

Brand Brief Worksheet

Developing a **brand brief** is an essential first step toward achieving your nonprofit organization's marketing goals. With this worksheet, you can create one for your organization.

"During the Branding Fundamentals workshop I not only gained a firm grasp on want branding is and why it is important, I left with a plan where to go next. Peter and Greg are a great team. I would highly recommend their workshops and services."—Michael J. Greenough, IT & Internet Marketing, Pete's Tire Barns



888-930-6511 • info@brandfundamentals.net www.brandfundamentals.net • Keene, NH

This edition was specially prepared for



How to use this worksheet

This worksheet is a companion to the document *Brand Basics* available at *nonprofitnext.nhnonprofits.org*.

Complete the worksheet by yourself or with your board; with or without the aid of a facilitator. The answers will form the basis of a *brand brief*, a report documenting your brand's essential qualities and characteristics.

If you'd like to learn more about branding for nonprofits, consider attending one of our workshops (or, assemble 20 or more people and sponsor one). If you'd like to know more about our proprietary Branding Programs, please contact us by phone or email. ■

Exercise 1: Stakeholders

To communicate effectively, you must know who you are speaking with and what their concerns are. You want to convey a clear and consistent message, yet different groups and individuals require different information. Misunderstandings can result in confusion or conflict.

Instructions: List everyone associated with your organistaff, volunteers, beneficiaries, donors, strategic partners	s, competitors (yes, even nonprofits have them), pro-
fessionals—lawyers, accountants, consultants, government	ent agencies, print and electronic media outlets, etc.

Exercise 2: Narrative

Human beings have been telling stories for millennia. We're hard-wired to respond to promises of rich bounty and warnings of pending danger. Stories capture our attention and our imagination (ask any seasoned fundraiser), and they help us remember what we see and hear.¹

Studies show people respond more readily and more heartily to stories than to facts. Every nonprofit has a story to tell—not just a mission statement, but a testament to people's lives being changed for the better. In his book, *To Sell is Human: The Surprising Truth About Moving Others*, author Daniel Pink summarizes Pixar's pitch guidelines². The following exercise is based on this concept.

¹ Scientific American Mind, August 2008. Also, blog.slideshare.net/2013/11/20/the-science-behind-storytelling-and-why-it-matters/

² See former Pixar story artist Emma Coats's story rules at http://bit.ly/jlVWrG.

Every day (define the pain people with the problem feel) One day (define your organization's mission) Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with	Instructions: Fill in the blanks based on the particulars of your organization.
One day (define your organization's mission) Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	Once upon a time there was (define a problem)
One day (define your organization's mission) Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
One day (define your organization's mission) Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
One day (define your organization's mission) Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	From the (define the nain months with the model of the first)
Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	Every day (define the pain people with the problem feel)
Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
Because of that (define how your organization changes people's lives) Because of that (cite benefits to life with problem solved) Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
Because of that (cite benefits to life with problem solved)	One day (define your organization's mission)
Because of that (cite benefits to life with problem solved)	
Because of that (cite benefits to life with problem solved)	
Because of that (cite benefits to life with problem solved)	Passage of that (define have your arganization changes nearly's lives)
Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	because of that (define now your organization changes people's lives)
Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
Until finally (describe greater good realized by your organization's presence) Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	Because of that (cite benefits to life with problem solved)
Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	
Exercise 3: Problem/Pain/Solution Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	Until finally (describe greater good realized by your organization's presence)
Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. **Instructions:* What *problem** existed before your organization came into being? What is the *pain* associated with that problem? How does your organization *solve* the problem and alleviate the pain?	onth infany (describe greater good realized by your organization's presence)
Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. **Instructions:* What *problem** existed before your organization came into being? What is the *pain* associated with that problem? How does your organization *solve* the problem and alleviate the pain?	
Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. **Instructions:* What *problem** existed before your organization came into being? What is the *pain* associated with that problem? How does your organization *solve* the problem and alleviate the pain?	
Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. **Instructions:* What *problem** existed before your organization came into being? What is the *pain* associated with that problem? How does your organization *solve* the problem and alleviate the pain?	
notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What problem existed before your organization came into being? What is the pain associated with that problem? How does your organization solve the problem and alleviate the pain?	Exercise 3: Problem/Pain/Solution
original pain—be it physical, emotional, social, or economic—and the original solution. Instructions: What <i>problem</i> existed before your organization came into being? What is the <i>pain</i> associated with that problem? How does your organization <i>solve</i> the problem and alleviate the pain?	Nonprofits start with a simple premise: one party has a problem and another has a solution. Mission statements
Instructions: What <i>problem</i> existed before your organization came into being? What is the <i>pain</i> associated with that problem? How does your organization <i>solve</i> the problem and alleviate the pain?	notwithstanding, some nonprofits get caught in a mire of complications. In these cases it pays to remember the
that problem? How does your organization solve the problem and alleviate the pain?	
	that problem? How does your organization solve the problem and alleviate the pain?
	The problem
	r

Brand Fundamentals Worksheet for Nonprofits
The pain
The solution
Exercise 4: Research
Brands are built on information—and that means research. Research comes in two varieties: primary, which you initiate (as in, conducting a survey); and secondary, which you purchase or acquire free of charge (as in, online or at the library).
Instructions: Pick one stakeholder group from Exercise 1 (for example, beneficiaries or donors) and answer these questions about them. You may need to consult with sources inside or outside your organization. Then, repeat the process with other stakeholder groups.
Who are your stakeholders?
How do they think/feel/act <u>before</u> interacting with your organization?
How do they think/feel/act after interacting with your organization?
Where do they congregate (in person and/or online)
What other organization(s) provides similar services?
What other organizations compete for the same dollars?
What other organization(s) can you learn from, especially in terms of what to do or what not to do?
What social and technology trends present opportunities or obstacles to your organization?

Exercise 5: Brand Attributes

It can be surprisingly difficult to distinguish between features and benefits. Features tend to be earthbound (*Food for People, Not for Profit*³), whereas benefits often have emotional resonance (*The greatest casualty is being forgotten*⁴). Though your list may be very different from this one, here are some examples:

Heatures	٠
Features	

Features

- What is it made of?
- Is it a commodity or an innovation?
- Is it top of the line or a bargain?
- Is it hand made or high tech?
- Is is organic or does it taste great?

Benefits:

- What does it do (practically)?
- Does it build status or self-esteem?
- Does it make life easier, richer, better?
- Does it relieve stress or anxiety?

Benefits

• Does it promote health and wellbeing?

Instructions: List features and benefits offered by, or associated with, your organization.

	-
	-
Exercise 6: Positioning Statement	
	the most important "real estate" is not out in the world, or to be thought of first for one thing, than to be thought of
If you want to be everything to everybody, you will pr	robably wind up being nothing to anybody.
Instructions: Referring to your answers to previous q	questions, fill in the blanks.
For (target stakeholders)	
who (statement of the need or opportunity),	

³ Community Food & Justice Coalition

⁴ Wounded Warrior Project

Brand Fundamentals Worksheet for Nonprofits 6				
the (product/service name)				
is a (product/service category)				
that (statement of key benefit)				
Unlike (primary competitive altern	ative),			
competitors are, and the other factor	prospects? Based on who they are, whors you've already addressed, how can y d conveying critical information? Wha	ou best reach them? What media lend		
Examples: • Website • Blog • Newsletter (print or electronic) • Email • Social Media	 Advertising (print or electronic) Direct Mail			
Instructions: Write down touchpo	ints you believe can effectively deliver	your message. Prioritize the top three.		

What next?

Congratulations! You now have a brand brief for your organization. Hopefully, carrying out the process has been helpful in itself, but the best is yet to come. Here are some practical ways to use your brief:

- Share it with marketing and creative professionals when developing print and electronic materials (see Exercise 7).
- Use it as the basis for an identity program.
- Share it with new and existing board members and staff to:
 - · promote mission awareness;
 - · facilitate understanding;
 - · reach common ground.
- Use it to guide strategic and tactical decisions.
- Use it to inform fundraising efforts.
- Share it with allied organizations to clarify similarities and differences, and to promote mutual interests.

Your brand should work for your organization—clarifying your mission, strengthening your communications, even saving time and money. Here's wishing you every success!

