

# Branding and Children's Mental Health: The Basics

A presentation to the  
Children's Mental  
Health Ontario  
conference



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# Outline

- Brands
- What are they?
- What are they good for?
- Nonprofits and brands
- General issues
- Risk and Benefits
- Communicating to Constituents
- How to Brand a Nonprofit



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# What is a Brand?



- From Old Norse “brand” = “to burn”
  - Greek and Roman shopkeepers
  - Early use of 'brands'
  - unique names and distinctive logos
  - “Product” can be...
  - All of these products can be branded

# What is a Brand?



- Brand is a product that adds other dimensions to it that differentiate it in some way from other products designed to satisfy the same need (Keller 2004)
  - Differences can be rational and tangible
  - Or differences can be more symbolic, emotional or intangible
- The key to branding?

# What is a Brand?



- Brands are “the art and cornerstone of marketing” (Phil Kotler)
- New science involves economics, cognitive and social psychology, sociology, applied statistics, and anthropology
- Brand equity = key source of financial valuation
- Post WW2 phenomenon
  - Driven by CPG industry, massprod, masscom

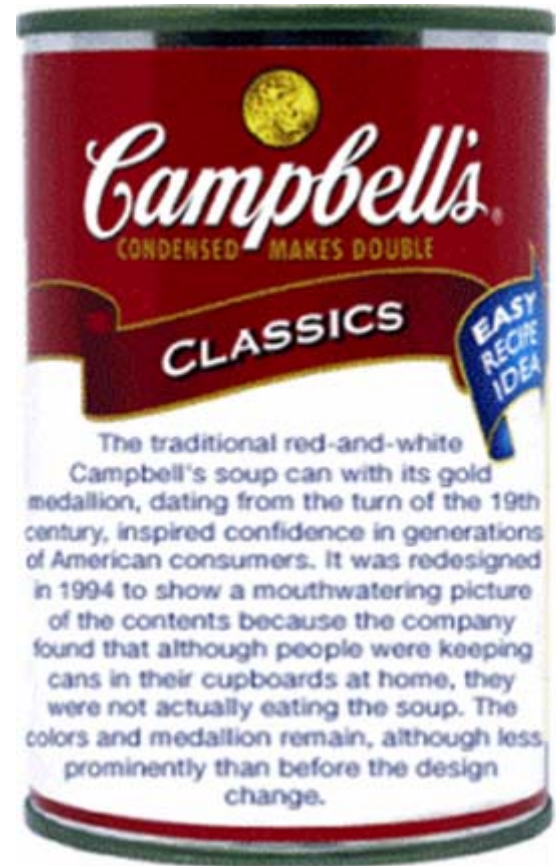
"If this business were to split up, I would be glad to take the brands, trademarks and goodwill and you could have all the bricks and mortar - and I would fare better than you." -

John Stuart  
former Chairman, Quaker Oats

# The Use of Brands



- Shorthand for a distinctive set of organizational traits, values, and goals
- Brands convey meaning anthropomorphically and ideal-typically
- Individuals and communities connect emotionally with brand “essence” or “personality”
- Brands plug into enduring values and beliefs
- Brands are part of a system



# Universal Nonprofit Concerns



- In a world of increasing charitable organizations,
  - and steep declines in public sector funding
    - How do we compete?
    - Can we attract donors?
    - Can we attract volunteers?
    - Can we attract clients to our services?
- And how do we do it in an environment of intense media clutter and time poverty
- Exemplar
  - The apotheosis of Museum management



# Brand Benefits



1. Brands provide a simple and effective vehicle to convey the benefits they offer
  - Reduces consumer search costs
  - Makes usage decisions easier
2. Brands offer assurances of quality and consistency
  - These can be difficult to assess prior to actual use/consumption
3. Brands play a strategic role for providers of goods & services
  - Brand management insists that managers to consistently think about differentiation, competition, and positioning
  - It tends to organize a more coherent internal commitment to external constituents' needs

# Increasing Prominence of Nonprofits that have embraced Branding



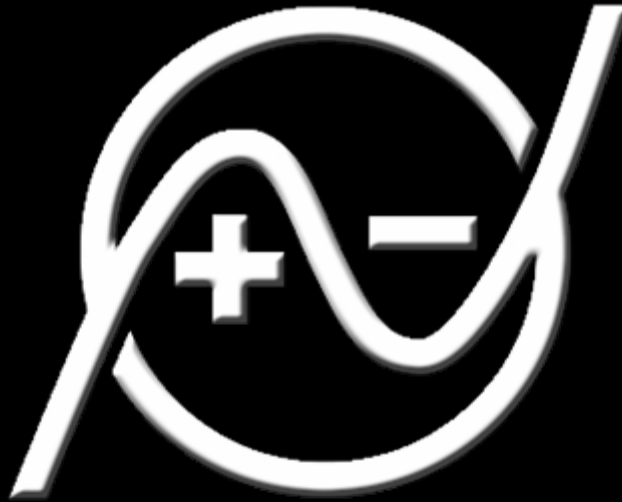
- Marketing concepts have been applied to nonprofits since at least the 1960s
- MOMA
- Lincoln Park Zoo
- Head Start
- World Wildlife Fund
- Outward Bound
- Amnesty International
- Habitat for Humanity
- Peta
- Just Say No
- Re:think campaign for breast cancer

# Problems & Questions in Branding for Nonprofits



- Costly and time-intensive
- Is it worthwhile?
- Limited financial and human resources
- Apply them to developing brand?
- Real concern with limited resources (tradeoffs)





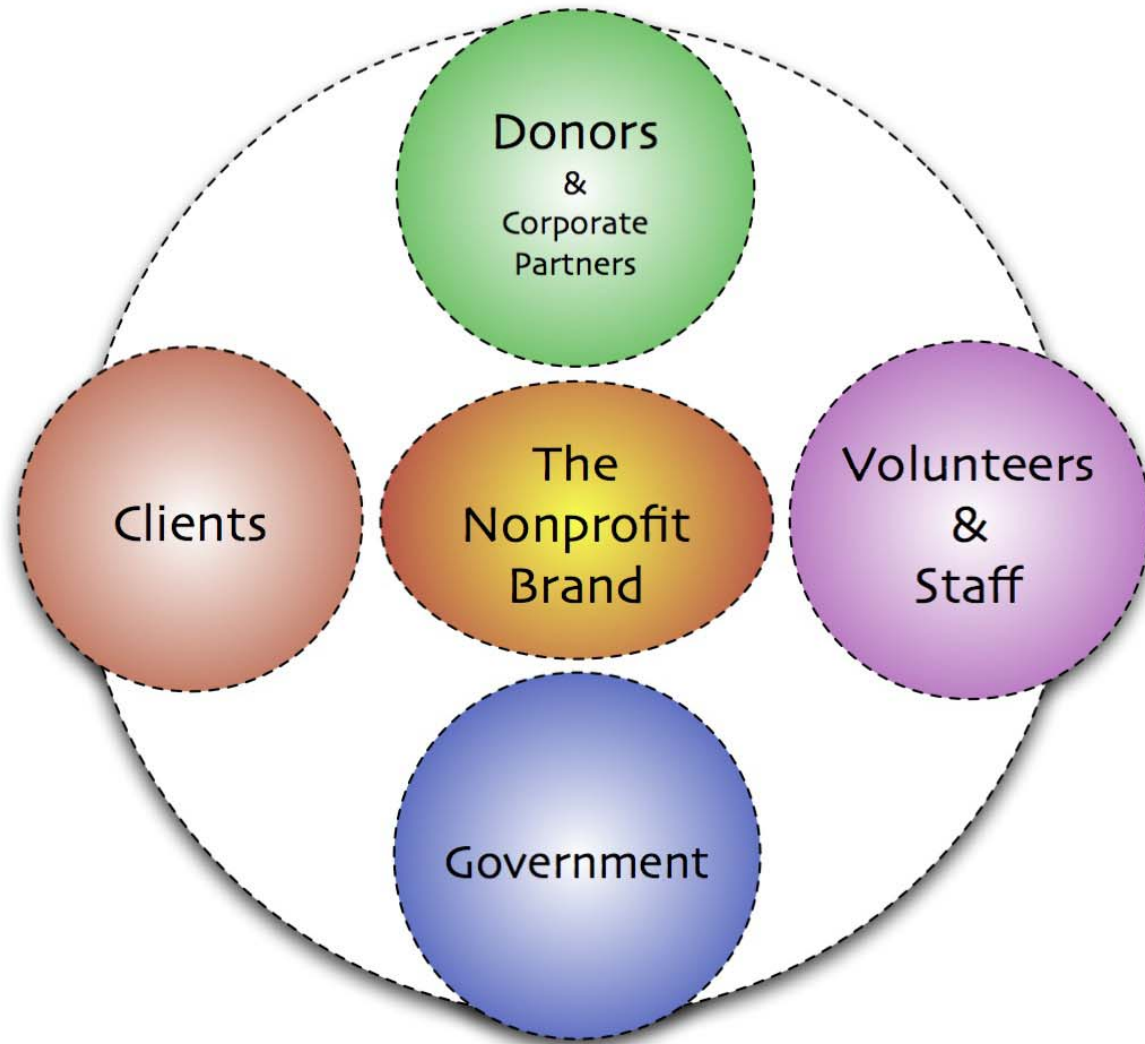
- Pluses
  - Conveys a consistent image to multiple publics
  - Signals quality
  - Inspire trust
  - Makes “consumer” decisions easier
  - Inspires a longer-term perspective on management
  - Raises profile
  - Increases competitiveness
- Minuses
  - Diverts resources from programs and service delivery
  - Too “commercial”
  - Requires effort to justify internally
  - Increases exposure and reputation risk
  - May draw hostile reactions

# Brands Speak to Multiple Constituents



- An overarching image
- Key meanings and values
- Focused message
- Summarizes experiences
- Basis for building impressions, enduring relationships, memories

# Constituents and the Nonprofit Brand



# Brands Speak to Multiple Constituents



## Donors

- Summarize the goals that the nonprofit wants to achieve
- The values it stands for
- Many nonprofits & charities
- Values to corporate partnerships
- E.g., Race for the Cure



# Brands Speak to Multiple Constituents



## Volunteers & Staff

- Attract interest & passion from people attracted to goals and values
- General, public appeal and personal recognition
- Preferential treatment



- **Government**

- Includes Regulatory agencies
- Don't benefit directly from information, assurance or prestige of a nonprofit brand
- However, must make prioritizing decisions among competing bodies
- Tie into symbolic or emotional meanings & shared values
- Institutions need legitimacy

# Brands Speak to Multiple Constituents



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- Client
  - Much like conventional consumer model
  - Warranty of quality & consistency
  - Statement of philosophy of service provision
  - In some agencies, trust takes on central role
  - Sensitive and confidential services
  - Gives users and potential users confidence to disclose and undergo procedures
  - Facilitates decision
  - Repositories of prior positive service encounters
- Two-Way Relationships
  - Nonprofits and the company they keep
  - E.g., the “face” of nonprofit and volunteers

# GREENPEACE

# Brands Provide Public Exposure



- Educational or advocacy function
- Building a controversial and visible presence
- E.g., Environmental groups
- E.g., Health advocacy groups



- Marketing activities take on much more importance
- Brand legitimacy = message credibility
- Better targeting and positioning = better reach and more sympathetic public reception

# Brands Expose and Speak



- Branding is communication
- Ultimately, service delivery is the biggest single aspect of brand-building
- The question is process
- One challenge is foregone opportunities for impression formation
- A vulnerability is increased focus and scrutiny
- E.g., PBS, United Way, NRA

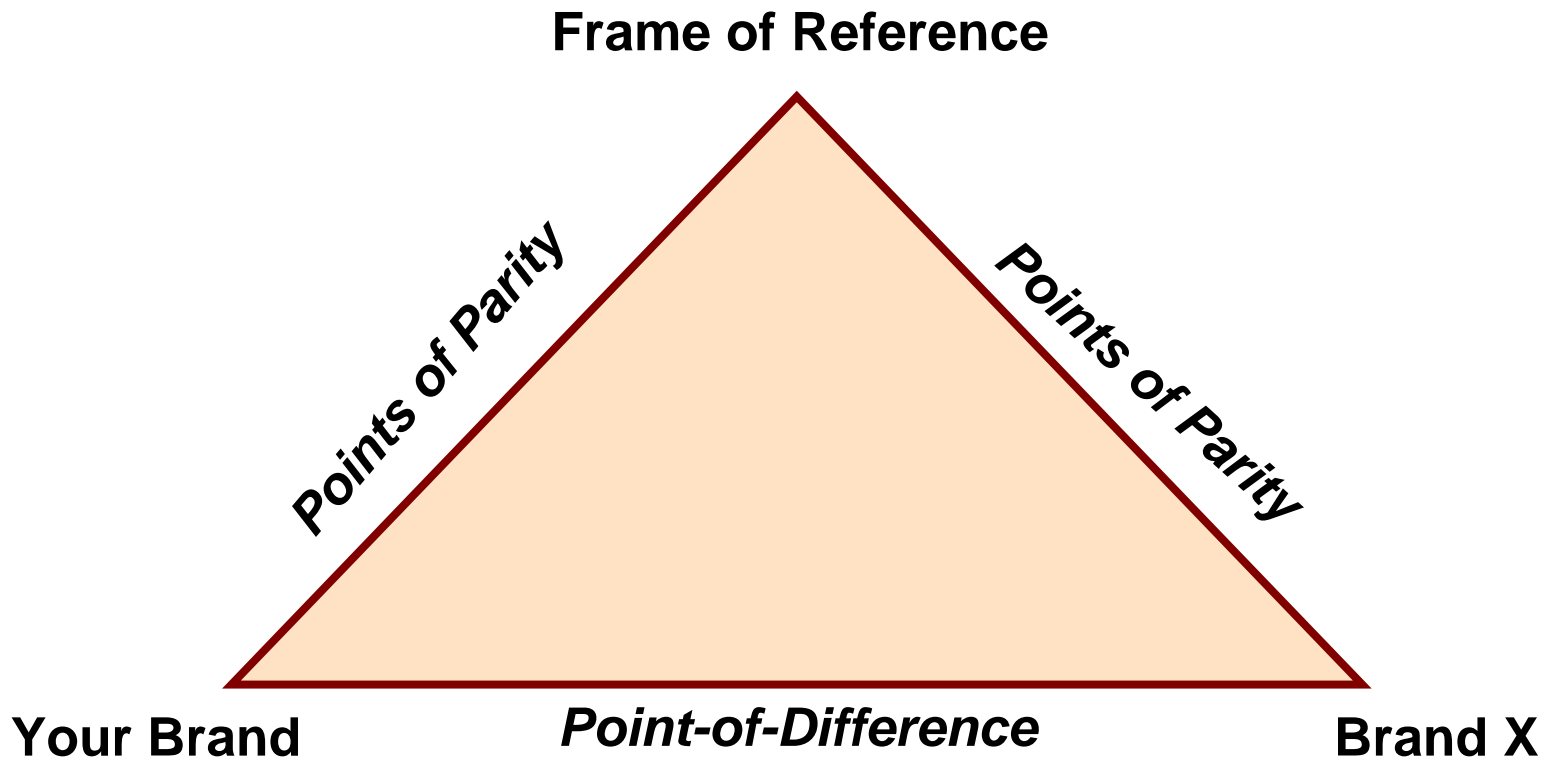
# How To: Branding 101 for Nonprofits



1. Key constituencies must be understood and polled
  - “Marketing” research
2. Appropriate brand positioning must be devised
3. Positioning needs to be translated into a verbal and graphical representation
4. Brand must be communicated to appropriate (target) audiences/ constituencies
5. Brand must be maintained and kept relevant to (changing) constituencies over time

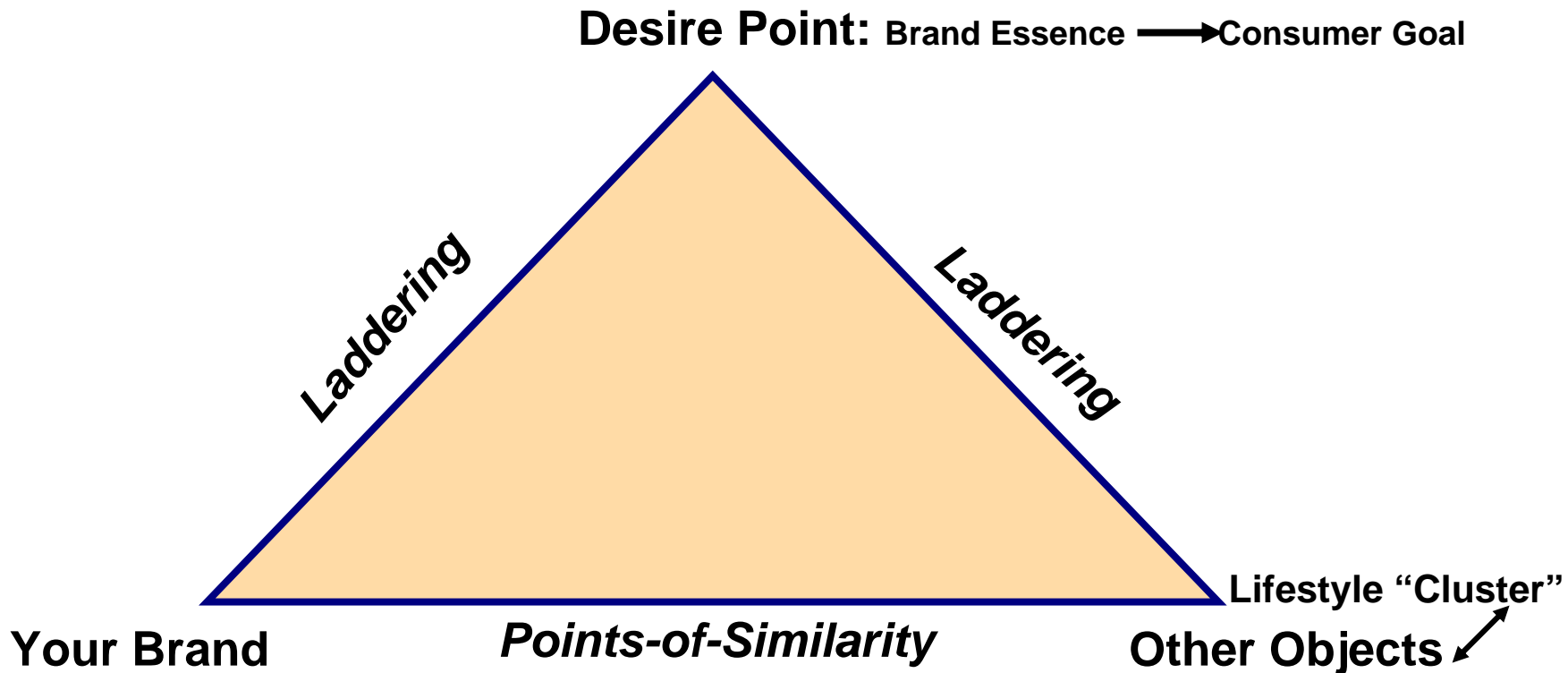
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# The Positioning Triangle (competition-based)



Source: Sternthal and Tybout, 2001

# The Positioning Triangle (goal-based)



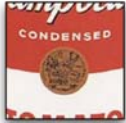
Source: Sternthal and Tybout, 2001

# How To: Branding 101 for Nonprofits



- Representing your Brand
  - A name, logo, slogan, color, sound, song, even smell
  - The most basic element is the name
  - Words are remembered semantically, verbally, aurally, and visually
  - The chosen name is “the key symbolic meanings of identification” (Meech 1996)
  - The genesis of the logo should come from marketing research and marketing strategizing
  - What are the key meanings and differences we want to communicate
  - Then it should be used consistently throughout the organization
  - On displays, information, uniforms, even in extended services like cafes
  - Common mistake: spend to create a brand, but don’t devote sufficient resources to development and maintenance

# The 4 Ds of Successful Positioning



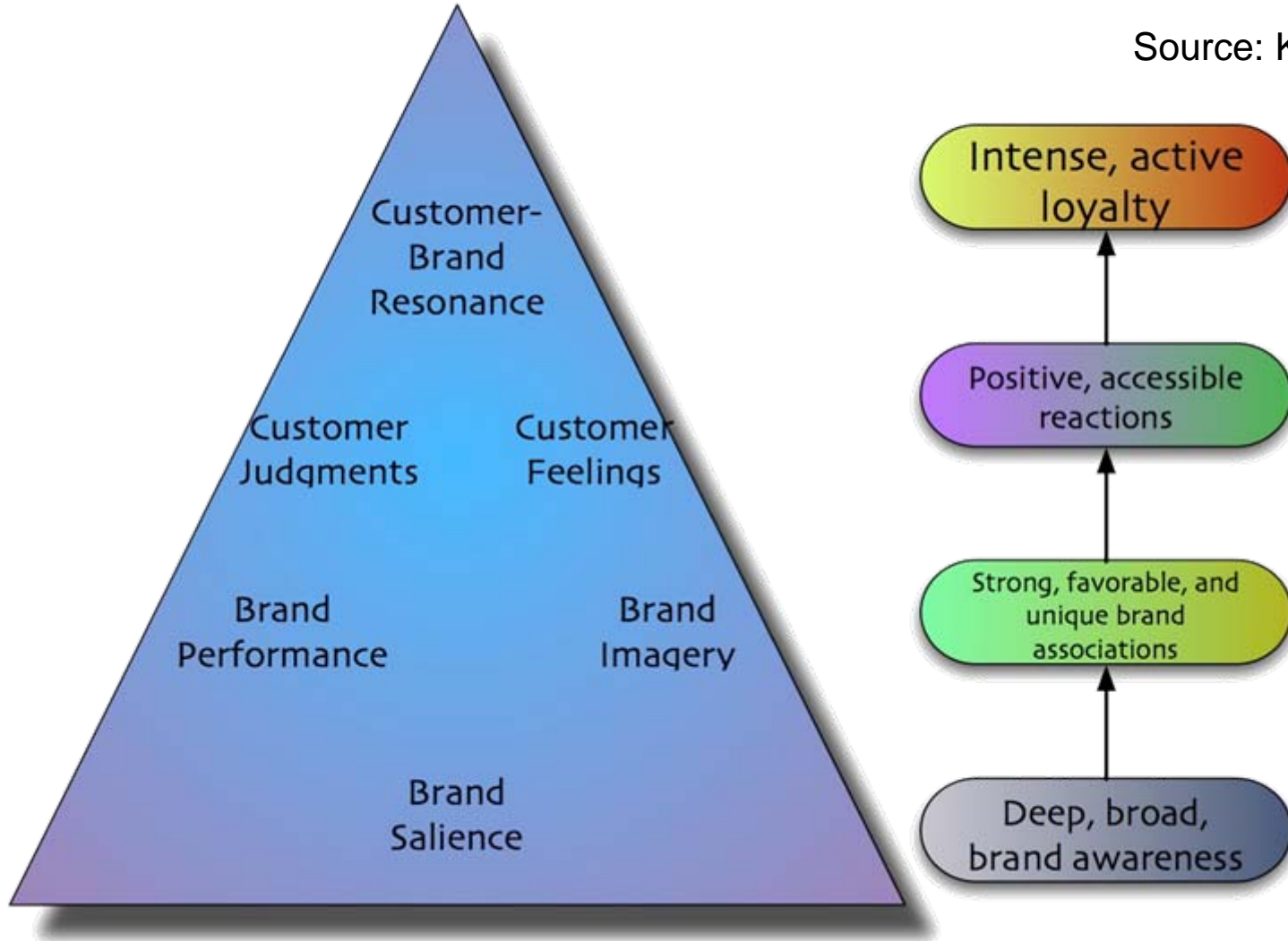
- 1. **Define:** the new product brand as a member of some product category
- 2. **Differentiate:** from other category members (in some way that is meaningful to target consumers)
- 3. **Deepen:** the consumer understanding of the brand's benefit needs (explicitly relate it to consumers' goals)
- 4. **Defend:** the positioning over time
  - The decision should be revisited annually, at least
  - Continuity is a good thing, but markets are dynamic



Source: Sternthal and Tybout, 1999

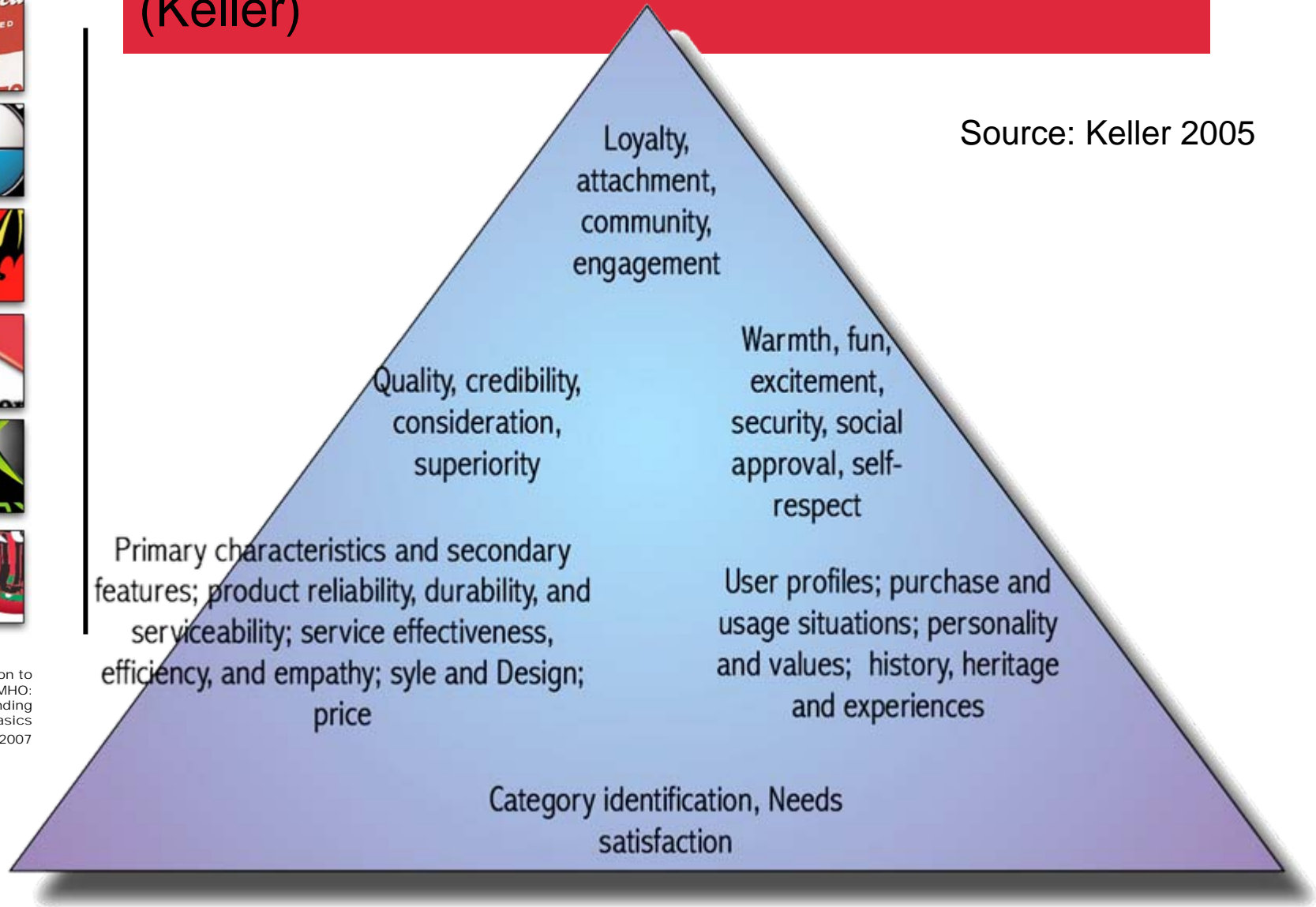
# Customer-Based Brand Equity: Pyramid 2

Source: Keller 2005



# Sub-dimensions of brand building blocks (Keller)

Source: Keller 2005



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