



Building Marketing Effectiveness & Public Trust Through Branding

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April 18, 2007

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Faithful Caring: Branding for Mission and Ministry



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Today's session

1. Lutheran Social Services of Mid-America situation
2. Brand assessment process
3. A new brand name and symbol
4. Commitment to "Faithful Caring" as the expression of the brand
5. Process of implementing a brand change
6. Measuring the impact of the changes

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The situation

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The situation

Lutheran Social Services of Mid-America was incorporated in 1926 (as Lutheran Inner Mission League of the Miami Valley) to stimulate missionary activities and encourage acts of mercy, and bring Lutheran congregations together to establish and maintain inner mission work in the Dayton (Ohio) area.

Three subsequent name changes:

- 1966—The Lutheran Social Service of the Miami Valley
- 1984—Lutheran Social Services of the Miami Valley
- 2002—Lutheran Social Services of Mid-America

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The situation

- Mission: In response to Jesus Christ, to help people experience dignity and wholeness in relationship with God, family and community.
- Values:
 - Faithfulness to Christ
 - Wholeness of Life
 - Equality and Justice
 - Quality of Service
 - Integrity
 - Stewardship of Resources

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The situation

- Lutheran Social Services of Mid-America
 - Residential services
 - Bethany Lutheran Village
 - Bethany Rehabilitation Center
 - Manors of the Valley
 - We-Care Homes
 - Community Care
 - Adoptions
 - Interfaith Care Team Ministry
 - Consumer Credit Counseling Service
 - Senior Companion Program
 - Emergency assistance
 - Services distributed throughout southwest Ohio, southeast Indiana and northern Kentucky

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The situation

- Three elements of a strategic plan completed in 2003 identified need for brand positioning and expansion of marketing activities:
 - Become more market-focused (a "Driving Factor")
 - Build community identity for LSSMA (a strategic objective)
 - Grow philanthropic support and public grants (a strategic objective)

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Objectives of brand assessment project

- Management and the Board identified need for a project to develop the organization's brand identity, attributes and promise, and a plan to expand the brand identity. Project would include:
 - Development of a "Branding Brief" to:
 - provide the context for the brand;
 - clarify whether the existing identity needed modification, renewal or replacement;
 - establish the goal for a branding plan
 - Development of a branding plan to align the organization with the brand commitment and communicate the brand identity.

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The process: Branding Team

- In keeping with the approach used in addressing other strategic issues, a Branding Team was appointed to oversee the project.
- Branding Team was composed of senior executives, administrators of most service lines and core programs, members of the Marketing and Communications staff, and a designated Board member.
- Branding Team endorsed engagement of BrandEquity for the project, served as the consultant's sounding board throughout the project, and was responsible for recommendations regarding positioning, name and visual identity to management and the Board.

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The brand assessment process

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The process: What is branding?

- Norse word, "brandr"—"to burn," as in cattle, to differentiate one owner's herd from another's



- What does this brand mean to you?

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The process: Why is branding important?

- Brand is the “shorthand” used to differentiate the organization and its services from those of another organization competing for the attention of the customer, client, volunteer, prospective employee, etc.
- Whose attention does LSSMA need to attract?
 - Donors (individuals, foundations, corporations)
 - Grant funders
 - Potential residents and clients
 - Potential staff
 - Volunteers
 - Opinion leaders

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The process: Phases of the project

- Discovery → Key findings
- Branding Brief → Establishes consensus on brand context and brand promise, recommendations on renewal, refinement or replacement of brand.
- Development of brand and visual identity
- Development of branding plan
- Launch of branding plan, including brand training for staff

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The process: Key findings & recommendations – I

- LSSMA is faith-based, and faith is at its core.
 - Both mission and values directly reference Jesus Christ
 - Formal ties to both major U.S. Lutheran denominations
 - Originally sponsored by Lutheran congregations; today LSSMA is an independent, 501(c) 3, tax-exempt entity with its own Board, and congregations voluntarily commit to involvement through a Covenant

The identity of LSSMA should reflect its Lutheran heritage and the Lutheran core beliefs that continue to this day.

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**The process:
Key findings & recommendations – 2**

- LSSMA serves people of all faiths.
 - Earlier, the commitment to serve all perhaps not as well understood as today
 - Lutherans comprise small minority of those who are served – even at Bethany Lutheran Village
 - Lutherans far from a majority of the population

LSSMA must strive to communicate that it is committed to serving everyone. Additionally, while LSSMA communicates its service to individuals, it is, in fact, serving the community – and should so communicate.

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**The process:
Key findings & recommendations – 3**

- LSSMA has historically served Dayton and the Miami Valley. Beginning with adoption counseling and residential services for persons with mental retardation and developmental disabilities, LSSMA responded to needs in Hamilton County. Now, a significant minority of its services are provided in greater Cincinnati. That was the basis for "Mid-America" supplanting "Miami Valley."
- "Mid-America" does not effectively describe the service area. It is poorly understood. "Mid-America" suggests to some that LSSMA is more interested in growth than in serving its existing service area or that LSSMA in Ohio is a branch of a larger agency.

If there were a distinctive, "non-LSS" brand, there would be no need to include a geographic reference.

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**The process:
Key findings & recommendations – 4**

- Until the late 1940s, virtually all of LSSMA's offerings were "social services." But, beginning with the establishment of Bethany Lutheran Village, and the later creation of We-Care Homes and Manors of the Valley, the dominant category has revolved around residential services. While Community Care provides "social" services, these flex as the needs and available resources change.

"Social" services in the name places an undue emphasis on smaller programs, and provides inadequate recognition of the residential services that comprise the bulk of the offerings. "Services" alone can represent all of the programs.

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**The process:
Key findings & recommendations – 5**

- LSSMA is committed to becoming more market-focused and building a community identity (viz., 3 Strategic Plan references). This commitment suggests a new outward-focused organization.

Appropriate resources – human, financial and time – will need to be allocated for these commitments to be achieved. The strategic branding plan will address these factors.



**The process:
Key findings & recommendations – 6**

- The current name functions primarily as a label, not as a brand. It does not suggest a vision for the organization or sufficiently inspire stakeholders.

A name that can both accurately describe the scope of services and inspire a desired action (e.g., affiliation through philanthropy or a decision to seek employment) should be the goal in identifying the organization.



**The process:
Key findings & recommendations – 7**



- The current logo is viewed indifferently by the majority of those interviewed, inside and outside of LSSMA. A handful of respondents were negative, and a smaller number were mildly enthusiastic.

The visual identity should optimally contain an element that attracts and inspires.



**The process:
Key findings & recommendations – 8**

- Several service lines may benefit from modified identities:
 - We-Care Homes
 - Bethany Lutheran Village
 - Consumer Credit Counseling Service

As part of this project, consider the benefit of adopting a single logo or symbol that can be used in conjunction with all of the service lines, and retiring any others currently being used. Consider service-line identity modification during branding system development.

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The process: Branding brief

- Purpose of Branding Brief
 - Guide decisions regarding name
 - Guide visual identity design decisions
 - Guide development of the strategic branding plan

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The process: Branding brief – I

NAME is a Lutheran-sponsored, faith-based, not-for-profit organization that serves the entire community by developing needed services and making them available to individuals of all walks of life.

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The process: Branding brief – 2

The services respond to current and anticipated needs, and, while the specific offerings may change from time to time, they always reflect the organization's mission and values, supportive of the teachings of Jesus Christ.



The process: Branding brief – 3

The needs to be met are substantive, helping each person experience dignity and the fullest achievable level of physical, mental, emotional, spiritual and vocational ability.



The process: Branding brief – 4

NAME has evolved from a sponsorship by the Lutheran congregations in the Miami Valley area, and today it benefits from the voluntary participation of many Lutheran congregations in three states, which provide volunteers, help to identify needs, and provide financial support.



The process: Branding brief – 5

NAME provides its services in a geographic area that does not submit to easy labeling—Dayton/Miami Valley, and metropolitan Cincinnati, southeastern Indiana and northern Kentucky—sometimes called the “Tri-State” area. For that reason, we emphasize the scope of services rather than the boundaries of our service area.

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The process: Branding brief – 6

NAME provides services that have an impact on people at different points in the span of life. Currently, the services range from adoption services to senior living, with credit counseling, housing services for special populations and other services part of the mix.

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The process: Branding brief – 7

NAME seeks to be recognized and understood broadly within its service region as a developer and provider of high quality, innovative services that help the community in general as well as the people individually served.

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The process: Branding brief – 8

NAME is recognized by those most familiar with its services—people individually served, families, volunteers and staff—for warm, genuine, selfless caring, compassion and generosity of spirit.

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A new name and symbol

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A new name and symbol – why?



- A long name, encouraging frequent use of acronyms (LSSMA or LSS) that are neither memorable nor describe our services.
- “Social Services”—no longer captures the breadth or depth of our programs and services.
- Emphasizes our community-based services, and fails to capture the scope of our residential services that benefit people who are elderly, disabled, or have mental retardation.

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A new name and symbol – why?



- “Mid-America”—often misunderstood
 - We sought a new brand name that would be unique and distinguish the organization from other “Lutheran Social Services” across the U.S.
- The name serves as a label, not a brand – and made it difficult to have a unified branding program.

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A new name and symbol –goals

- We sought a new brand name that could:
 - Be genuine – capture the essence of who we are
 - Be credible – readily believable internally and externally
 - Be transparent – immediately understood
 - Be approachable – inspire responses in support of the organization, for example:
 - Attract and retain dedicated staff
 - Attract committed volunteers
 - Support growth of philanthropy
 - Be memorable

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A new name and symbol – capturing *Faithful Caring*

- We sought a new brand name that would represent how every part of the organization anticipates people’s needs and organizes resources to respond in an effective manner that demonstrates our clearly articulated values.
- “*Faithful Caring*” is a term we use to express how we practice our shared values on a daily basis – a short form of our values statement.

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A new name and symbol



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A new name



- "Graceworks" is a powerful expression of our organization's motivation to offer its works in faithful response to God's grace.
- It captures key Lutheran beliefs — "We are saved by grace through faith in Jesus Christ," but "faith without works is dead."

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A new name



- "Lutheran" describes the core of our identity, the motivation for our mission and the origin of our heritage.
- It demonstrates continuity with the past.
- "Lutheran" signifies our connection to similar organizations throughout the nation and world.

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A new name



- "Services" describes all of the programs and services that we offer.

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A new symbol



- A cross as the most powerful symbol of God's grace in offering Jesus Christ to the world
- God's hand extending to us and joining with our hands to perform the work of touching others
- Our hands woven together with the hands of those we serve as an act of *Faithful Caring*

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A new name and symbol – What's changing?

- Graceworks Lutheran Services has replaced Lutheran Social Services of Mid-America as the brand name of the parent organization.
- The Graceworks brand symbol now appears in connection with every service/program of the organization.



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**A new name and symbol –
What's changing?**

- Bethany Village, which previously had its own visual identity, now employs the Graceworks symbol.



**A new name and symbol –
What's changing?**

- Graceworks Housing Services has replaced Manors of the Valley
- Each Manor is now called a Community.



**A new name and symbol –
What's changing?**

- Graceworks Enhanced Living has replaced We-Care Homes.



**A new name and symbol –
What's changing?**

- Consumer Credit Counseling Service has adopted the new Graceworks symbol.



**A new name and symbol –
What's changing?**

- Community Care programs, such as Adoption Services, now reflect their sponsorship by Graceworks Lutheran Services.



Implementing a brand change



**Implementing a brand change:
The timetable**

- Leadership interviews – November 2004
- Branding Team deployed – February 2005
- Brand strategy and new identity developed February – March 2005
- Preliminary communication with congregational delegates – April 2005

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**Implementing a brand change:
The timetable**

- Brand communications plan – May 2005
- Trademark protection– May 2005
- Budget preparation – June 2005

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**Implementing a brand change:
The timetable**

- Simultaneous employee and congregational delegates communication June – August 2005
- Approval process – August 2005
- Brand training (managers & staff) September – October 2005

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Implementing a brand change: The timetable

- Letters to internal stakeholders – November 2005
- New identity becomes effective – January 2006

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Implementing a brand change: Objectives of the launch

- Build brand alignment: Prepare Board, staff, volunteers and other "family" to support the brand before the public launch
- Build community identity
- Create customer awareness and loyalty

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Implementing a brand change: The launch

- Brand launch focused for first 4 – 5 months on employees, who create brand essence through encounters with customers
- Internal launch and training were based upon a solid foundation of values integration
- Branded from the inside-out to build *brand alignment* – when internal forces are in parallel with external messages so employees deliver on the brand commitment

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**Implementing a brand change:
Elements of the launch**

- Letters to employees
- Training for managers and employees
- Meetings with individual donors
- Letters to residents, clients, family members, volunteers, donors and vendors
- Employee kickoff event

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**Implementing a brand change:
Elements of the launch**

- Brand identity guidelines
- Brand announcement brochure to business partners, community organizations, elected officials and all internal stakeholders
- News releases to media and trade journals
- 2005 Annual Report illustrating Faithful Caring
- Advertising campaign

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**Implementing a brand change:
Elements of the launch**

- Implement new publication design standards and integrate copy platform into communications
- Re-design web site
- Change signage
- Generate media exposures that illustrate brand essence
- Continue advertising campaign
- Integrate brand commitment into a customer service philosophy, training and performance expectations

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Building brand alignment: Faithful Caring

- The term to describe how we support the Graceworks Mission and practice the Graceworks Values
- Forms the basis of a customer service philosophy and expected behaviors
- Brings the brand to life

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Building brand alignment: Faithful Caring

We deliver the Graceworks customer difference through our commitment to Faithful Caring. We fulfill Faithful Caring when we intentionally show compassion to others, demonstrate competence in our work, lead balanced lives so we can help others achieve stability, and practice the Graceworks Values

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Building brand alignment: Faithful Caring philosophy



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Building brand alignment: Customer service program

- Philosophy
- Behavioral expectations
- Four-part employee training program
- Integration of standard behaviors into new employee orientation, handbooks and performance evaluations

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Measuring the impact of branding

- Are the brand measures SMART– Simple, Meaningful, Actionable, Repeatable, Touchpoint oriented?
- Are the measures tied to strategic goals or objectives?
- Can decisions be made based upon the measures?

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Measuring the impact of branding

- Brand alignment through employee satisfaction surveys (*"I understand the mission of the organization"* and *"I understand my role in the success of the organization"*)
- Growth of donor base and volunteer support
- Customer loyalty (*"Likelihood of recommending services"*)
- Brand awareness among community "influentials"

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What have we learned?

- Demands involvement of senior leaders
- Demands primary focus of Marketing Communications Team for the initial 6 – 9 months of launch
- Requires close collaboration with many departments – Human Resources, Training and Development, Materials Management
- Requires nearly one year to fully integrate new brand identity
- Unifies marketing and communications strategies

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Summary

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**Summary:
The Graceworks Lutheran Services Brand**

- A brand is a combination of things that differentiate organizations providing similar services or making similar products.
- Graceworks Lutheran Services is the new brand name of an organization formed 80 years ago to help people experience dignity and wholeness in relationship with God, family and community.

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**Summary:
The Graceworks Lutheran Services Brand**

- What differentiates Graceworks Lutheran Services is a commitment to specific values.
- Faithful Caring is a new term to express that commitment. We fulfill the commitment of Faithful Caring when we:
 - Intentionally show compassion to others
 - Demonstrate competence in our work
 - Lead balanced lives and help others achieve stability
 - Practice the Graceworks Values

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**Summary:
The Graceworks Lutheran Services Brand**

- The ultimate “brand” is what people – customers, staff, volunteers and community – experience when they come into contact with a Graceworks Lutheran Services program or service.
- The essence of Graceworks Lutheran Services is what our employees and volunteers do to present the brand in keeping with Faithful Caring and our values.

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