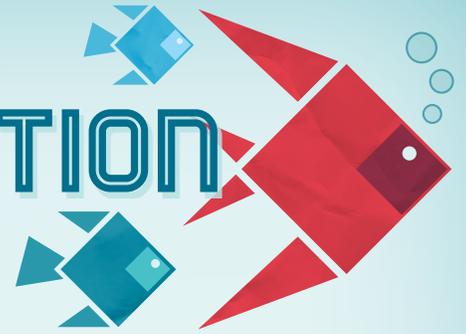
Beth: We'll put it in the show notes.

Jeff: Sure, but you can find out what the dollar per hour for volunteering rate is for your state. There's a national average that's \$22.50 but state by state you can see what your state is, so that's the equivalent in wages and in everything that would be tied up in wages if you paid somebody to do that. OK? So when I look at return on investment, I encourage people, so you track those volunteers that you recruited through social media, you track the hours that they work, you multiply that by the total dollars that your state gives and that gives you an actual dollar value and return on that investment into social media. The ads you may have done, the person that you hired to manage your social media. So I can actually give you, hey here's an exact dollar amount, but then I can take that another step further. What do we know about volunteers? Eighty percent of volunteers give, and I mean give financially. There are a lot of organizations who are terrified of asking their volunteers to give because they give their time. I can't ask them to do anything else. My response to that is all the data shows they're giving to somebody. It may as well be you. So now what am I doing? I've recruited volunteers through social media, I'm tracking the hours that they work and I'm assigning a dollar value to that, but I'm also tracking the cash donations that they're making throughout the year. Now I've got a really good picture of what my return was and as you said, that participation. That's what the real participation was for all my efforts in social media.

Beth: I love that because it's so easy to look at it as "Look how many people shared this,"

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but measurements that matter, you really need to think about that before you even jump into something because it's so easy. A board member will walk in and be like "Why don't we have a Tumblr?" and then everybody runs around going "The president of the board said that we should have a 'fill in the blank,'" and you start chasing down these different things because it's trendy or it's new or you know "Have you heard of periscope?" and what about this and the next thing you know, you're divided in a million places, there's no strategic reasons why you're doing things and you haven't thought about what your end goal is and a fan in and of itself doesn't mean anything. It's what is your organizational goal and how is being on this social media platform going to help you reach? What are you going for that's bigger than just your platform goal?

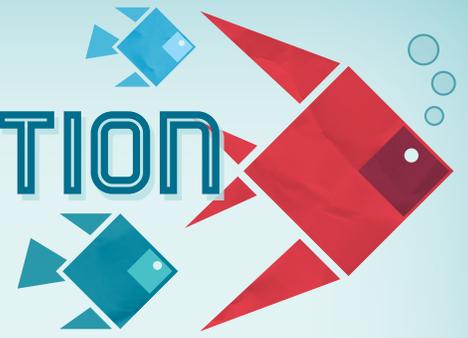
Jeff: Absolutely. You know I had a student last year raise their hand and ask a question and say "Should we really even be on Facebook because we're hearing that all the teenagers are leaving Facebook. It's not cool anymore. They're on SnapChat or Instagram or fill in the blank," and I said, knowing the organization that she was from and who their typical donor was, "When was the last time a 16-year-old wrote you \$1,000 donation?"

Beth: Right. If you're an organization and the thing that I talk about a lot and I talk about this in my branding course is really understanding who your core single perfect person is, and that everyone always says "Well, I have so many different audiences," and that's absolutely true. You have many different audiences for your marketing and for your messages. If you're an organization that has the ability to segment and deliver perfect communications for each of those different audiences, if you're not big enough or structured well enough or organized well enough to create segmented messaging, then you only have one message and then that message is all going to the same audience. If your vision of that audience is this amalgamation of a little bit of everyone, you're not doing anything well for any of those so you have to look at of all the people who need to hear your message, who is the one person if they heard it, you're going to make enough money to survive as an organization? That's your perfect person. That's the person you need to focus on and pay attention to and you need to be where they are and talk in a way that they fall in love with you deeper every day.

Jeff: Absolutely, absolutely. So I give you the example of the volunteers. We have another kind of model that we do with signing up for email and monthly givers as well and I won't go into that with you today, but you get the sense.

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Beth: We'll have you on again to talk about those.

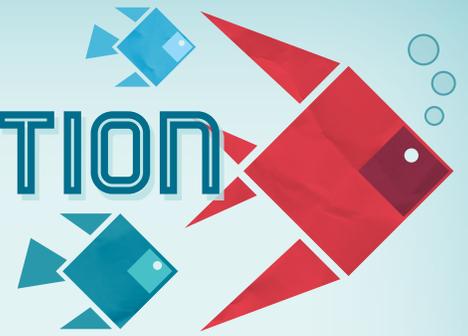
Jeff: I'd love to.

Beth: So let's talk a little bit about the core thing we want to talk about today, which is the struggle to get people on board with a new idea, specifically something like you've gone through when you're planning to go through a rebranding. Everyone that I've talked to that's been through a rebranding, both consultants and clients, has said that the number one key factor to the ultimate key success of a brand is getting the people, both the decisions makers who are going to say this is what needs to be done and the executors. That's the group that people often forget about. It's not just the president of the board and the executive director saying this is how it's going down, folks. You better play along. If the executors that are on the finished side of a brand don't, believe, don't buy in, aren't part of it, you have just as many problems and through your experience with the Salvation Army implementing doing the most good, you saw both of those things happen.

Jeff: Absolutely, and let me do a little bit of a quick background because this will help listeners understand and what the Salvation Army in the United States, it's divided up into four territories and within those four territories you have divisions and those divisions pretty much line up with state borders, not quite all. There's a couple where the division states aren't as populated. They're kind of combined, so imagine you've got a central national headquarters. You've got four territorial headquarters who have a lot of autonomy and within those territorial headquarters, you have divisional headquarters that have a certain level of autonomy, but are also accountable. So nationally the Salvation Army went to the Richards Group, which you may know of in Dallas, to help with this rebranding effort and they came up with Doing the Most Good campaign. Not even just a campaign. This is the brand and how it's supposed to look. It had different features or components to it. Obviously it had the phrasing "doing the most good," and behind doing the most good was this manifesto, which I'll give you the link and you can put that in the resources. It's really interesting to read through that because if you ever wonder what is "doing the most good," this will really nail it down for you, but the gist of it is it's a brand promise. It encompasses, Salvation Army is so well-known for being very frugal with their overhead costs. In other words, so much of every dollar that comes in,

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more so than most organizations is going right back in to programs and services so within that is doing the most work. We're taking the dollars that you give and we're doing the absolute most good we can with it, but it also is bigger than that. Every day we're striving to do the most good in the communities and so it's not a brag, although we'll get into why some people thought that, but it's a promise. It's a responsibility to the fundraisers, to the everyday program people. So it's an all-encompassing thing. So we have the Salvation Army shield. They didn't change the logo itself because obviously the shield is iconic. It's well-known. It's one of the top brands in terms of being recognizable on the nonprofit side of things so they didn't alter the shield at all.

Beth: That's a good thing to talk about because so many people, especially smaller and mid-sized nonprofits, when I say anything with the word "branding" in it, people instantly go to changing the logo. Changing the logo, and I think it's important for people to hear that sometimes sustaining some or all of the logo that can keep going and you often need that as the visual hook, but it's the spirit, the message, this promise behind it that needs to evolve and frequently be clarified over time and doing just a logo update without doing this back end has a completely different impact.

Jeff: Absolutely and so when we say "all encompassing," they wanted to roll this out and have everyone adopt it throughout all four territories, all the divisions and there were obviously some brand guidelines that were issued in terms of the font that was used. You know, they didn't want that altered and so you've got the shield, doing the most good, and it can be laid out in certain ways and this was supposed to be adopted across the board. They wanted to become more relevant, tell their story better, but also you had kind of rogue operations if you will. Within the divisions, I didn't mention this before, but the facilities that you see around town are called corps community centers. So a division might have 30 corps, like in Indiana. Thirty corps throughout the state, so individual corps might have on their Facebook page an altered version of the logo. Years ago they used to use this crest with blood and fire and some were using that, some were using the shield. It was just this hodgepodge of things, so it really unified things and where I was at at the time, I was a grant writer and so I was on this staff of people that were trying to roll this out for our state and what we talked about, and you have to have that buy-in from the upper levels or it's never

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going to work. So our divisional commanders, that would be the top guy for the state over everything, he had total buy-in and he wanted us to do our best and roll this out and you know educate the corps officers, the employees throughout the state on doing the most good, how to implement it and to phase out and get rid of anything that had other versions of the logo. So now this is early on in my time there, and I don't think people knew me well enough to know when I'm being sarcastic. So imagine we're having this meeting, the entire development teams, communication, marketing, everybody is in there and our boss says "Well, how are we going to roll this? How can we have some sort of party or event internally with all the corps officers throughout the state and you know roll this out to them, introduce them to doing the most good?" and I shot back, again this is the sarcastic part of me, "How about we have a party with fondue and we'll call it fonduing the most good." I was kidding.

Beth: Right. Yeah.

Jeff: I was absolutely kidding. Well, the boss said "That's a great idea. We're going to do it," to which everyone in the room looked at me, rolled their eyes and now people are having to go out and get a whole bunch of fondue pots. Three weeks later I'm down at our camp in southern Indiana, we had this huge commercial kitchen and I'm cutting up strawberries.

Beth: Serves you right.

Jeff: I've got to learn to keep my mouth shut! So we did have this. It was a pretty successful party and you know, we served fondue to everybody. We did this presentation about doing the most good. Now, did everything go happily ever after?

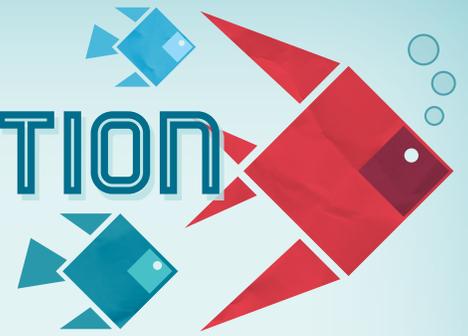
Beth: I was going to say and people when we do branding it's the same thing. It's like "Oh, what are we going to do? What kind of an event are we going to do to kick off the brand? Let's kick off a party." Everyone loves the party. Everyone has a great time and then they show up back at their desks the next day.

Jeff: Exactly.

Beth: Yeah, that's when the fun really starts.

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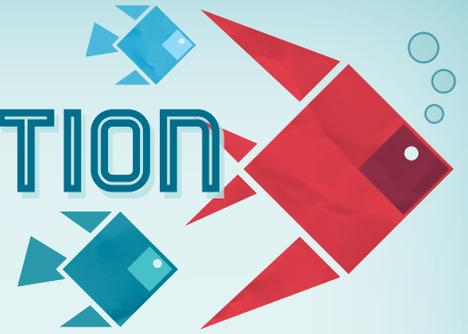
Jeff: Yeah. So a few things start to happen. One, you had longtime officers who said “I don’t like this. I don’t like the message. I think it’s braggy. I will not put that on my kettle signs.” You know, how many kettle signs are incredibly important? That’s what the public sees when they’re out at Christmastime, and so it’s a big part of what they do. So you had push back from officers. You had officers who just would not update their signs. They would not update any of the communications that they had. They might have brochures, you know, laying around for some of the social services that they do in their local community and they would not update those things. Even some officers refused, even though we were going to pay for it at the headquarters, refused to change their business cards to the new brand because we wanted it all-encompassing. Everything had to have that new look. So those challenges came up and some of those, you know, we were able to address. Some just dug in their heels and just wouldn’t do it.

Beth: How did you address it? When you hit that point where people were not close to you, it’s not like they’re in your office, sitting right there and it’s not like you had complete control. This happens a lot where there’s a national and subs and then regional chapters. It happens in associations and charities and large hospital systems, everywhere. The execution of it is down to somebody in an office in a regional place going either “I don’t like it personally,” not understanding the big picture and taking a personal take on it or “I don’t have time for that.” Those are the two and we talk a lot about you know facilitating and making things available on a shared drive and doing training courses and making it all possible and basically handing the tools to people on a silver platter, but if people disagree with it in principle or like anything different than just showing up at work and doing exactly what they want to do that day just feels like a burden, in which that’s just sometimes reality. It’s hard.

Jeff: It is and you touched on a couple of the tools that they did use so nationally the Salvation Army nationally created what they called the red shield tool kit, and it was a website you could go to with all types of downloads. You could get graphics to use if you were going to do a new sign. Everything was there for you to download and use. Now when they first rolled it out, it was clunky a little bit, but they kept improving year after year and it’s a fantastic tool. So that was one thing to kind of help with that barrier to give people a place they could go to. The second thing is at national events, at regional events, the Richards

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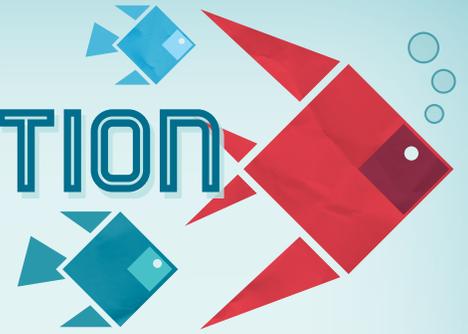
Group would often be there and make a presentation and talk about the evolution of the process and why they came to be where they were at so it kind of helped to have this outside source kind of nudging and saying this is a good thing. To Richards Group's credit, I say they started off gentle, then they became more firm and then by the end they were relentless. That evolved over time over several years, but you know it had to be that way. They were a little bit more gentle in the beginning and depending on the divisional commander, some got really tough. Some were kind of open to debate and we needed someone who was really tough and then the evolution on my career and how I can change locally is when I became development director, one of the very first things that I did and we talked about participation. Now I'm going to talk about participation on the staff and that side of things. So one of the very first things I did, I think I did it on the second day that I was in that job. When you came to our building, there used to be for employees a double swipe. So you would swipe a card to get in, security-wise, and you would swipe another card to get in or you'd get buzzed in by the receptionist. So I took that manifesto that totally explains, it's the brand promise and I printed it, I framed it and I hung it. I got permission to, well I think I got permission. Maybe I apologize for that part.

Beth: It's easier to ask for forgiveness isn't it?

Jeff: Exactly. I took that manifesto and I hung it right next to the second swipe that you had to do to get into the building. So every single day when an employee swiped their card, they were looking at the manifesto when they walked in. So that was the first step that I did. The second thing that I did, as we did events, as we did, the Christmas campaign was obviously the biggest. That's the annual campaign. That's the thing we're most known for, but when we set that goal, we put the brand along with our little Christmas tree logo that we do and we put that on a poster and we literally printed posters for every single office and cubicle in the building. The point with that was that we brought everybody, not just our department, but every where from finance to the youth department to whatever kind of in that same sense of this is our purpose. This is what we're about for these next three months and those were the kinds of things, I know that's a little bit different from the whole brand idea, but those constantly doing things that brought everybody into the building into the same thing, the business part issue, we still had people in our main building that were using the old name,

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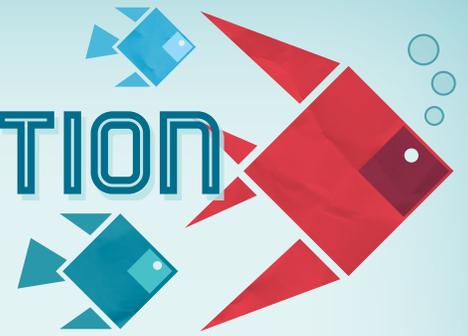
the old logo and everything on their business cards. I went to the person that was in charge of that and we deleted all the templates so nobody could, because you could actually reorder your own cards. We deleted the possibility of getting the old one.

Beth: That is really huge because there is sometimes a point where there's nothing you can do because as I say, everyone who works in a nonprofit has an "and" in their title. Everybody's busy and they're worked hard and they've got a lot to do, so I've got to redesign my business card? It's not a fun thing to do and you're not going to do it unless you're forced to. Not everything is that people are massively resistant to it conceptually. It's just like there's friction because it's a little bit more of a pain, but I love what you said about bringing people in the building into, that's a little off. I actually believe that's completely central, that the third piece of branding, there's the visual and then there's the message, but that third pillar is the experience and that's the place where I see people fall down the most. People get so focused sometimes they're too focused on making sure everyone's business cards are all the same and everybody updates it and the experience of the brand, bringing people into the why of why you did something and letting them live it and breathe it so that they can then push that forward in their experience is one of the aspects of brand that often gets forgotten and it's not just about making sure that the wall in your lobby is painted the same color of your logo. It's about how do people live and experience doing the most good. What does that mean to us in making sure that you demonstrate that buy-in by executing it every single day so that every time somebody has an interaction with your mission and with your people, they're getting a little piece of that brand experience.

Jeff: Absolutely and we had some creative people on the staff, one in particular. She started these little tours for donors and volunteers called Tours of Hope and they were on a mini bus with the logo on it and we would bring people in, we'd give them a box lunch, we'd take them to a couple of our facilities and while we're driving between facilities, there's someone on a microphone kind of narrating things that are going on with the organizations and all of that kind of builds to that experience. You volunteered at this facility, here's some great things we're doing over at this facility or you're a board member. Here's a great way to figure out what it is you're actually helping to support all these different ways. Donor, here's your money in action. All of those things build up. Here's how we are doing the most good. Here's

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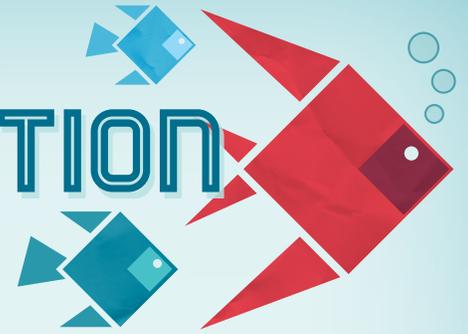


how you are doing the most good through us and I think that's a big part of the message. One little story I'll tell you and this is another way that kind of helped me overcome that hurdle with our corps officers. We had corps officers who would not use the new signs on the kettles and we were at that point where we're a few years into it now where most of the officers have been using them and we had an officer use, the old signs used to say "Need Knows No Season," and so they were using one of those old signs and we actually had somebody call us and say "Is this a legitimate bell ringer because something about this isn't right?" and I tell you, that was like gold for me because this was a volunteer who had been you know a decorated award-winning volunteer who you know had been a bell ringer for 7-10 years. I don't remember, but it was somebody that you know their heart and soul was about doing the most good and all that, but they were ringing in front of a sign that didn't say "Doing the Most Good," and somebody, they notice that. They noticed that something was off, but in their call, it was about the person. OK? They didn't realize that it was the sign that was different. They just knew that something was off, they equated it to the person and said "I think this is a scammer. Is this real? Do you really have a bell ringer at such and such location?" Well, that's all I needed to go to some of these officers who refused to do it and say "You're losing. You're losing donations. You're losing credibility and look at this example," and it was a great way for me to kind of sell it to those who had really dug in their heels and refused to do it. Look, the public is accepting this. This is what it is. They don't even know why they're accepting some reasons, but when they don't see it, it feels off.

Beth: You know, it's so true. It's hard for people to understand what the purpose of design is, and a lot of people think it's to make things look personally to them or attractive or pretty. That has nothing to do with it whatsoever because whether something looks good or bad is a lot of times subjective, and I'm a trained designer. What design is about is building trust and that's the opportunity that you have in design and in consistency and just at that point where your staff members are ready to poke their eyes out if they see that same red. Does it have to be that same font again? Do we have to use these same pictures again? When you're internal inside of an organization, it's your job to deliver this brand experience over and over again. Your team is going to be bored out of their minds. They want something, especially if you have designers on your team. I mean, designers, we're creative people. We always want

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new and different and fun, but that's usually the point where you're sick of it is normally when people are starting to get connected with it and that's one person that called you up and said "Is this legit?" Imagine how many other people thought that and didn't say it.

Jeff: Absolutely. How many people walked by that kettle.

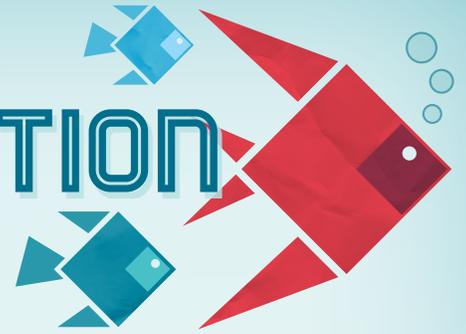
Beth: And thought "hmm" because you at the national level of the organization I'm sure everyone remembers there were television ads that were, I mean there still are, but there was a big amount of them when that brand comes out, which is very common because you've got to re-cement the brand message, you've got to introduce this and you've got to put it in there repeatedly enough that people start accepting that this is the message so that when they're out in front of the Macy's at the mall or the grocery store and they see a kettle ringer, that's a triple down from that corps thing that the national level is investing in and if there's not alignment, we call that a disconnect. People are going to say "I thought that this is who these people were, but now that I see it, I'm not so sure," and the minute you put that sense of doubt, there's a lack of trust and people do not give to organizations that they don't trust.

Jeff: Absolutely and that even translates online as well. We have our guard up because fishing scams and all these different things. I'm trying to remember the number. When Hurricane Katrina hit, it was something like over 1,000 fake Red Cross and Salvation Army sites went out, and they did a great job of stamping those out, so people want to know that things are secure. We talked about that bell ringer, but even online we had to take some steps to police Facebook pages and local corps websites to make sure that graphically it looked like it needed to and they were telling the brand story because people are going to go to those sites, they're going to look at it once and if it looks off, if it looks like your junior high kid did the logo or the graphics, not the stuff we normally use, it's you know, that's going to raise suspicion for people.

Beth: Absolutely, so in some instances you had to literally pull the templates and make them completely inaccessible for people. You went with a technical solution. You provided the graphics on the website. You eliminated any options for doing anything different. Is there anything you did through the course of it that actually helped psychologically, like changed

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people's minds and actually made them feel like "Yeah, this is good," people that maybe were resistant. Is there anything that helped with any of that?

Jeff: Honestly, I really think it boils down to the manifesto again. Like the example I said before ...

Beth: Getting it in front of people.

Jeff: Yeah, and so sometimes I would go to visit some of the corps officers and I would bring that with me and when I got resistance about the kettle or the signs or whatever it was, I'd start to go through that manifesto. Why would you not want to sign on to be part of this? Why would you not want to? Usually whatever the resistance was, I could find it in that manifesto and say "No, this is what the truth is. This is what this really means to this organization and the people who support it." I think I don't know if it was written by somebody in the Richards Group or somebody in the Salvation Army or if it were a team of people that came up with it, but I think it was absolutely brilliant and I think they nailed it as well as any nonprofit or organization could.

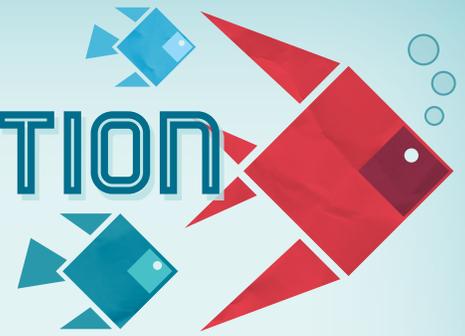
Beth: You'll be able to give us a link to put that in the show notes?

Jeff: Absolutely.

Beth: I think that's really critical because I agree with you and it's so easy in the world of branding, anyone that's ever spoken to somebody, an agency or anyone that does it, there's like a million terms that are ridiculous. It's all consultant-ese as I call it. Brand promise, brand equity, brand archetypes, brand, blah, blah, blah. It goes on forever and I've had people ask me "What's the difference between, you know, my brand equity and my brand promise?" and I always just want to answer them "I don't care. It doesn't matter." All you need is a core statement that says this is what we believe so strongly that we would not be the organization that we are and be able to deliver the work that we do and impact this cause the way we need to if this isn't how we did things. You know, basically this is your rant about why what you do matters and you can call it whatever you want. I don't care!

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Jeff: You know people ask for the mission statement or the vision statement. First we had something that we gave out. Quite frankly I thought the manifesto, the manifesto is a little bit longer than what some people's mission statement is, but it encapsulates things so well that you know, if I could get away with it, I would give people that. Now if it was a grant proposal where they absolutely had to have the mission statement, well, then I would give them the mission statement.

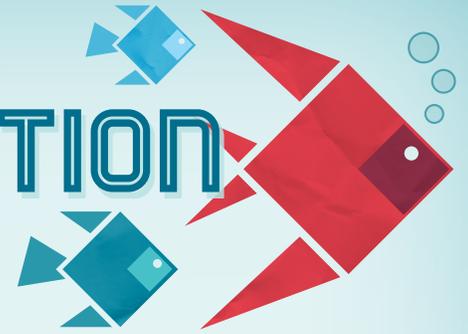
Beth: I completely agree with you. I talk about this a lot when I have an introduction to branding, the basics of branding webinar that I do and I'll be actually running it again soon, and I talk a lot about how your mission is damaging your ability to brand because most people don't realize that a mission statement was often crafted by a whole bunch of people in a room that gets more things piled on because we don't want to offend that guy and well we should put that in, too, and it talks a lot about what you do and who you do it for. Go back everyone who is listening and look at your mission statement. They're not really written in publicly consumable language that really gets people to connect with why you do what you do. So with a brand and what goes into branding through this process can do for you, is it's this bridge between your mission and your marketing and without really getting this manifesto, getting this brand core message together, you can really end up having your mission kind of over here and then have your marketing be a whole bunch of things that you just execute based on somebody walking into your office that day and say we need an invitation, we need a newsletter and you start executing in this little bubble around what's needed today and it gets further and further disconnected from that mission, which is usually really horrible language and ridiculous sentences. I call it "buy me a comma." You know, we've all read these things and it's like one sentence that's like 12 lines long, and by the time you're done reading it you don't even know what the beginning of it said because they're designed by committee. You often are not in a position to change them, and so what a brand can do for people is it can help put that bridge in there that isn't possible because changing your mission isn't always a realistic or practical thing for an organization to do.

Jeff: Absolutely. It's funny. You touched on some that really resonate.

Beth: I hit a nerve there.

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Jeff: I had an organization, it was a hospital. I won't say the name or where, but they asked me to look at their mission statement and see if I could suggest some upgrades or changes. They really wanted to revise it and it was three people from the organization who I was speaking with and so I looked at it, I adjusted it a little bit and I started. What about this? Well, this segment over here, they need to have their language in it, so no. It was just everything. Everything I shot back at them, well, no, we can't because this board member

Beth: It's common.

Jeff: Because we have this amount of people who are, who can pay for themselves so to speak and then this large percentage are being subsidized through you know these types of things so we can't word it that way because we don't want to offend this group. It's just this back and forth, back and forth, and I thought you know your situation is too complex to have a mission statement. You know what I mean?

Beth: That's the thing I try telling people all the time. People say it's all about our mission and your mission and your mission statement are not always the exact same thing and sometimes it's your brand manifesto, your language, your core. You can get the real feeling of your mission out there. You've gone from being a grant writer to really managing and distributing a major national brand. Is there a book or a resource or is there something you've come across along the way that's been a great resource for you that you can share with other people that might help them learn more about it?

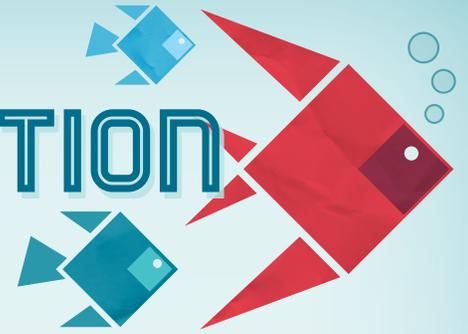
Jeff: Sure, absolutely and again I was part of Indiana's approach to the brand, but obviously got to learn from my colleagues around the country, and of course I left the Salvation Army about three years ago and I do the consulting and teaching now, but even today they're still battling some of those things I did. In one of those slides that I sent to you, I found an image from 2015 for an event coming up in October that still had "Need Knows No Seasons" so that continues. It's an ongoing, there's always going to be people who ...

Beth: You're never really done with branding.

Jeff: No, you're not, but some of the books that I would recommend, you asked me ahead

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of time, and I gave this some thought and I didn't want to throw out the usual nonprofit fundraising kind of books because you're going to have lots of those, so I want to give you some of the things that have influenced me and I think will help with this that are not necessarily from the fundraising world and in terms of participation and getting people on the same page with a brand, with a rollout like this, "Tribes" by Seth Godin. I don't know if you're familiar with Seth. I think it's something whether you're in leadership or you're on a team who is trying to roll something out, I think "Tribes" is a really important book to kind of help you understand how to get everybody, this critical mass of people all moving in the same direction. In terms of, really "Purple Cow." I love "Purple Cow" by Seth Godin as well. I could probably go and recommend every book he's ever written, but those are two that I think had a real impact on me. "Tribes" in terms of getting people together and then "Purple Cow" in terms of being remarkable, standing out as a marketer, as an organization, even in just your every day life. A couple other suggestions too, "Outliers" by Malcolm Gladwell. I don't know if you know of him.

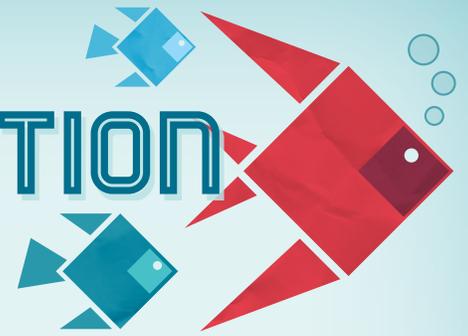
Beth: Awesome, great, great.

Jeff: I think that is really helpful in kind of understanding the commitment that you're going to have to have to be great at something. That whole 10,000 hour model. This one goes back a little bit, but actually my next two, just two more. These go back a little bit, but they're still very relevant for people who are pursuing this path. "The Long Tail" by Chris Anderson. He's the editor of Wired. This will really help your listeners understand how we got to where we are with our current economy, our consumer economy, with online shopping, with Amazon, kind of how we got there, and it's really important as nonprofits to understand that behavior to be able to better understand giving behavior. So I think for me by understanding consumer behavior better, it really helped me position myself to be a better fundraiser. The final one and you'll probably chuckle at this one, but you know there's a lot of organizations that are probably listening who are in small nonprofits. You're a small shop. You're wearing all the hats and you need to figure out how you can do lots of great things with limited resources and that book is "Moneyball" by Michael Lewis.

Beth: Wow! No one has ever suggested that before!

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Jeff: Absolutely, and of course they made the movie with Brad Pitt and even if you're not a baseball fan, if you can kind of set aside baseball and just understand the concepts that they use, they really apply to the nonprofit world and honestly we kind of built, when I took over as development director, I kind of structured things with Moneyball as kind of a concept.

Beth: That's great! I've never heard anybody say things like that, but I love the list of books. They're all wonderful, wonderful books and I am also on the path of encouraging marketers and fundraisers in nonprofit to read books from the business world and from branding perspectives inside and outside, there's some wonderful books that I've talked about before. Sarah Durham's "Brand Raising." Sarah was on the show a few episodes ago. Phenomenal, phenomenal book. Kivi Leroux Miller has been on the show as well. She has a phenomenal book. Definitely read those books, but expand your horizons to outside because everybody that we're asking to give money lives in the world and is a consumer and is influenced by all those other things. When something shows up in their mail box or in their email, a donation or an ask email is right there up next to the latest ad from Target, and that's what we're competing with, and so we need to make sure we're understanding the overall marketplace and who our donor is or who our participant is in the context of them and their life and what's going on for them. These are such great suggestions. Jeff, how can people get in touch with you if they have any questions or want to talk about anything?

Jeff: Sure. You can email me JeffStanger@CauseGeek.com and you can find me on Twitter @JeffStanger or @CauseGeek and fire away with questions and thoughts and ideas.

Beth: This was terrific. Thank you so much for sharing your experience and knowledge with both me and our nonprofit community.

Jeff: Well, thanks for having me. I appreciate it.