

Dallas Challenge Final Report

Prepared by Bush School of Government & Public Service Consulting Capstone
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Executive Summary

The project is an analysis of Dallas Challenge's current image through a stakeholder assessment. Following the assessment, we will provide strategies and tactics that Dallas Challenge can incorporate in order to successfully complete the rebranding process. This project is important to our client because they want to remain a competitive service provider in the Dallas-Fort Worth area. They want their image to portray their services and mission more accurately so that they can better serve at-risk youth. By providing rebranding strategies, Dallas Challenge stakeholders will have a more concrete perception of the client's identity and the scope of their program services.

Project Plan

The project plan provided a roadmap for the consulting project. The plan outlines the key problems, data requirements, deliverables, measureable outcomes, key milestones, a schedule of meetings and presentations, and a definition of members' roles.

Defining the Problem

- Dallas Challenge drifted from their mission to adopt new programs, but they rely on these programs to fund administrative costs.
- As a result of these additional programs, Dallas Challenge is uncertain of how to market and position themselves within the nonprofit market.
- Dallas Challenge needs to educate a whole new set of board members that are not well versed in Dallas Challenge's services and programs. How are they going to do this?
- Will Dallas Challenge take into account the opinions of the new board members?
- Dallas Challenge has mixed perceptions on the range of programs that they provide.

Literature Review

Organizational Identity Literature

- Organizational identity refers to the distinctive and enduring characteristics in a particular organization. The identity is built upon the organization's mission, core values, and constituencies. Proper organizational identification is paramount to the survival of an organization, where chronic mistaken identity can be a fatal flaw for organizations

Rebranding Literature

- There are several tensions in the rebranding process in the nonprofit sector. One of these tensions is aligning image and identity in the rebranding process. The tension lies in organizations having to adapt to current audiences, yet not compromising their identity (Lee 2013). The consulting group is aware of this tension, but believes it is first important to define Dallas Challenge's identity. Once the identity is established based on stakeholder's perception it may be possible compare the current images,

values, and mission attached to the organization and improve Dallas Challenge through a rebranding process.

- Empirical research suggests that brand equity in the nonprofit sector has potential effectiveness. For successful rebranding, analyzing the equity of Dallas Challenge's current brand is important. Brand equity may be measured by analyzing the three main influences, brand personality, brand image, and brand awareness.

Data Collection Plan

- The data collection plan summarizes key findings from our review of the literature, describes our data collection plan, and outlines proposed analysis strategy.
- The consulting group will conduct phone interviews with internal stakeholders, funders, and partners to learn their perceptions of Dallas Challenge. When conducting the interviews the consulting team will be using a script with questions aimed at determining the organizational identity and level of equity.
- After the interviews are complete, the team will determine the stakeholders' perceptions of Dallas Challenge, by analyzing the summaries and reflections from the interviews.

Stakeholder Assessment

The consulting group identified many strengths of Dallas Challenge that can and should be capitalized on as they rebrand their organization.

Key Perceptions

Positive characteristics:

- Capable
- Dedicated
- Honest
- Distinctive

Negative characteristics:

- Poor communication & professionalism
- Disconnect from board
- Funding practices
- Limited knowledge of mission, vision and full range of services
- Not optimistic about growth

Messaging Guide

- The brand-messaging guide captures key components of Dallas Challenge's identity and direct them in how to maximize their revitalized brand.
- Dallas Challenge's identity lies in their values, personality, and key features and benefits of their products and services. Dallas Challenge values education, prevention, personal growth, enlightenment, support and service. As an organization, they are approachable, supportive, distinctive, youth-focused, and impactful.

- The guide includes a brand positioning statement, brand mantra, organizational mission, brand values, brand personality, key audiences, key messages, a SWOT analysis, and a logo/imagery analysis.

Mind Map

- The mind map provides rebranding steps and strategies that Dallas Challenge needs to complete to successfully rebrand their organization.
- The elements of the mind map are a function of successful rebranding as told by practitioners in the field of marketing and brand management. These rebranding steps must be managed properly to ensure all stakeholders are prepared for a brand launch that is consistent.
- The capacity of Dallas Challenge to complete this rebranding process is unknown therefore the consultants could not suggest a timeline for completion. It will be up to the organization's leadership to decide how much time, effort, and resources they wish to put into these elements.

Project Plan

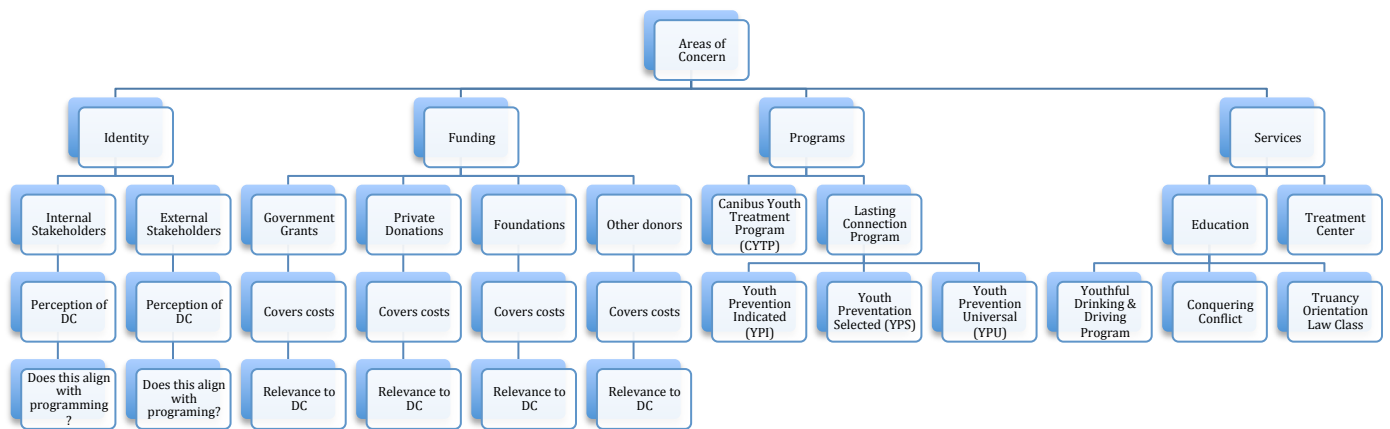
PROJECT PLAN – Dallas Challenge

Executive Summary

The project is an analysis of Dallas Challenge's current image through a stakeholder assessment. Following the assessment, we will provide strategies and tactics that Dallas Challenge can incorporate in order to successfully complete the rebranding process. This project is important to our client because they want to remain a competitive service provider to the greater Dallas area. They want their image to portray their services and mission more accurately so that they can better serve at-risk youth. By providing rebranding strategies, Dallas Challenge stakeholders will have a more concrete perception of the client's identity and the scope of their program services.

Defining the Problem

- DC drifted from their mission to adopt new programs, but they rely on these programs to fund administrative costs.
- As a result of these additional programs, DC is uncertain of how to market and position themselves within the nonprofit market.
- DC needs to educate a whole new set of board members that are not well versed in DC's services and programs. How are they going to do this?
- Will DC take into account the opinions of the new board members?
- DC has mixed perceptions on the range of programs that they provide.



Data requirements

1. Literature Review

- Supporting evidence will be collected during the literature review to move forward with the consulting process.
- Collect models and strategies for the rebranding process from academic articles and practitioners.
- Collect models and strategies for a successful stakeholder assessment from academic articles and practitioners.
- Financial reports on Dallas Challenge from the last seven years. Provided by the IRS and Dallas Challenge.

2. Stakeholder Assessment

- Collect a list of Dallas Challenge stakeholders and find out who the best point of contact is.
- Review “model” nonprofits that provide similar services through their website and other tangible materials.
- Need to get stakeholder’s familiarity with Dallas Challenge. Where do the discrepancies lie?
- Use models and strategies from literature review to assess stakeholders’ view of the organization.

3. Branding Strategy

- Translate current DC identity from stakeholders’ point of view
- Define what is unique to DC from staff interviews. What makes DC different from other similar service providers? What is DC’s culture?
- Use models and strategies from literature review to assess brand identity

Additional resource requirements

If the team will require other resources to be successful, please describe these here.

*After the consulting team conducts the literature review they may better determine other resource requirements.

Deliverables

Stakeholder assessment

- Definition of internal and external stakeholders
- A list of DC’s core values
- Stakeholders perception of DC’s identity
- Explanation of analysis and findings
- Review methods
- Summarize data collection strategies
- Provide basic descriptive information
- Appropriate analysis and graphic presentation
- Important elements:
 - Definition of internal and external stakeholders
 - A list of DC’s core values

- Stakeholders perception of DC's identity

Marketing & Rebranding Strategy

- Suggest possible strategies and tactics that DC can utilize based on the stakeholder assessment
- The strategy will help DC reevaluate their mission and move them farther along in the rebranding process

Evaluation of Rebranding Material (i.e. name, mission, logo)

- Assess the strengths and weaknesses of the marketing materials
- The name, mission, and logo should capture the stakeholders perceptions of DC's identity

Measureable Outcomes

The team and the client will know whether the project is successful if the stakeholders have a more concrete perception of Dallas Challenge's identity and the scope of their program services. The team will analyze three models of organizations that provide similar services and assess the strengths of their program services and marketing tactics. As part of the stakeholder assessment, the team will assess the client's identity through a synthesis of 20 stakeholders. At the end of the project, Dallas Challenge should know what strategies and tactics to incorporate in order to successfully complete the rebranding process. Ultimately, their "new" identity should encompass all the core values and key perceptions of Dallas Challenge stakeholders.

Key Milestones

10/7- Develop a project plan

11/4- Literature Review

11/18- Data Collection Plan

2/12- Mid-term Progress Report including Stakeholder Assessment

4/7- Draft final report

4/28- Presentation to Dallas Challenge completed

5/2- Final Report due to Dallas Challenge

Schedule of the key meetings & presentations

Site Visit

September 23, 2013 – 10:00am- 3:00pm

Dallas Challenge Offices – Dallas, TX

- Introduction to DC Staff and Chair of Board of Directors
- Preliminary understand of DC programs and consulting objectives
- Tour of DC facilities

Board of Directors Retreat

October 12, 2013 – 8:30am-12:00pm

Episcopal Church of Ascension – 8787 Greenville Avenue, Dallas TX 75243

- Introduction of consulting team to Board Members
- Increase Board Member understanding of Dallas Challenge
- Develop greater understanding of Board Member Perspectives
- Introduce consulting process to Board Members

Key Stakeholder Analysis & Marketing Presentation

February 12, 2014 – 4 p.m.

Dallas Challenge Offices – Dallas, TX

- Review findings of stakeholder analysis
- Determine key findings of relevance to rebranding process
- Discuss tools to develop rebranding strategies
- Begin discussion on marketing strategies

Final Presentation

April 14-25, 2014 – TBA

Dallas Challenge Offices – Dallas, TX

- Final complete presentation of stakeholder findings and rebranding developments
- Recommendations for next steps or continuation of rebranding process

Listed above are some of the key anticipated meetings for the consulting process. Dates, times and topics may be subject to change and additional meetings may be necessary through the consulting process. All meeting times and dates will be officially decided upon by Dallas Challenge and the consulting team at least 10 days prior to the meeting date.

Define team member roles and responsibilities

Dr. Will Brown – Faculty Advisor

Dr. Brown will be the faculty advisor to the consulting group. He will provide guidance, feedback and learning opportunities to the students, as well as facilitating greater understanding of the consulting process. Dr. Brown will play a key role in ensuring the accuracy and completion of the consultation. Additional tasks and responsibilities may be assigned in accordance with consulting needs and progression.

Charlotte Garraway - Project Lead

Charlotte will be the project lead for the consulting group. She will play a key role in communications within the consulting group and communications between Dallas Challenge and the consulting group. Charlotte will also play a key role in logistics of the group, ensuring that travel arrangements, weekly communications and group meetings are arranged. Charlotte will also ensure that financial statements and budgets are review and taken into perspective through the consultation process. Charlotte will also be involved in aspects of stakeholder analysis, rebranding strategies and publication and presentation of final consulting documents. Additional tasks and responsibilities may be assigned in accordance with consulting needs and progression.

Stephanie Leichtle – Programing Specialist

Stephanie will take the lead in understanding the programs and services that Dallas Challenge currently offers their clients. This understanding will be vital throughout the stakeholder analysis and rebranding strategies. Stephanie will also be involved in aspects of stakeholder analysis, rebranding strategies and publication and presentation of final consulting documents. Additional tasks and responsibilities may be assigned in accordance with consulting needs and progression.

Gabriella Medina – Marketing Specialist

Gabriella will utilize her communications background to provide tools and models to assist with the marketing and rebranding process. These models and tools will provide the basis for reevaluating Dallas Challenges current brand. Gabriella will also be involved in aspects of stakeholder analysis, rebranding strategies and publication and presentation of final consulting documents. Additional tasks and responsibilities may be assigned in accordance with consulting needs and progression.

Define client roles**Tim James – President/CEO Dallas Challenge & Primary Contact**

Mr. James will be the primary contact for our consulting group. He will be a liaison between Dallas Challenge and the consulting group, providing necessary documents and information that are required for the progress of the consulting group. Mr. James may also refer the group to other members of the staff if their skill sets are better suited to deal with the needs or requests of the consulting group. Mr. James will also provide feedback to the consulting group through conference calls, meetings and email updates.

By signing below, the Bush School MPSA Consulting team and the client indicate their agreement that this proposal accurately represents the purpose and goal(s) of the project and the plan to achieve them.

Client

(Signature and title)

Bush School Team

(Signature of Team Member 1)

(Signature of Team Member 2)

(Signature of Team Member 3)

(Signature of Team Member 4)

Following the Project Plan

Our first step in the consulting project was to develop a project plan that determined our scope of work, deliverables, timelines, and roles and responsibilities. After the consulting group created the project plan, it was presented at Dallas Challenge's board retreat in mid-October of 2013. Based on staff and board member feedback, the consulting group modified the project plan to better reflect the key issues the project sought to solve.

After the client and faculty advisor finalized the project plan, the consulting group began researching key terms and concepts to create a literature review. The consulting group researched the following subjects: substance abuse treatment, causes of truancy, organizational identity, and rebranding strategies. In the literature review, each subject is summarized and a reflection of how to apply the literature to the project is provided.

Literature Review

Youth Education Drug Prevention Programs Literature

Summary:

The articles examine a wide array of programs that address drug prevention programs in youth. The studies range from 2nd to 11th grade students and include a diverse array of programs that range in size, interaction levels and parent involvement. The studies seek to offer the “best-practice” that is the most effective form of drug prevention services for youth. Although this question is not ultimately answered in the readers, they authors are able to offer over arching themes that appeal to be applicable to all youth drug prevention programs. Ultimately the articles suggest that programs that utilize parent involvement, small group sizes and interaction programs that include counseling or hands on learning opportunities are more effective at deterring youth from using drugs.

Reflection & Assessment:

Many of these strategies are already being utilized by Dallas Challenge in their programing for students already involved with drugs, parents are involved in the process and interactive counseling is employed on a case by case basis. Dallas Challenges programs that are implemented in the school settings often have limited time which prevents them from including parents or interactive learning; this is not an issue with their low risk student populations as results remained the same in interactive/non-interactive groups in this population. However, moderate to high risk groups are not receive the most effective form of prevention in schools due to the time restrains placed on Dallas Challenges programming. Dallas Challenge should work to include all of these factors in all of their programs if they strive to provide the most effective services to the youth in the greater Dallas area.

Tobler, N.S., Lessard, T., Marshall, D., Ochshorn, P., & Roona, M. (1999). Effectiveness of school-based drug prevention programs for marijuana use. *School Psychology International*. 20, 105- 137.

- Examined interactive vs. non-interactive school-based drug prevention programs and how program size affects the effectiveness of the programs. Program type and sample size were found to be significant predictors of program effectiveness. For low risk students their was no significant effect from either variable on their future drug use, but in high risk and moderate risk students more interactive and small groups were most effective in combating drug usage.

Zavela, K.J., Battistich, V., Dean, B.J., Flores, R., Barton, R., & Delaney, R.J. (1997). Say yes first: a longitudinal, school-based alcohol and drug prevention project for rural youth and families. *The Journal of Early Adolescence*. 17, 67-96.

- Examined the effect of differences in level of program participation in a specific SYF program. Determined that the greater level of participation in the SYF program the more effective the program was in curbing drug use in participants. Parental involvement in the program was also a key indicator in predicting effectiveness; the more involved in the process parents become the less likely their children are to become involved in drugs and alcohol especially in 4th/5th grade students. Alternative activities were also better attended by students and parents when they were less threatening (like a football game) then when they were focused on drug education.

Springer, J.F. Characteristics of effective substance abuse prevention programs for high-risk youth: the history of prevention programs. *Prevention Tactics*. 1-8.

- Prevention programs have progressed through three phases in its history: (1) common sense, ideology, or intuition, (2) theory – driven, and (3) data – driven. Programs that use interactive methods of delivery are more likely to produce intended outcomes than programs that use non-interactive methods, smaller program delivery size that target students, peers, family, schools and community are more effective than programs that target individuals. Programs that emphasize comprehensive life skills and social influence were more effective than others. The least effective programs were knowledge only programs that only presented the knowledge about drug dependency.

Harris, J.L. (1996). The trading cards program – using high school role models for drug abuse prevention. *Public Health Reports*. 111, 547-548.

- Trading card program utilizes high school students who have committed to a drug free life style as role models for elementary students in the same communities. The role models have weekly meetings with groups of elementary students, during lunch and recess time. This notion of heroes is claimed to be effective by the Billings, Montana school district that has began utilizing the program, but there is no formal data on the effectiveness of the program.

St. Pierre, T.L. & Kaltreider, D.L. (2001). Reflections on implementing a community agency-school prevention program. *Journal of Community Psychology*. 29(2), 107-116.

- Examined the effectiveness of multi-component programs for elementary age children. Found positive program effects for children's personal competency skills including wrongdoing, solving peer and school problems, courteousness to teachers and behavioral staff and children's feelings toward school. The results strongly suggest that despite implementation challenges youth serving organizations and schools can collaborate to effectively deliver multi-component programs that provide protective factors to buffer high-

risk elementary school students from risk in their lives that may lead to future drug abuse.

St.Pierre, T.L., Mark, M.M., Kaltreider, D.L., & Aikin, K.J. (1997). Involving parents of high risk youth in drug prevention: a three-year longitudinal study in boys & girls clubs. *The Journal of Early Adolescence*. 17(1), 21-50.

- Examined the effectiveness of a 3-year drug prevention program for high-risk early adolescents, combined with monthly youth activities and parent involvement. The parent involvement in the program made it more effective than program that did not include parents, making it worthwhile for community youth organizations to include parent programming that have adequate staff and high commitment to implement the program. There were challenges due to parents' lack of trust for community organizations and the fragile levels of dependable commitment to this programming from parents. Over all the study indicates that targeting youth and parents is more effective than targeting only youth, but admit there are diverse challenges involved with this engagement.

Griffin, K.W., Botvin, G.J., Nicholas, T.R., & Doyle, M.M. (2002). Effectiveness of a universal drug abuse prevention approach for youth at high risk for substance use initiation. *Institute for Prevention Research*. 1-7.

- Examined the generalizability of a successful school-based universal drug abuse prevention program. The study found that youth considered at high risk for drug use experienced lower levels of smoking and alcohol use (after one year) if they were involved in the program than students that did not participate in the programs. Not very helpful as the study does not illustrate the particulars of the programs, just says that prevention programs help high-risk students.

McBride, D.C., Terry-McElrath, Y.M., VanderWaal, C.J., Chiqui, J.F., & Myllyluoma, J. (2008). US public health agency involvement in youth-focused illicit drug policy, planning, and prevention at the local level, 1999-2003. *American Journal of Public Health*. 98 (2), 270- 277.

- Local public health entities appear to be involved in strong drug prevention efforts, however advocacy groups and alternative providers of drug prevention services actually make up over 2/3 of the services provided. Advocacy is more prevalent in areas where drug issues are highly publicized and considered to be a high-risk issue by citizens. There is significant room for improvement in the drug prevention services offered by local public health entities.

Substance Abuse Treatment Literature

Summary:

The articles argue that patients with substance abuse problems have better substance abuse outcomes if they participate in outpatient care. The longer and more frequently they attend therapy, the better the outcomes are. Patients who paired outpatient treatment with a 12-step group program or individual or group counseling experienced even better outcomes. When looking at the funding sources for outpatient treatment centers, one article found that the largest funder is directly from the state government. The same author found that public centers provide better access to patients who are unable to pay than private centers.

Reflection & Assessment:

The literature helps to reaffirm and provide legitimacy for Dallas Challenge's outpatient drug abuse treatment. Their program utilizes best practices to treat their clients and as a result, they have a high success rate for the clients they serve. This literature may be helpful in guiding Dallas Challenge's future programs especially as they look to expand into mental health treatment.

UT San Diego. "Inpatient vs. Outpatient Therapy."

<http://addiction.utsandiego.com/articles/substance-abuse-therapy-inpatient-vs-outpatient-therapy/>.

- This article highlights the main differences between outpatient and inpatient substance abuse treatments. The major between the treatments is that inpatient requires clients to live at the treatment center, attending daily therapy sessions and support groups, while outpatient allows clients to continue living at home and visit the center for therapy and treatment. Each form of treatment has its strengths and weaknesses and should be tailored to fit the needs of the client.

Moos, Rudolf H., John W. Finney, Paige Crosby Ouimette, & Richard T. Suchinsky. 1999. "A Comparative Evaluation of Substance Abuse Programs: I. Treatment Orientation, Amount of Care, and 1-Year Outcomes." *Alcoholism: Clinical and Experimental Research* Vol. 23 No. 3. (March): 529-536.

- The article explores the effectiveness of inpatient and outpatient programs on 1-year outcomes on abstinence for patients in the Department of Veteran Affairs. The study found that "patients in 12-step programs were the most likely to be abstinent, free of substance abuse problems, and employed at the 1-year follow-up." These findings demonstrate that patients with substance abuse problems who participate in outpatient care and self-help groups tend to experience better short-term substance use outcomes.

Wheeler, John R.C., Huda Fadel & Thomas A. D'Aunno. 1992. "Ownership & Performance of Outpatient Substance Abuse Treatment Centers." *American Journal of Public Health* Vol. 82 No. 5. (May): 711-718.

- The article examines the performance of outpatient substance abuse treatment centers through several performance measures, including clients treated, services provided, revenue sources, financial performance, and access to care, in relation to ownership of the center. The study found that about two-thirds of OSAT revenue comes from public sources, with the majority of this money coming directly from state government sources. While private for-profit centers earn higher profits and achieve higher levels of financial performance, the public centers provide better access to patients who are unable to pay.

Ouimette, Paige Crosby, Rudolf H. Moos & John W. Finney. 1998. "Influence of Outpatient Treatment & 12-Step Group Involvement on One-Year Substance Abuse Treatment Outcomes." *Journal of Studies on Alcohol*. (September): 513-522.

- This study examined the 1-year substance use and psychosocial outcomes of patients, who participated in either outpatient treatment only, 12-step groups only, and outpatient treatment and 12-step groups. The findings showed that patients who participated in both outpatient treatment and 12-step groups experienced the best 1-year outcomes. Additionally, the more frequently the patient attended 12-step groups had better 1-year outcomes. Based on the results, the authors argue that substance abuse patients may improve their long-term outcomes if they regularly attend both outpatient care and self-help groups.

Fiorentine, Robert, M. Douglas Anglin. 1997. "Does Increasing the Opportunity for Counseling Increase the Effectiveness of Outpatient Drug Treatment." *American Journal on Drug and Alcohol Abuse* 23(3). 369-382.

- This article examines the impact of increased opportunity counseling on the effectiveness of outpatient drug treatment, which will be helpful when determining whether DC should add a counseling component to their programming. The study found that when the program successfully increased client participation in group and individual counseling, the overall effectiveness of their programs increased. The findings suggest that frequent counseling is necessary for treatment success.

Hubbard, Robert L., S. Gail Craddock & Jill Anderson. 2003. "Overview of 5-year followup outcomes in the drug abuse treatment outcome studies (DATOS)." *Journal of Substance Abuse Treatment* 25. (2003): 125-134.

- This article looks at the long-term outcomes of four drug treatment modalities. Most studies only examine the 1-year outcomes, but it is

important to know if the drug treatment is still effective five years down the road. Findings show a reduction in the prevalence of cocaine use was associated with longer treatment duration. Additionally, patients in three of the programs reported a reduction in illegal activity and an increase in full-time employment.

Causes of Truancy Literature

Summary:

Causes for truancy are positioned within four major categories: family factors, school factors, economic influences, and student variables. Family factors include parents' education, parental supervision, and household income. School factors can include school climate, class size, attitudes, ability to meet each student's diverse needs, and the school's discipline policy regarding truancy. Economic influences include living situation and student employment. Lastly, student variables may include physical and mental health problems, substance abuse, drug use, perception of self, and detachment from school. Often times it is a combination of these factors that leads to truant behavior.

Reflection & Assessment:

Dallas Challenge can use this literature to assess how well they respond and treat truancy based on their major causes. In our analysis, we can look at how well they address each factor and where they can improve. For example, we know that Dallas Challenge works extensively with the family in all of their programs through case management and prevention services, but they do not address structural school factors as intensely. It may be beneficial for Dallas Challenge to approach school administrations and officials to discuss structural barriers that can help reduce truancy.

Rivers, Bill. 2010. "Truancy: Causes, Effects, and Solutions." *Fisher Digital Publications* (April): 1-38.

- This article identifies the causes, effects, and possible solutions to combat truancy. Causes for truancy are positioned within four major categories: family factors, school factors, economic influences, and student variables. Family factors include parents' education, parental supervision, and household income. School factors can include school climate, class size, attitudes, ability to meet each student's diverse needs, and the school's discipline policy regarding truancy. Economic influences include living situation and student employment. Lastly, student variables may include physical and mental health problems, substance abuse, drug use, perception of self, and detachment from school.

Onu, V.C, Eskay Michael, Hassan Comfort, Lonard Ugwuanyi & Jane Igbo. 2012. "Using Family Support and Peer Tutoring in Reducing Truancy of Schooling Adolescents." *Research on Humanities and Social Sciences* Vol. 2 No. 10: 156-163.

- This article looked at the causes of truancy and the effect of family support and peer tutoring in reducing truancy. There is not an easily identifiable cause of truancy, and may be a combination of factors such as operations of a school, a student's family life and living environment, and the student's own personal and developmental factors. School factors may include the size of the school, and the enforcement of truancy policy. Within the family, the structure, socioeconomic status, parents' education, and value and beliefs all play into truancy behavior. Lastly, personal factors such as an individual student's physical and mental health, as well as personal skills and abilities can cause truancy.

Nichols, Clayton, Shenita Harper, Maria Thomas, Mikaela Louve & Christina Vela. 2011. "Ready for Life- An evaluation: Factors relating to truancy and promising practices." *UNLV Paper* 791 (May):

- The Office of Juvenile Justice and Delinquency Prevention identified four general factors that cause truancy: family factors, school factors, economic influences, and student variables. Family factors include lack of parental supervision, violence, poverty, drug or alcohol abuse in the home, lack of awareness of attendance laws, and differing attitudes toward education. School factors include school climate issues and inflexibility in meeting the diverse learning styles of the students. Economic influences include employed students, single-parent homes, high mobility rates, parents with multiple jobs, and a lack of affordable transportation and childcare. Finally, student variables include drug and alcohol abuse, lack of understanding attendance laws, lack of social competence, mental health difficulties, and poor physical health.

Organizational Identity Literature

Summary:

Organizational identity refers to the distinctive and enduring characteristics in a particular organization. The identity is built upon the organization's mission, core values, and constituencies. Maintenance of these elements is essential in setting successful long-term strategy and making structural choices for a nonprofit. When organizations begin to challenge the identity, they need to be aware that they may face opposition from members that are very attached to the current identity.

Reflection & Assessment:

Dallas Challenge can use this literature to better understand the important of having clarity and consensus on their organizational identity. As we go through the stakeholder assessment, we will analyze how strong their organizational identity is

through the perception of their key stakeholders. DC should be cognizant that they may face backlash if they attempt to rebrand their organization.

Brinkerhoff, Jennifer M. 2002. "Assessing and Improving Partnership Relationships and Outcomes: A Proposed Framework." *Evaluation and Program Planning* 25: 215-231.

- Organization identity refers to the distinctive and enduring characteristics in a particular organization. The creation and maintenance organization identity is essential to long-term success. The key to success is to maintain the organization's core values and constituencies. Organization identity can be examined on two levels: 1) The extent to which an organization remains consistent, committed, accountable, and responsive to its mission, core values, and constituencies. 2) The ability to which the organization maintains particular comparative advantages reflective of the nonprofit sector. It is important that both internal and external perceptions of organization are analyzed. Internally, a strong sense of identity is an essential component of organization effectiveness, especially in regards to staff commitment and motivation. Externally, organizational success depends on the perceptions of the organization's constituents and the ability to access what external partners perceive to be unique contributions.

Young, Dennis R. 2001. "Organizational Identity in Nonprofit Organizations: Strategic and Structural Implications." *Nonprofit Management & Leadership* 12.2 (Winter): 139-157.

- Organizational identity can be defined as what is central, distinctive, and enduring about an organization. Clarity and consensus about organizational identity are vital elements in setting successful long-term strategy and making structural choices for a nonprofit organization. The flexible form of nonprofit organizations allows them to choose who they are and what they will focus their efforts on. Organizations need to ask themselves: "Who are we?" "What kind of business are we in?" or "What do we want to be?" When organization members begin challenging its identity and trying to alter it, they may meet opposition from those members who are committed to the current identity of the organization. The subsequent evolution of identity will then depend on the balance between forces of convergence to the status quo and forces of divergence (change).

A Stakeholder Approach to Organizational Identity Literature

Summary:

Organizational identity develops slowly and through the interaction of internal and external stakeholders. It is shaped by **goals, missions, practices, values, beliefs, and action (as well as lack of action)**. While image is related to identity, image reflects the external judgments of the organization, while identity reflects the

perceptions of internal stakeholders. People's perceptions of organizations are not simply descriptions of organization features, attributes, and characteristics, but also **valuations of cultural values, definitions, and meanings**. Managers use three tactics to increase both organizational identity and image: (1) organizational communications, (2) the enhancement of the visibility of stakeholders' organizational affiliations, and (3) the embedding of stakeholders within the organizational community. An important aspect of organizational identity construction is image-making activity in which managers make public what is unique and enduring about the organization to relevant audiences. Additionally, activities such as self-promotion and exemplification through campaigns to build brand identity and brand equity can help cue the identification of internal and external stakeholders.

Reflection & Assessment:

As we perform our stakeholder assessment, we should be aware of the differences between identity and image. Some stakeholders that are more external and removed from the might be referring to image, while closer internal stakeholders have a clearer perception of the identity. Key features of identity are goals, missions, practices, values, beliefs, and actions. We should use these features in defining DC's cultural identity, being sure to ask questions in our stakeholder assessment that are tied to each of these features.

Strengthening the Concept of Organizational Identity Literature

Summary:

There are three main components of organizational identity: 1) the ideational component, which equates identity with stakeholders' **shared beliefs**, 2) the definitional component, which identifies the **key features** of an organization, and 3) the phenomenological component, which suggests that the identity arises from **profound organizational experience**. Proper organizational identification is paramount to the survival of an organization, where chronic mistaken identity can be a fatal flaw for organizations. Another key identifying feature is an organization's deepest commitments because that is what they are best known for. These commitments are what the organization repeatedly commits to, through time and circumstances. Other key features include organizational culture and organizational image.

Reflection & Assessment:

This article presents several features that we can use to identify DC's identity including beliefs, profound experiences, deepest commitments, culture, and image. We need to be sure that we are thorough in our stakeholder assessment to ensure that we do not misidentify DC, which can eventually lead to DC's demise.

- Features of Organizational Identity
 - Goals,
 - missions,
 - practices,
 - values,
 - shared beliefs
 - action
 - profound organizational experiences
 - history
 - culture
 - image
 - reputation
 - vision
 - deepest commitments

Rebranding Literature

Zoe Lee. (2013) Rebranding in brand-orientated organizations: Exploring tensions in the nonprofit sector. *Journal of Marketing Management*, 29:9-10, 1124-1142.

Summary:

There are multiple tensions in the rebranding process. One tension is aligning image and identity. Organizations are forced to adapt to current audiences, yet they don't want to compromise their identity or heritage. Their identity is a way they express their values and if the values are compromised then tension occurs around the rebranding process. The second tension relates to the challenge of meeting various expectations from multiple stakeholders. Remember that some people feel strongly towards the current brand and different stakeholders attached different meanings to the organization because of that. Along those same lines, is tension three where the organization must balance the marketing requirements of the brand or image, and still hold true to their identity.

Reflection & Assessment:

The article is very recent and relevant to our organization. It will be important to express these tensions to our client as well as be aware of them ourselves. The consulting group would like to worry about tension one, aligning image and identity, but it is unclear what DC's identity is. I believe our group can help define the identity through the use of organization exercises that help people define their goals, values, and mission. At this point, we know what DC does, but it's not clear who they are. Since we are conducting a stakeholder assessment it will be very important to be attuned to how the stakeholders feel or relate to the organizations brand.

James Faircloth. (2005). Factors Influencing Nonprofit Resource Provider Support Decisions: Applying the Brand Equity Concept to Nonprofits. *Journal of Marketing Theory and Practice*, 13:3, 1-15.

Summary:

This empirical research suggests that brand equity in the nonprofit sector has potential efficacy. Faircloth talks about the three main influences on brand equity and they are brand personality, brand image, and brand awareness. Brand personality normally drives consumer preference; for example if the brand personality matched a consumer's self-concept then the brand is enhanced. Brand image leads into brand character and people are more interested in a nonprofit with character. The image should portray character to receive support. Brand awareness helps to ensure the brand is available through recall or recognition in consumer decision-making. Obviously, top of mind awareness increases the probability of being chosen by the consumer or clients, since a brand not considered will not be chosen.

Reflection & Assessment:

Since the tracking measures we'll be utilizing for our stakeholder assessment and future consulting are based on equity, it's important to have some supporting evidence to use equity models. Brand personality is an interesting influence on brand equity, but we must first define DC's personality then we can ensure people prefer DC to other similar organizations. The personality is also creating the tension to attract current audiences and I believe DC's current brand identity does not do that. The three main influences are what need to be looked at in detail and analyzed to determine where DC lie on the brand equity model. Once we determine that we can figure out a best course of action for the rebranding of DC.


<http://www.rockresearch.com/a-brand-development-model-how-to-define-and-measure-brand-equity>

by Charles Colby, Chief Methodologist and Founder

Strategies of Brand Development and Tracking Measures Literature

The image below is comprehensive brand equity measurement process for a client interested in potential brand alliances. All of these areas need to be considered in order to craft the appropriate marketing strategy for developing a brand.

The capstone group must recognize within the stakeholder assessment where people's responses lie on this scale. They must also ask the right questions to evoke answers that help them figure out where the stakeholders fall on this tracking mechanism. Below each stage gives an example of a tracking measure. These can then be translated to our organizations effort to rebrand by first identifying where their stakeholders see them on the equity scale.

| STAGES OF BRAND DEVELOPMENT AND TRACKING MEASURES | | | |
|--|-------------------------|--|--|
| Level of Development | Development Stage | Survey Measures | Strategic Emphasis |
|  Low Equity/ Unformed Brand | Recognizable | -Aided Awareness | Create awareness through repeated exposure to name |
| | Memorable | -Unaided Awareness -Top of Mind Awareness -Familiarity | Educate on what brand represents |
| | Favored | -Overall Excellence -Best-in-Class -Positive momentum | Communicate the brand's advantages |
| | Distinctive | -Image -Competitors' Image | Create a distinctive positioning |
| | Preferred | -Preference from a choice set -Inclination to use brand | Encourage trial |
| | Consumed & Satisfactory | -Incidence of usage -Share of usage -Satisfaction -Advocacy | Improve loyalty and satisfaction |
| High Equity/ Fully Formed Brand | | | |

Stage 1: A Brand should be Recognizable - half the battle in building trust is for buyers to recognize the brand, or say "Yah, I've heard of them". The standard measure for this stage is aided awareness. A weakness in this stage implies a need to get the name out, and can be addressed through advertising and publicity to boost name recognition. It may be hard to imagine a large company like a Fortune 500 with such an issue, but some of Rockbridge's clients operate in niche markets that are defined by lifecycle, such as higher education services or mortgages, and have low name recognition among first time buyers.

Stage 2: A Brand should be Memorable - once a brand has recognition, the next logical step is to become salient or "top of mind", so that buyers may consider it as part of their evoked set of purchase options. The best measures for this stage include unaided awareness and top-of-mind awareness (mentioned first) within a product or service category, and perceived level of familiarity. The implication for brands with weakness in this stage is to educate the market about the brand, such as the type of products or services the brand offers.

Stage 3: A Brand should be Viewed with Favor - in addition to awareness, a brand should be viewed as meeting the needs of potential buyers and be respected by influencers. This includes a basic trust of the brand as well as belief in its value proposition. A classic measure for gauging this stage of development is an excellence rating (e.g., a scale ranging from poor to outstanding), but the inclusion of "best in class" status and brand momentum metrics provides additional context and variation for tracking. Brands lacking in this area are advised to build trust and respect in messaging. The message may be tangentially related to the value

proposition, emphasizing features such as community involvement or concern for the environment, or it may directly establish credibility for the brand in its ability to meet needs, such as stressing its track record or reliability.

Stage 4: A Brand should be Distinctive - when prospective buyers are ready to act, they will choose a brand that fulfills a promise they desire, but this credibility is not sufficient alone to drive choice. The brand promise must be distinctive and unique, or the brand identity will be vague and the brand will become commoditized. Consumers perceive brands at a functional and emotional level. The functional has to do with various promises, such as offering value, having high quality, or being relevant to like minded customers. The emotional delves into aspects of brand personality, such as being edgy, playful, masculine or serious, attributes that can be developed from projective qualitative techniques (e.g., if this brand were a person, what kind of car would they drive?). A solid and tested approach to measurement in these areas is to quantify image by rating the brand and its competitors on a series of carefully selected image attributes. A chief goal for marketers is to position their brand through communications that stresses attributes that drive purchase intent and are unique to the brand. Working with perceptual maps that provide a visual "war map" and with quadrant maps that reveal strengths and weaknesses, marketers can craft and test a message strategy. Over time, tracking changes in the image dimensions that are core to strategy can assess the progress in execution of the strategy.

Stage 5: A Brand should be Preferred - deep awareness and a clear and distinct value proposition should translate into preference among prospective buyers. Many solid metrics can be used, but two key ones are preference from a set of choices and a measure of behavioral intent qualified with a time frame or context (if you were to buy one today...). If preference is low even if consumers believe in a unique value proposition, the logical strategy is to encourage trial in order to shift purchase inclinations. Many products and services involve habitual buying patterns - for example, a traveler may like one hotel brand but routinely book a competitor, so a special promotion may disrupt the pattern and change preference.

Stage 6: The Market should be Consuming the Brand and be Satisfied - it should be obvious that the best communications strategy can not overcome the fact that a product is inferior or service is poor, while an excellent product may build its own momentum through referrals. The short term outcome of low satisfaction is that repeat purchasing will drop and the brand will have detractors. The long term impact of satisfaction is that the reality of the product or service will drive the perception. Thus, brand equity measurement is not complete without questions about consumption, satisfaction, and willingness to recommend. If the brand suffers in this area, don't blame the agency. Work needs to be done to improve product or service quality.

Rebranding Process Literature

Zoe Lee (2013) recognized the tensions of the rebranding process in the nonprofit sector. One of these tensions is aligning image and identity in the rebranding process. The tension lies in organizations having to adapt to current audiences, yet not compromising their identity (Lee 2013). The consulting group must be aware of this tension, but believe it is first important to define Dallas Challenge's identity. Once the identity is established based on stakeholder's perception it may be possible compare the current images, values, and mission attached to the organization and improve Dallas Challenge through a rebranding process.

Empirical research suggests that brand equity in the nonprofit sector has potential effectiveness. For successful rebranding, analyzing the equity of Dallas Challenge's current brand is important. Brand equity may be measured by analyzing the three main influences, brand personality, brand image, and brand awareness. Brand personality normally drives consumer preference; for example if the brand personality matched a consumer's self-concept then the brand is enhanced. Brand image leads into brand character and people are more interested in a nonprofit with character. The image should portray character to receive support. Brand awareness helps to ensure the brand is available through recall or recognition in consumer decision-making. Obviously, top of mind awareness increases the probability of being chosen by the consumer or clients, since a brand not considered will not be chosen (Faircloth 2013).

The consulting group believes it's important to have some supportive evidence from the stakeholder assessment that translates into the three main influences of brand equity. Brand personality is an interesting influence on brand equity, therefore we must define DC's personality then we can ensure people prefer DC to other similar organizations.

Following the Literature Review

The literature review provided the framework for the rest of the project. Using the information on organizational identity, the consulting group determined the key features of organizational identity that the stakeholder assessment would address.

The features were broken down into several dimensions:

- Vision/goals/mission/values
- Branding/messaging/image/reputation
- Leadership/structure/culture
- Practice/strategy/deepest commitments

For each dimension, several questions were created that would be asked in the stakeholder assessment. These questions along with a summary of key concepts, data collection methods, and analysis strategies are included in the data collection plan. The data collection plan was delivered to Dallas Challenge in mid-December.

Data Collection Plan

Data Collection Plan

Prepared for Dallas Challenge

SCOPE OF WORK

The consulting group will conduct a stakeholder assessment to gather information about Dallas Challenge's current image. Information gathered will be used to recommend strategies and tactics that Dallas Challenge can utilize to rebrand their organization. This project is important to our client because they want to remain a competitive service provider to the city of Dallas. They want their image to portray accurately, their services and mission so that they can better serve at-risk youth. To be successful in rebranding Dallas Challenge, the consulting group will determine the organizations' identity, the different ways that stakeholders relate to that identity (e.g., brand equity) and recommend the most relevant rebranding strategy.

PURPOSE OF REPORT

This report summarizes key findings from our review of the literature, describes our data collection plan, and outlines proposed analysis strategy. The literature review focuses on three key project concepts: organizational identity, brand equity, and the rebranding process. Each concept is defined and placed within the scope of the project. Our key findings are used to identify information needs that can be addressed from the planned stakeholder assessment. We also provide a description of the proposed data collection plan and analysis strategy.

KEY CONCEPTS

Define Organizational Identity

Organizational identity is what makes a particular organization distinctive and enduring. Organizational identity develops slowly over time and through the interaction of stakeholders that are both internal and external to the organization. Identity is shaped by the organization's goals, missions, practices, values, beliefs, and action (as well as lack of action) (Scott et al. 2000). Maintenance of these elements is essential in setting successful long-term strategy and making structural choices for a nonprofit (Brinkerhoff 2002). Managers use three tactics to enhance organizational identity: (1) organizational communications, (2) enhancement of the visibility of stakeholders' organizational affiliations, and (3) embedding stakeholders within the organizational community (Scott et al. 2000). When organizations begin to challenge or change the identity, they need to be aware that they may face opposition from members that are very attached to the current identity (Young 2001).

Before Dallas Challenge can re-brand, they must have a clear understanding of their organizational identity and strategies to enhance it. Because organizational identity is formed by the interactions between external and internal stakeholders, we will interview stakeholders to gather their perceptions about Dallas Challenge. The stakeholder assessment will investigate stakeholder perceptions of the elements that shape organizational identity. To ensure rebranding is the correct route to take, the level of brand equity will also be measured. This will help Dallas Challenge understand how their key stakeholders connect to their brand and how loyal they are to Dallas Challenge as a service provider.

Determine Level of Brand Equity

Brand equity has received considerable attention in marketing literature; therefore, the consulting group believes it is a key step for the rebranding process. Brand equity measurements will help Dallas Challenge conceptualize and manage brand development (Aaker 1991; Keller 1993; Cuneo 1999). According to Faircloth, brand equity is a multidimensional concept (2005). One dimension is customer-based brand equity, which is biased to behave toward the brand (Keller 1993). Faircloth agrees with other researchers, saying “brand equity is often associated with enhanced brand choice probability (Holden 1992) and willingness of consumers to pay premium prices (e.g., Farquhar 1989; Aaker 1991)” (2005, 2).

Faircloth identifies three dimensions that brand equity is influenced by: brand personality, brand image, and brand awareness. Brand personality normally drives consumer preference; for example, if the brand personality matched a consumer’s self-concept then the brand is enhanced. Brand image leads into brand character and consumers are more interested in a nonprofit with character, therefore the image should be appealing to receive support. Brand awareness helps to ensure the brand is available through recall or recognition in consumer decision-making. Top of mind awareness increases the probability of being chosen by the consumer or clients (2005).

By utilizing the main influences of brand equity in our analysis, the consulting group will be able to determine Dallas Challenge’s identity and determine the proper strategy in managing brand development. For example, if people do not think Dallas Challenge’s website, logo, brochures are appealing, then they will not feel a positive connection to the brand’s image. A negative connection to the brand image, including the personality, will create a lesser awareness or loyalty of the brand and the organization associated with it. It will be very important to create positive images, personalities, and a greater awareness of Dallas Challenge to succeed in rebranding.

Empirical research suggests that brand equity in the nonprofit sector has potential effectiveness to conceptualize the brand and manage its development (Faircloth 2005). The consulting group will analyze brand image, personality, and awareness from the stakeholder assessment to determine Dallas Challenge’s brand equity.

Once their level of equity is determined, we may suggest a rebranding strategy that truly conveys Dallas Challenge's identity.

The Rebranding Process

Once Dallas Challenge's identity is established based on stakeholders' perceptions, it may be possible to compare their current images, values, and mission to the perceived identity by the stakeholders. Scholars recognize the rebranding process is not easy; therefore it is important for the consulting group to be aware of the issues in rebranding. Zoe Lee recognized multiple tensions in the rebranding process of nonprofit organizations (2013). One of these tensions is aligning image and identity. The tension lies in organizations having to adapt to current audiences, yet not compromising their identity (Lee 2013). The second tension relates to the challenge of meeting various expectations from multiple stakeholders. Different stakeholders attach different meanings to the organization and some may feel strongly towards the current brand. Along those same lines, is a third tension in which the organization must balance the marketing requirements of the brand or image and still hold true to their identity (Lee 2013). The consulting group is aware of these tensions and will take into account image and identity alignment, meeting various stakeholder expectations, and balancing marketing requirements when creating the rebranding strategy.

DATA COLLECTION PLAN

Dallas Challenge has a diverse set of key stakeholders. The consulting group will interview stakeholders to learn their perceptions of Dallas Challenge. The list of key stakeholders was determined through collaboration between Dallas Challenge and the consulting group. Dallas Challenge provided an initial list of potential stakeholders and through discussions with the consulting group additional stakeholders were identified and compiled to determine the list of key stakeholders. The stakeholder list includes funders, program supporters and internal stakeholders.

The consulting group will contact these key stakeholders via email. The email explains the purpose of the project, outlines time requirements for the interview, and asks stakeholders to pick a time to speak with the consulting group. The consulting group will conduct phone interviews with key stakeholders to determine their opinions about Dallas Challenge's current organizational identity. These interviews will take place between November 18th and January 10th, 2014 and will last approximately 30 minutes per interview.

The consulting group is conducting phone interviews with the stakeholders due to the distance between the consulting group's location in College Station, Texas and the stakeholders' locations in Dallas, Texas. There is no apparent disadvantage to conducting these interviews over the phone. The consulting team trusts it will receive equally helpful information from these phone interviews than would be received from in-person interviews. Conducting the interviews over the phone will

also save the consulting team time and travel expenses. If the consulting team determines it is necessary for a follow-up interview or in-person interview based on the initial interview then they reserve the right to work with stakeholders to set up these additional interviews.

When conducting the interviews the consulting team will be using a script with questions aimed at determining the organizational identity and level of equity. We will ask the following questions to key stakeholders of Dallas Challenge. Each question is categorized so the consulting team may analyze answers in relation to identity and equity.

The first category will seek to clarify the relationship between the stakeholder and the organization. We will ask the following questions:

- What is your relationship with Dallas Challenge?
- How long have you been interacting with Dallas Challenge?
- What about Dallas Challenge resonates with you?
- Can you tell me Dallas Challenge's mission?

The second category will look at Dallas Challenge's image and how it relates to their identity. We will ask the following questions:

- If you were telling a friend about Dallas Challenge, what would you tell them?
- What images would you associate with the organization?

The third category looks at leadership, organizational culture and structure. We will ask the following question:

- What are the strengths and weaknesses of Dallas Challenge?
- Would you say Dallas Challenge is a capable and competent organization?
- Is Dallas Challenge an honest and good partner?

The fourth category looks at Dallas Challenge's practices, strategy, and deepest commitments. We will ask the following questions:

- Can you tell me about Dallas Challenge's programs?
- Do you believe Dallas Challenge closely identifies with other organizations in the Dallas area?
- How do you think Dallas Challenge could better serve their beneficiaries?
- Where do you see the organization in one year and where do you see them in five years?

Lastly, we will ask a series of scale questions to determine stakeholder loyalty and attachment. We will ask the following questions:

- On a scale of 1 to 5, how loyal are you to Dallas Challenge?
- On a scale of 1 to 5, how satisfied are you with Dallas Challenge as an organization?
- On a scale of 1 to 5, how satisfied are you with Dallas Challenge in fulfilling its services and commitments?

- On a scale of 1 to 5, how satisfied are you with your role/position in Dallas Challenge?


The interviews will be recorded using Microsoft Word and the consulting team member will take detailed notes throughout the interview. After the interview, the team member will write up a reflection of each section in the data collection chart based upon their notes from the interview. They will also fill out the brand equity model to determine where the stakeholder believes Dallas Challenge falls on the spectrum. When conducting and summarizing the interviews, the consulting team will make a concerted effort to remove any bias they may have by focusing on what the stakeholders said rather than how they said it. Consulting team members will use the information collected through these interviews to move forward in the rebranding process for Dallas Challenge.

ANALYSIS STRATEGIES

To determine the stakeholders' perceptions of Dallas Challenge, we will analyze the summaries and reflections from the interviews. Summaries are developed from notes taken during the interview for each stakeholder group (e.g. funders, program partners, internal). We will look at trends between the groups and overarching themes based off the summaries of each assessment category. The assessment category will be summarized by pulling out key words or phrases said by each interviewee when asked about the features.

In order to fill out a comprehensive brand equity model, the team will take summaries and reflections from the stakeholder assessment and translate them into the level of brand development (column one of Table 1). Specific interview questions have been created to directly correlate with the survey measures determined in the Brand Equity Model (Table 1). The consulting group will translate stakeholder interview responses using the "survey measures" to determine what stage of development Dallas Challenge is currently at. This analysis strategy will help the consulting group determine Dallas Challenge's current identity and at what stage of brand redevelopment the consulting group should begin rebranding. At this point, the consulting group will begin to create a rebranding plan that Dallas Challenge will be able to utilize to move forward in the rebranding process.

Table 1

| STAGES OF BRAND DEVELOPMENT AND TRACKING MEASURES | | | |
|--|-------------------------|--|--|
| Level of Development | Development Stage | Survey Measures | Strategic Emphasis |
| Low Equity/ Unformed Brand  | Recognizable | -Aided Awareness | Create awareness through repeated exposure to name |
| | Memorable | -Unaided Awareness -Top of Mind Awareness -Familiarity | Educate on what brand represents |
| | Favored | -Overall Excellence -Best-in-Class -Positive momentum | Communicate the brand's advantages |
| | Distinctive | -Image -Competitors' Image | Create a distinctive positioning |
| | Preferred | -Preference from a choice set -Inclination to use brand | Encourage trial |
| | Consumed & Satisfactory | -Incidence of usage -Share of usage -Satisfaction -Advocacy | Improve loyalty and satisfaction |
| High Equity/ Fully Formed Brand | | | |

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Following the Data Collection Plan

Following the completion of the data collection plan, the team moved into collecting data from the identified stakeholders. We completed phone interviews with internal and external stakeholders to gain an understanding of the current market position of Dallas Challenge. We tried multiple points of contact in an attempt to maintain a higher response rate throughout the data collection.

Upon completion of the data collection, we moved into a stage of compilation and assessment. We compared the answers of stakeholders to pull out trends that were visible throughout the three distinct categories of funders, partners and internal stakeholders. These trends were compiled into the stakeholder assessment summary.

Stakeholder Assessment

Stakeholder Assessment Results

Prepared for Dallas Challenge by The Bush School Consulting Team

Scope of Work

To be successful in rebranding Dallas Challenge, the consulting group will determine the organizations' identity, the different ways that stakeholders relate to that identity (e.g., brand equity) and recommend the most relevant rebranding strategy.

Key Perceptions

Positive Characteristics:

- *Capable*
 - "Staff members are greatest resources; committed, knowledgeable, resourceful"
 - "Good strategic decisions of what to do with available resources"
- *Dedicated*
 - "Great staff that works very hard at accomplishing its mission"
 - "Board members & staff are very invested and involved"
- *Honest*
 - "Individual conviction, morals, and values all correlate with honesty"
 - "Very transparent and genuine"
- *Distinctive*
 - "They are the only program that does what they do"
 - "Target very high need population where there is not a lot of programming offered to youth"

Negative Characteristics:

- *Poor communication & professionalism*
 - "They struggle to communicate their uniqueness and mission. Nonprofits are becoming more and more savvy with grant writing but they aren't on par with this"
 - "The website and other marketing materials lack emotion"
- *Disconnect from the board*
 - "Not all board members are engaged in the organization"
 - "Board members rely on updates and reports rather than personal interaction with the organization"
- *Funding practices*
 - "Dallas Challenge's weaknesses are fundraising and grant writing"
 - "If they don't have a serious public perception change then they will continue to rely heavily on state and county for financial support"
- *Limited knowledge of mission, vision, and full range of services*
 - "I am unable to distinguish between their programming"

- "I understand that they have a lot of programs, but I only know about their truancy programs"
- Not optimistic about growth
 - "DC will have to do more with less. [I'm] afraid of them forgoing services and losing people."
 - "If nothing changes then I don't see anything changing for them. I believe they are stuck"

Dallas Challenge Brand

Brand Messaging:

After analyzing the summaries and reflections from the interviews, the consulting team determined three reoccurring images that stakeholders attribute to Dallas Challenge; children or youth, positive future, and the letters "D" and "C." Since the majority of your stakeholders have strong awareness of the three attributes it may be best to incorporate them to help shape your new brand.

Brand Equity:

The consulting group took summaries and reflections from the stakeholder assessment and translated them to report the level of brand development for each interviewee. The results show that internal stakeholders have high brand equity, meaning they are acutely aware of the brand, the images and personality associated with the organization. However, external stakeholders are less aware of DC's brand, images, and personality. An organization's brand personality is a reflection of the organization's identity, something we are still trying to identify yet believe the stakeholder assessment has provided many key attributes that reflect kindly of DC (refer to positive characteristics).

Our Conclusions

- The consulting group has identified many strengths of Dallas Challenge that can and should be capitalized on. For example, Dallas Challenge provides distinctive services that fill a niche in Dallas County. Their uniqueness can be played up in their branding and messaging.
- The consulting group believes that Dallas Challenge should use the key perceptions of their logo and images that stakeholders associated with the organization in order to guide their brand. These features seem to be the most salient features among stakeholders when they think of Dallas Challenge.
- Dallas Challenge needs to recognize the push back they may receive if they rebrand their organization. While not every stakeholder will necessarily agree with the rebranding strategy, Dallas Challenge can take steps to minimize opposition.
- If Dallas Challenge chooses to move forward with the rebranding process, they can use three tactics to increase both organizational identity and image:

(1) organizational communications, (2) the enhancement of the visibility of stakeholders' organizational affiliations, and (3) the embedding of stakeholders within the organizational community.

Following the Stakeholder Assessment

Following the completion of the stakeholder assessment, it became clear to the group that the opinions of valued stakeholders were needed to aid in the formation of future messaging for Dallas Challenge. The group completed three brainstorming sessions with internal stakeholders to develop language and a better understanding for the desired future of the messaging of Dallas Challenge.

The data from the brainstorming session was then compiled and compared to draw themes and language that were utilized to develop the final messaging guide. The team looked at a sample guide and group facilitation literature to complete the formation of the brand-messaging guide.

Brand Messaging Guide

Introduction

In all organizations, a strong brand is important for attracting customers and supporters for organizational sustainability. While for-profit organizations seek to target specific market consumers, nonprofits' most important customers are financial donors, potential program beneficiaries, and key stakeholders. Regardless of the organization or customer, the benefits of having a strong brand are the same. Creating a strong brand is important to Dallas Challenge because they want to remain a competitive service provider in the Dallas-Fort Worth metropolitan area. They want their image to accurately portray, their services and mission so they can better serve area youth facing critical challenges.

One of the first steps to creating a strong brand is to identify the organization's identity. Organizational identity is what makes a particular organization distinctive and enduring. It develops slowly over time and through the interaction of both internal and external stakeholders. Identity is shaped by the organization's goals, missions, practices, values, beliefs, and actions. In order to better understand Dallas Challenge's identity, the consulting group conducted a stakeholder assessment with 27 key internal and external stakeholders. By identifying Dallas Challenge's strengths, weaknesses, and key perceptions, the consulting group was better able to understand their current brand and how it can be improved.

Brand is not simply the name and logo; it encompasses the facts, emotions, and personality of the organization. When someone reads something about Dallas Challenge or sees their logo, it should call to mind key components of their identity. Dallas Challenge's identity lies in their values, personality, and key features and benefits of their products and services. Dallas Challenge values

education, prevention, personal growth, enlightenment, support and service. As an organization, they are approachable, supportive, distinctive, youth-focused, and impactful. By crafting a brand that resonates with key audiences, Dallas Challenge will be able to increase their sustainability and continue growing in the Dallas-Fort Worth metropolitan area.

This brand messaging guide will capture key components of Dallas Challenge's identity and direct them in how to maximize their revitalized brand. The guide includes a brand positioning statement, brand mantra, organizational mission, brand values, brand personality, key audiences, key messages, a SWOT analysis, and a logo/imagery analysis.



Organizational Identity Components

Brand Values

Brand Values are what the customer sees and feels during their contact with the organization. These values drive how the organization provides services and interacts with their customer. They are the essence of Dallas Challenge's brand and the code by which their brand lives. They are distinctly different from organizational values. *(see Appendix A)*

**Education
Prevention
Personal Growth
Enlightenment
Support
Service**

Brand Personality

The brand personality is a consistent set of traits that provides the customer something to relate to. As Dallas Challenge grows and changes, these personality attributes endure. The brand personality is determined by the outcomes of the consumer's experience with the brand – it is what comes to mind when someone hears or reads about Dallas Challenge. *(see Appendix B)*

**Approachable
Supportive
Distinctive
Youth Focused
Impactful**

Key Features of Products & Services

- 30 years serving youth and families in the Dallas-Fort Worth metropolitan area
- Dallas Challenge focuses on enhancing the lives of area youth
- Programs aimed at providing support, education, treatment and preventive services to youth
- Committed and competent staff and board members

(see Appendix C)

Key Benefits of Products & Services

- Through the education program, youth gain knowledge, skills, and resources to resist harmful behavior and make positive choices to be successful.
- Through prevention services, youth develop an understanding of how the choices they make now affect their future, while providing them the resources to make positive decisions.
- Substance abuse treatment services improve the health of participants while giving them the support to overcome their challenges.
- Truancy enforcement services give truant youth the support and encouragement they need to return to school and make better decisions. *(see Appendix D)*



The Brand

Organizational Mission

Organizational mission statements are arguably the most important factor that drives organizational practices. A mission statement explains why the organization exists - it frames the external orientation of the organization. The mission statement states what the organization does right now, while setting parameters for what the organization does not do. The mission statement helps the organization create a link to society and legitimizes the organization's existence. *(see Appendix E)*

Dallas Challenge provides hope for youth, families and their communities to reach their true potential.

Positioning Statement

A positioning statement is a succinct description of the core target audience to whom a brand is directed. It articulates the unique value of Dallas Challenge and provides a compelling description of how the organization wants to be viewed by target audiences. The brand positioning statement brings focus and clarity to the development of marketing strategy and tactics. Further brand development is based around the brand positioning statement; it acts as a guide for what should be conveyed about Dallas Challenge. There are four key elements included in a successful brand positioning statement: 1) target audience, 2) frame of reference, 3) benefit/point of difference, and 4) reason to believe. Target audience is the core audience to whom the brand is intended to appeal. Frame of reference refers to the market in which the brand is competitive; it gives the brand a reference to the customer. Benefit/Point of Difference is how the brand will benefit its target audience relative to their competition. The final component is the reason to believe in the brand/organization; this provides the customer with confidence and reassures them that the brand is able to deliver. *(see Appendix E)*

Youth and their families benefit from programs and services that foster hope and build strong communities.

Mantra

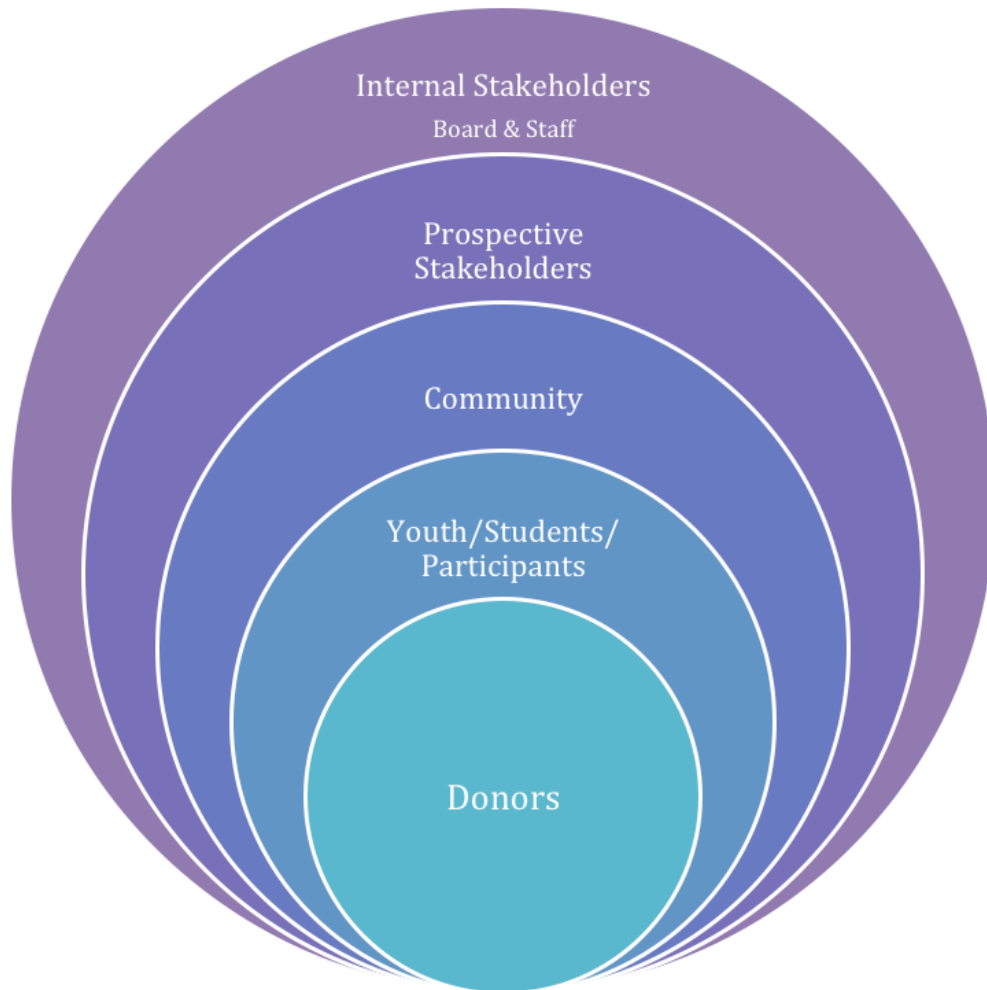
Brand mantra articulates the “heart and soul” of the organization. It should capture the essence of the organization, summarizing its most compelling benefit. The mantra acts as a tool for employees and board members to represent the brand to internal stakeholders. It is an internal rallying cry for staff, board and volunteers to keep them focused on Dallas Challenge's purpose. *(see Appendix G)*

Fostering Hope

Key Audiences

Every organization has a number of potential audiences, but it is important to determine who you are targeting - your key audiences. Focusing on meeting the needs of a specific set of target groups is a critical element of rebranding. Your understanding of the target audience will influence every decision that is made about the content and branding tools.

(see Appendix H)



Key Messages

Ten Second Elevator Speech

A ten second elevator speech summarizes who you are, what you do and why it is important. This speech should be utilized in a number of settings to quickly relay important information about Dallas Challenge. The speech is a succinct, impactful message that delivers the “what” and “why” of Dallas Challenge to prospective stakeholders and participants. It sums up the key features and benefits of your products and services. *(see Appendix I)*

Organizational Description

15 Words

Through diverse programs, Dallas Challenge provides hope for youth to reach their true potential.

25 Words

Dallas Challenge commits to supporting youth through education, treatment, and preventative services designed to give youth the tools to overcome obstacles and make positive choices.

100 Words

Dallas Challenge is a non-profit organization focused on enhancing the lives of youth in the Dallas-Fort Worth area. Since 1984, Dallas Challenge has successfully helped over 160,000 youth turn their lives around. Programs offered include education and prevention services, substance abuse treatment services, and truancy enforcement services. Through the diverse programs, youth receive encouragement, support, and the tools to overcome obstacles. Youth develop an understanding of how the choices they make now affect their future, while providing them the resources to make positive decisions. Dallas Challenge provides hope for youth, families and their communities to reach their true potential.

News Release Footer Boiler

Dallas Challenge commits to supporting Dallas-Fort Worth area youth through education, treatment, and preventative services designed to give youth the tools to overcome obstacles and make positive choices. Since 1984, Dallas Challenge has successfully helped over 160,000 youth turn their lives around. Programs offered include education and prevention services, substance abuse treatment services, and truancy enforcement services. *(see Appendix J)*

Key Messages-Audiences

Audience 1: Donors

Dallas Challenge builds stronger and safer communities by fostering hope in youth to reach their true potential. We support youth by providing education, treatment, and preventative services to guide them to a brighter future.

Audience 2: Youth

Dallas Challenge guides youth through obstacles to achieve success in school and at home. Together it is possible to turn lives around and build a positive future.

Audience 3: Community

Dallas-Fort Worth area youth face many obstacles. To overcome these obstacles, Dallas Challenge's dedicated staff helps youth reach their true potential through education, treatment, and preventative services.

Audience 4: Prospective Stakeholders

Dallas Challenge is a nonprofit organization that identifies obstacles with help from community partners. We support youth through education, treatment, and preventative services designed to give them the tools to overcome obstacles and reach their true potential.

(see Appendix K)

SWOT Analysis

Strengths

Internal attributes that are helpful to the organization in achieving its objective

Weaknesses

Internal attributes that are harmful to the organization in achieving its objective

Opportunities

External factors that help the organization achieve its objective

Threats

External factors that are harmful to the organization in achieving its objective

| | Helpful at achieving objective | Harmful at achieving objective |
|----------|---|--|
| INTERNAL | STRENGTHS | WEAKNESSES |
| | <ul style="list-style-type: none">• Staff is competent, dedicated, capable, honest, responsive, and flexible• Strong Leadership• Physical Assets: Truancy enforcement center and Oak Cliff offices in the heart of the community | <ul style="list-style-type: none">• Poor communication and lack of professional image• Financials: locked in contracts and lack of diversity hinders growth• Board & Donors: Limited engagement• Do not have a “Dallas Challenge” sign outside of Oak Cliff offices |
| EXTERNAL | OPPORTUNITIES | THREATS |
| | <ul style="list-style-type: none">• Relationships: Referral agencies believe in them and say they are a good partner• Prospective Stakeholders: There are people in the external environment that would support Dallas Challenge if they knew about them | <ul style="list-style-type: none">• Perception of growth is low• Similar organizations are rebranding themselves |

Logo & Imagery Analysis

Logo Dislikes

- Do not like the corporate/business look
- Nothing outdated
- Cluttered or jumbled

Logo Likes

- Focus of the logo should be family and community
- The name of the organization should match the logo
- The logo should have symbolic meaning about what they do or represent

Helpful Tips

- Careful with the age and demographics represented: High school aged youth and a diverse mix of ethnicities
- Gather stock photos: high quality and high resolution
- Photos should accurately represent the relationship counselors have with the youth (i.e. in the classroom, one on one, side hugs, etc.)
- Represent peer-to-peer communication and support
- Photos should represent outcomes of success, empowerment and hope

Naming the Organization

There is concern around the current name, Dallas Challenge. It was brought to the consulting group's attention that the word "Challenge" had a negative connotation, which makes the youth feel inferior. Also, incorporating the city of "Dallas" in the name is not advised because the organization reaches participants beyond the city of Dallas. The consulting group recommends additional work to develop a new name.

Appendixes

Introduction

For each component of the Brand Messaging Guide, the consulting group utilized information from the stakeholder assessment and brainstorming meetings. In the brainstorming meetings, we conducted five exercises with key stakeholders to uncover the elements of Dallas Challenge's identity. The responses to each question were analyzed then synthesized to create overarching themes and messages. Aspects of each of these themes were then used to form specific components of the guide. Each component was written with language that stakeholders found favorable.

Appendix A: Brand Values

The brand values articulate what the customer sees and feels during their contact with the company. It represents the essence of Dallas Challenge. The consulting group determined the Dallas Challenge's brand values by utilizing the information gathered from the brainstorming meetings and stakeholder assessment. The questions "What will your service enable them to do?" and "What is Dallas Challenge the source of?" were utilized to draw conclusions from the brainstorming sessions. Additionally, the consulting group's understanding of the services Dallas Challenge offers were employed to form the brand values. A summary of responses to the questions can be found in Figures 2.2 and 2.3.

Appendix B: Brand Personality

The brand personality articulates a set of personal traits that are distinctive and enduring to an organization. The brand personality is determined by what comes to mind when someone thinks of Dallas Challenge. The brainstorming activity allowed the consulting group to determine attributes of the brand personality. Questions including "What will you/your service enable them to do?", "What are you the source of?" and "What are you the best or only at?" provided us with the tools to determine the brand personality. A summary of responses to these questions can be found in Figures 2.2 and 2.3.

Appendix C: Key Features of Products & Services

Dallas Challenge's products and services provide numerous benefits to their participants. These products and services have distinctive features, which make them unique to Dallas Challenge. To determine the key features of Dallas Challenge's products and services we utilized our knowledge gained from the Dallas Challenge website, our extensive conversations and research with stakeholders, and documents provided by Dallas Challenge staff.

Appendix D: Key Benefits of Products & Services

Dallas Challenge's products and services provide many benefits to program participants. The consulting group used two sources to determine the key benefits of their products and services. First, the group utilized responses from the three brainstorming sessions with key stakeholders. The specific question used to craft the key benefits was "What will you/your service enable them (the youth) to do?" The second source was Dallas Challenge's website. The group determined the key benefits from the four unique programs by reading through the program descriptions. A summary of responses to the question can be found in Figure 2.2.

Appendix E: Organizational Mission

An organizational mission statement explains why the organization exists. Dallas Challenge's mission statement was crafted using key words and phrases appealing to Dallas Challenge and the unique characteristics of the programs and services they offer. The information compiled from the mission statement and tagline exercises can be found in Figures 2.2, 2.3 and 4.0.

Appendix F: Positioning Statement

A brand positioning statement necessitates four key elements: 1) describing the target audience, 2) framing the reference, 3) defining the point of difference and 4) providing reason to believe. The information gathered from the three brainstorming sessions with Dallas Challenge staff and stakeholders was utilized to develop the positioning statement. The specific questions utilized to create the brand positioning statement are "What is Dallas Challenge the best or only at?", "Why is Dallas Challenge unique?" and "Who are Dallas Challenge's primary audience?" These questions allowed the consulting group to determine the key elements needed to form the brand positioning statement. A summary of responses to the questions can be found in Figures 1.0 and 2.3.

Appendix G: Mantra

The brand mantra articulates the heart and soul of Dallas Challenge. It should capture the essence of the organization and summarize its most compelling benefit. To determine the brand mantra for Dallas Challenge we utilized information gathered during the three brainstorming meetings with staff and stakeholders. The questions "What is Dallas Challenge the source of?" and "What is the most compelling benefit of Dallas Challenge's brand?" were utilized to create the brand mantra. A summary of these responses can be found in Figure 2.3.

Appendix H: Key Audiences

Dallas Challenge has a number of potential audiences. The consulting group has determined who the organization's primary target is and created a spectrum that leads to the least targeted groups. We determined the key audiences by surveying the participants during the brainstorming exercise. Participants were asked, "Who are Dallas Challenge's primary and secondary audiences?" The overall response helped identify the level of attachment to Dallas Challenge's perceived audiences. The other two questions "Whom are you rebranding for?" and "Who is the most important messaging audience for you?" were taken into consideration when clarifying the key audiences. A summary of these responses can be found in Figure 1.0.

Appendix I: Ten Second Elevator Speech

Refer to Appendices A-F

Appendix J: Organizational Description

Refer to Appendices A-F and I

Appendix K: Key Messages- Audience

Audience 1: Donors

Messages for the donors should emphasize the full scope of organizational activities. Many responses to donor questions reflected their desire to impact/improve the community; therefore, the message begins with "build a stronger and safer community." A summary of this information can be found in Figure 2.1.

Audience 2: Youth

Messages for the youth should be positive and not stigmatizing. Using the words "guide" and "obstacles" versus "support" and "challenges" create a less negative message. Stakeholders said multiple times that the youth need support, however the youth may be hesitant to accept it. "Guide" is a less stigmatizing word. Also, "obstacles" sound like something easier to overcome than "challenges." The last sentence provides encouragement by using the word "together." Using the word "possible" will also attract youth to stay involved in Dallas Challenge's programs. Simple, easy to understand text is used. A summary of these responses can be found in Figure 2.2.

Audience 3: Community

Messages for the community should emphasize who Dallas Challenge is as an organization and what programs they provide. The best way to capture that information was by analyzing the questions "What are you the source of?" and "What are you the best or only at?" These questions and the summary from the

stakeholder assessment under the dimension “Leadership/Structure/Culture” help define who Dallas Challenge is as an organization. The responses to these questions can be found in Figure 3.0.

Audience 4: Prospective Stakeholders

The message to prospective stakeholders needs to appeal to new people that want to get involved in the organization. This message is compelling because it tells what stakeholders do in the organization- “identify obstacles and support.” To create this message, the consulting group utilized various brand messaging components: mission statement, position statement, and elevator speech. The message clarifies the beneficiaries and states that the organization is a nonprofit. People that want to get involved need enough information to know what they do and who they serve. This creates a basis to ask more questions on how to get involved and whether it is a space that they want to work in. Summaries of the information utilized to craft the message can be found in Figures 2.1 and 2.3.

List of Figures

Figure 1.0

| Primary Audience Exercise Summary | | | |
|--|-----------------------------|------------------|---|
| Who are you rebranding for? | Who are your key audiences? | | Who is the most important messaging audience for you? |
| | <i>Primary</i> | <i>Secondary</i> | |
| Community Collaborators/Schools*** | Community* | Donors | Community*** |
| Participants* | Donors/Referral Agency**** | Youth* | Participants** |
| Donors** | Kids/Students* | | Entire Group |
| Referral Agencies** | DISD | | |
| Outside Dallas County | | | |
| Any donor who is not currently affiliated* | | | |
| Board & Staff | | | |

* Each additional star denotes additional support for an answer

Figure 2.1

| Tagline Exercise Summary | | |
|---|---|---|
| About the Stakeholder (Donors) Responses | | |
| What is their goal/vision? | Why do they give? | What is their ideal future for the organization? |
| make a difference**** | makes people feel good, what our god wants us to do | to be successful & make an impact* |
| improve the lives of kids | personal background or knowledge of ppl close that went through same thing | longevity, security |
| expect us to be good stewards of their donations & achieve results | spiritual, reward | thrive & help the community* |
| makes them feel good | understand impact of the service on the individual, family and community | have the opportunity to be acceptable to as many youth as possible |
| money was used as intended & made a big impact | they understand the org needs money; everyone needs money to do the work they do and have good intentions | continue & strive to improve & grow** |
| believe in DC's cause | want to see the community in a better place | financially stable and comparable* |
| many NPOs out there, the ones that do the best financially have a heartbreak, need to get people emotionally involved, downtrodden and abused | b/c they DC is successful in changing kids lives and they want to keep it going | bigger and better, their donation made the difference to change the organization |
| making a difference locally | to make a difference on a local level among individuals | win-win relationship, able to see that their dollar was counted |
| community giving and care and involvement | help the community over all; make it a safe place for their children | creating the impactful story, holistic child impact |
| make a difference in the lives of kids that are a risk | | they understand the org needs money; everyone needs money to do the work they do and have good intentions |
| help DC to continue provide the services | | want to see the community in a better place |
| reach more people** so more people can be helped | | b/c they DC is successful in changing kids lives and they want to keep it going |

* Each additional star denotes additional support for an answer

Figure 2.2

| Tagline Exercise Summary | | | | |
|---|---|---|--|---|
| About Your Customer (The Youth) Responses | | | | |
| What is their pain? Their fear? | What is their dream solution? | What will you/your service enable them to do? | What is their before/after state? <i>Before</i> | <i>After</i> |
| their future | hope for the future, for life | recognize that there's hope | hopeless*** | realize they have choices |
| Parents' expectations* | to be understood* | get more reality to make choices | confused, scared, angry, bleak | hopeful |
| not knowing how to deal with their individual situation* | someone who will listen to them* | gain hope and walk out with a plan | lost with no idea of the future | positive choices |
| depends on group of clients - feel hopeless | win the lottery, become famous - unrealistic dreams* | know that they have options in their life | unhealthy | healthy |
| trauma they've been through; fear that it's all hopeless | unsure they will live long enough to have a dream | help them mold a different idea of their future | limitations | opportunity |
| treatment aspect; pain is trauma & family; fear is being alone | legalize marijuana | face reality and why they're there | scared, behind in school | someone cares, not alone |
| one mistake will destroy their future | that they have a different life, that they are loved and supported | help them make smarter choices | angry, sad, hopeless, not motivated, misinformed | happy, motivated, eager to learn, attain new skills, show progress |
| loneliness, fear of being misunderstood or misrepresented | don't think they have one | enables them to find their individual path | frustration | motivation |
| lack of love, lack of belief, inability to fit in with the mainstream | to start over | provides hope, enables them the skills to succeed | hopeless | hopeful |
| lonely and bored, feel unaccepted by people who have higher morals | a second, or third, or fourth change | should be meaningful to these kids to know that someone who doesn't even know them believes in them | insecure | secure |
| scared; need help | everything to get fixed in the easiest way possible | learn and give resources to be successful | | |
| hopeless* | escape to a better | education - educate them | | |

| | | | | |
|---|--------------------|--|--|--|
| | life | on why they shouldn't be involved in things and overall helping them | | |
| abandoned; isolated | off drugs | give them skills so they make better choices | | |
| neglected, family or economic situation | happy and fearless | encouragement | | |
| | success | empower them | | |
| | | provide stability | | |

* Each additional star denotes additional support for an answer

Figure 2.3

| Tagline Exercise Summary | |
|--|---|
| About You (Dallas Challenge) Responses | |
| What are you the source of? | What are you the best or only at? |
| positive change* | only truancy intervention center*** |
| actual future | wrap around services |
| support | nimble agency, small enough to respond to trends/changes |
| experts in giving advice, guidance, and counsel | understanding and addressing the most critical issues kids are facing |
| calm people down enough to see something positive | second chances |
| positivity, future, hope, help, assistance | negotiating |
| optimism*, better life around the corner | showing them anything is possible |
| hope and healing | educating* |
| enlightenment | counseling |
| knowledge, hope, encouragement, direction, consistency, guidance | retaining parents when no longer mandated by the courts |
| education | bilingual |
| hope and resources | connecting - staff are committed to working with children; children connect to those people |
| | providing hope in a hopeless situation |

* Each additional star denotes additional support for an answer

Figure 3.0

| Stakeholder Assessment Summary | |
|---|--|
| Leadership/Structure/Culture | |
| Leadership sets the tone of the organizational culture; attitudes and accepted behaviors of a group | |
| Strengths | Staff capable, dedicated, honest |
| Weaknesses | Poor communication & professionalism, disconnect with board, funding practices |

Figure 4.0

| Mission Statement Exercise Summary | |
|---|---|
| Likes | Dislikes |
| True Potential- 9 Likes Entire Purpose Statement- 8 Enhance The Lives- 8 Lasting Impact- 7 Overcome The Obstacles- 7 Evolving- 6 Achieve Positive Outcomes- 6 Supporting Children/Youth & Families- 6 Like Skills- 5 Brighter Future- 5 Integrated- 5 Hope- 3 Management- 2 Transition- 2 Support- 2 Counseling- 2 | Advance justice- 7 One Stop Shop- 5 Diverted- 5 Assess The Causal Problem- 5 Integrated Systems- 4 Systems- 4 Eliminate- 4 Obstacles- 4 At-Risk- 3 Human Service Org- 3 Global- 3 Brighter Future- 3 Communities- 2 |

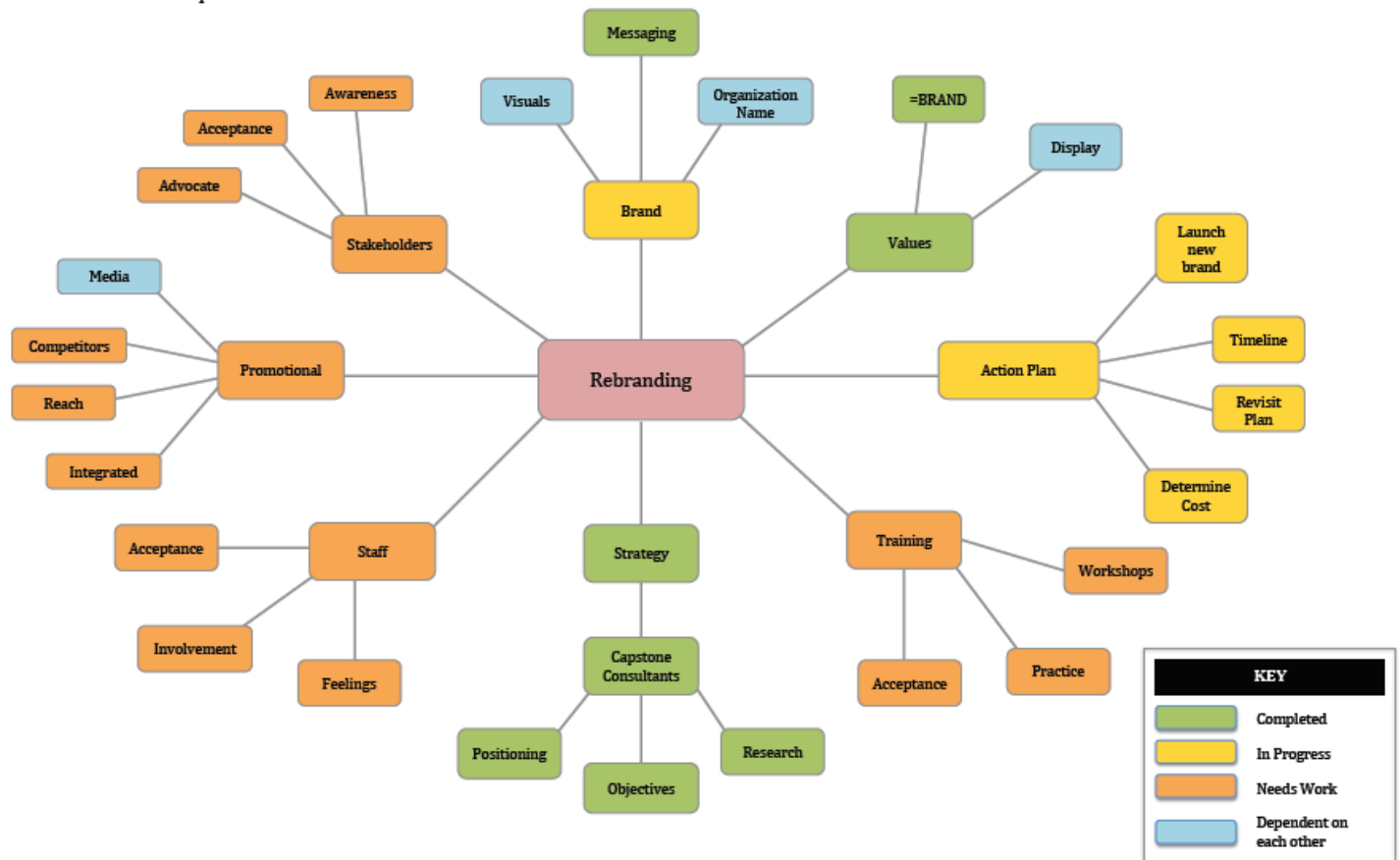
Following the Messaging Guide

Following the completion of the brand messaging guide and presentation of the material to our client, research was done to determine other tasks that must be completed by the organization to be successful at rebranding. These elements were organized into a mind map, which is accompanied by an explanation of the tasks and resources necessary to complete them. The mind map elements are a function of successful rebranding as told by practitioners in the field of marketing and brand management. The group reviewed the literature, nonprofit resource websites, blogs, and case studies to help determine the elements of the mind map.

The mind map is a conglomeration of considerations that must be managed properly to ensure staff, board, and stakeholders are all prepared for a brand launch that is consistent. Also included are the brand elements that must be worked on prior to launch such as visuals, name, and multi-media. The consultants may not suggest a timeline of completion because they lack knowledge about the capacity of the organization to take on this endeavor. It will be up to the organization's leadership to decide how much time, effort, and resources they wish to put into these elements.

Mind Map

Rebranding Mind Map for Dallas Challenge
2013-2014 Bush School Capstone Consultants



Rebranding Mind Map Explanation

❖ Brand

➤ Visuals

▪ Logo

- See a Nonprofit Case Study done by a branding organization:
<http://www.redroostergroup.com/2012/12/20/social-service-agency-brand-update-attracts-clients-and-donors/>
- 10 (GREAT) Tips to Create the Perfect Nonprofit Logo
 - ◆ **Your logo doesn't have to show what you do**
 - ◆ **Get it professionally designed**
 - ◆ **Never use Stock illustrations or clip art**
 - ◆ **Make sure it looks good in black and white**
 - ◆ **Stay away from clichés**
 - ◆ **Have an icon separate from your text**
 - ◆ **Have a one color version**
 - ◆ **Make sure it looks good multiple sizes**
 - ◆ **Incorporate your website or slogan**
 - ◆ **Make sure you have a png, eps, and jpeg version of the final logo**

▪ Brand Guidelines

- Guidelines will ensure your brand messaging, colors, fonts all remain consistent across multimedia.
- Signs, Brochures, website, postcards, social media etc.

▪ High Quality Imagery

- Purchase photos or take photos yourself and have participants sign a media release form.

➤ Brand Messaging

- massnonprofit.org has some great resources and provides expert advice for PR, HR, marketing, and more.

➤ Organization Name

- You can't make a name until you know where you're going-have a strategic plan
- See article "Nail Down Your Strategy Before a Name Change"
<http://www.massnonprofit.org/expert.php?artid=1702&catid=20>
- Naming Process by the Red Rooster Group:
<http://www.redroostergroup.com/services/organizational-naming/naming-process/>
 - Phase One: Research
 - Phase Two: Name Development
 - Phase Three: Brand Launch

❖ Values

➤ =BRAND

- Brand Personality
- Brand Values

➤ Display

- In all displays of your organization somehow incorporate your values.
- Imagery, Website, PSAs,
- ❖ Action Plan
 - Develop and Launch New Plan
 - Review all parts to the mind map and create a plan of action
 - Create and assign tasks
 - Timeline
 - With multiple staff involved create a timeline that involves all workers
 - Revisit Plan
 - It's important to revisit the plan to see if you are on trajectory and if tasks need to be reworked
 - Determine Cost
 - What will your budget allow?
 - How will you prioritize media expenses?
- ❖ Training
 - Workshops
 - Utilize the brand messaging guide
 - Be creative and engaging
 - Practice
 - Give internal stakeholders the opportunity to appropriately express the organizational identity in realms within and outside of their comfort
 - Acceptance
 - Stay attuned to feelings and acceptance amongst your staff and board. Address concerns and have conversations.
 - People will likely accept the new brand if you present them with the consultants methodology and results that led to their conclusion.
- ❖ Strategy – *the work of GBS Consultants*
 - Positioning
 - Objective
 - Research
- ❖ Staff
 - Feelings
 - Involvement
 - Acceptance
- ❖ Promotional
 - Media
 - How do you plan to inform external stakeholders about the new brand?
 - Website, newsletters, Letter from the President, newspapers, etc.
 - Competitors
 - Inform your competitors or similar service providers of your new brand and other launch activities.
 - Reach
 - How far of a reach do you want your rebranding launch to go (i.e. primary/secondary audience)
 - Integrate
 - Find methods to integrate the launch of your new brand in creative ways

- ❖ Stakeholders
 - Advocate
 - Acceptance
 - Awareness

Suggested articles to assist in the rebranding process:

How to Successfully Rebrand Your Business

<http://www.inc.com/guides/2010/11/how-to-rebrand-your-business.html>

Learn about a Compressive Graphic System

<http://www.methodologie.com/seattle-childrens-brand-strategy>

Red Rooster Group-Branding/Marketing Organization

Nonprofit Case Studies

<http://www.redroostergroup.com/category/case-studies/nonprofit-case-studies/>

Brand Strategy-Do you want to hire a brand management trainer?

<http://www.brandingstrategyinsider.com/2011/02/brand-management-training.html#.U1ljheZdVQE>

How to Make Sure Your Logo Tells Your Story

<http://philanthropy.com/blogs/redesigning-good/2012/07/12/how-to-make-sure-your-logo-tells-your-story/>

8 Tips for Nonprofit Organization Website

<http://knowledge.ridivi.com/8-tips-for-non-profit-organization-website/2540>

Additional Documents

Brainstorm Meeting Guide

Brainstorm Meeting Agenda

Prepared for Dallas Challenge by The Bush School Consulting Team

Introductions

- 1) Bush School consulting group
- 2) Dallas Challenge staff and/or board members

Rules of Engagement

- 1) Please be fully engaged in this creative process
 - a. Turn off phones
 - b. Don't answer emails

Objectives/Outcomes

- 1) Develop language for mission/vision statement
- 2) Determine imagery that accurately represents the organization
- 3) Determine who the audience is and at what level Dallas Challenge wants their brand to reach the audience

Ice Breaker

Brainstorming Session

- 1) Evaluation of images
- 2) Tagline exercise
- 3) Word webbing exercise
- 4) Determine audience
- 5) Evaluation of logos

Wrap Up

Please contact us via email if there are any other thoughts, ideas, or suggestions that you would like to contribute to the rebranding project.

- Charlotte Garraway- cgarraway@neo.tamu.edu
- Gaby Medina- gmedina_89@tamu.edu
- Stephanie Leichtle- smleichtle@tamu.edu

Evaluation of Images



A



B



C



D



E



F



G



H



I



J



K



L



M



N

Tagline Exercise

THE RAW MATERIALS

About your customer (*The Youth*):

What is their pain? Their fear?

What is their dream solution (if they have one)?

What will you/your service enable them to do?

What is their before/after state?

About You (Dallas Challenge):

What are you the source of?

What are you the best or only at?

About the Stakeholder (Donors):

What is their goal/vision?

What is their ideal future of the organization?

Word Webbing

Comparable Mission Statements

Organization 1

BCFS Youth Transition Centers are “**one stop shops**” that offer case management, counseling, sheltering, and life skills training to **at-risk young adults**.

BCFS is a global system of non-profit health and human service organizations **constantly evolving** to meet the unmet needs of at-risk populations. **lasting impact** on those we serve.

Organization 2

Providing youth, families, and communities opportunities for a **brighter future**.

Purpose: Empowering Youth. Connecting Families. Building Futures.

Organization 3

Vision: TeamChild believes that it is the paramount duty of our community to help youth **overcome the obstacles** of poverty, juvenile justice involvement, disability, neglect and abuse, racism and discrimination, in order to **achieve their true potential**.

Mission: TeamChild upholds the rights of youth involved, or at risk of involvement, in the juvenile justice system to help them secure the education, healthcare, housing and other support they need to **achieve positive outcomes** in their lives

Organization 4

Mission: The Center’s mission is to **advance justice** for and **enhance the lives** of children and youth through juvenile justice, child welfare, and related systems reform.

Vision: ...more children and youth will be **diverted** from entering Washington's juvenile justice system. Those children and youth who are involved in the juvenile justice, child welfare and related **systems** will maximize their potential to become more successful and productive members of their communities. They will have the support of **integrated systems** staffed by highly-skilled practitioners, utilizing evidence-based practices, in an environment of fair and unbiased decision making.

Organization 5

Mission: The mission of the Family and Youth Service Center (FYSC) is to identify children who have exhibited truant tendencies, **assess the causal problems** for those tendencies, and provide access to services for children and their families to **eliminate** causal problems.

Purpose: The Family and Youth Service center works with the community to provide health, education, and human services **supporting children and families** in their progress toward success in school. This assistance for the students ultimately also provides support for the family as it progresses toward self-sufficiency.

Evaluation of Logos



Stakeholder Assessment PowerPoint



+ Scope of Work

- Determine the organizations identity
- Determine the different ways that stakeholders relate to the identity
- Recommend the most relevant rebranding strategy

+ Methods

Definition of Stakeholders

- Identified 57 key stakeholders
 - Funders
 - Partners
 - Internal
- 47% response rate



Analysis & Findings

- Dimensions of organizational identity
 - Vision/mission/values
 - Branding/messaging/image
 - Leadership/structure/culture
 - Practices/strategy/deepest commitments

+ Key Perceptions

Positive Characteristics

- Capable
- Dedicated
- Honest
- Distinctive



+ Key Perceptions

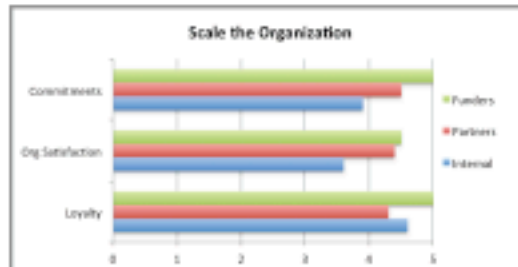
Negative Characteristics

- Poor communication & professionalism
- Disconnect from the board
- Funding practices
- Limited knowledge of mission, vision, and full range of services
- Not optimistic about growth

+ Organizational Identity

- On average, stakeholders feel deeply committed to the organization and strongly loyal
- The area of concern is internal reactions to "how satisfied are you with the organization?" The level of satisfaction may be attributed to the negative characteristics

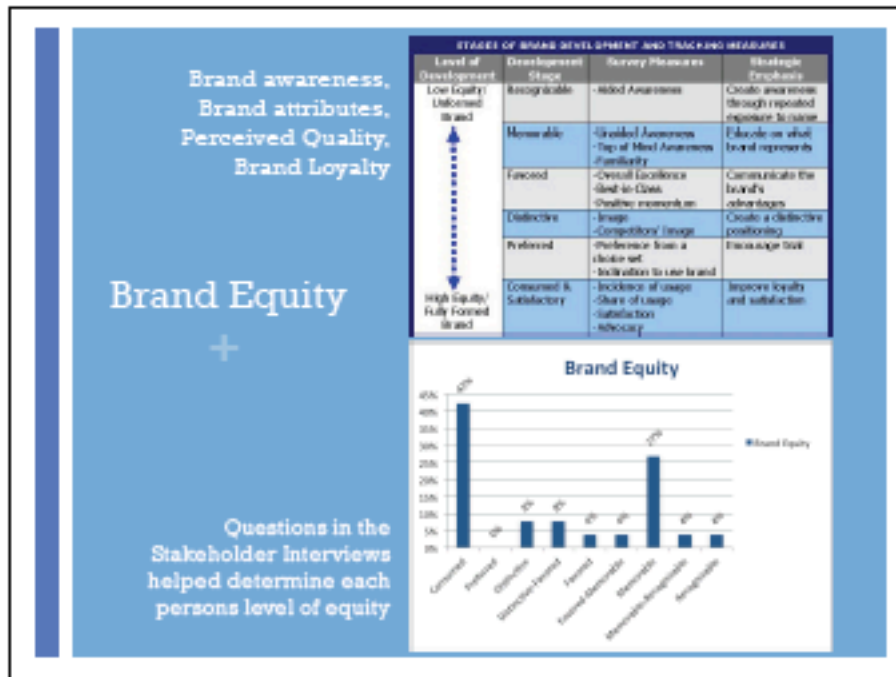
| | Role Satisfaction |
|-------|-------------------|
| Board | 3.9 |
| Staff | 4 |



Brand Messaging

- Key Perceptions
 - Children/Youth
 - Positive Future
 - "DC"
- This may help shape your new brand





+ Conclusions

- The consulting group has identified many strengths of Dallas Challenge that can and should be capitalized on.
- DC should look at the key perceptions of their logo and images that stakeholders associated with the organization in order to guide their brand.
- DC needs to recognize the possibility of push back if they rebrand their organization. Dallas Challenge can take steps to minimize opposition.
- If Dallas Challenge chooses to move forward with the rebranding process, they can use three tactics to increase both organizational identity and image:
 1. organizational communications,
 2. the enhancement of the visibility of stakeholders' organizational affiliations, and
 3. the embedding of stakeholders within the organizational community.

Brand Messaging Guide PowerPoint



OUTLINE

- **Methods**
- **Organizational Identity**
- **Brand Messaging**
- **Audience**
- **SWOT Analysis**
- **Logo & Imagery Analysis**
- **Next Steps**



METHODS

- Utilized stakeholder assessment & brainstorming sessions
- Analyzed responses to create overarching themes
- Used themes in forming specific components of the guide
- Written with language that stakeholders found favorable



DALLAS CHALLENGE'S IDENTITY

BRAND VALUES

Education
Prevention
Personal Growth
Enlightenment
Support
Service

BRAND PERSONALITY

Approachable
Supportive
Distinctive
Youth-Focused
Impactful



DALLAS CHALLENGE'S IDENTITY

KEY FEATURES OF PRODUCTS & SERVICES

- 30 years serving youth and families in the Dallas-Fort Worth metropolitan area
- Dallas Challenge focuses on enhancing the lives of area youth
- Programs aimed at providing support, education, treatment and preventive services to youth
- Committed and competent staff and board members



DALLAS CHALLENGE'S IDENTITY

KEY BENEFITS OF PRODUCTS & SERVICES

- Through the education program, youth gain knowledge, skills, and resources to resist harmful behavior and make positive choices to be successful.
- Through prevention services, youth develop an understanding of how the choices they make now affect their future, while providing them the resources to make positive decisions.
- Substance abuse treatment services improve the health of participants while giving them the support to overcome their challenges.
- Truancy enforcement services give truant youth the support and encouragement they need to return to school and make better decisions.

BRAND MESSAGING

ORGANIZATIONAL MISSION

Dallas Challenge provides hope for youth,
families and their communities to reach
their true potential.



BRAND MESSAGING

POSITIONING STATEMENT

Youth and their families benefit from
programs and services that foster
hope and build strong communities.





BRAND MESSAGING

TEN SECOND ELEVATOR SPEECH

Dallas Challenge commits to supporting youth through education, treatment, and preventative services designed to give youth the tools to overcome obstacles and reach their true potential.

BRAND MESSAGING

ORGANIZATIONAL DESCRIPTION

15 WORDS

Through diverse programs, Dallas Challenge provides hope for youth to reach their true potential.

25 WORDS

Dallas Challenge commits to supporting youth through education, treatment, and preventative services designed to give youth the tools to overcome obstacles and make positive choices.



BRAND MESSAGING

ORGANIZATIONAL DESCRIPTION

100 WORDS

Dallas Challenge is a non-profit organization focused on enhancing the lives of youth in the Dallas-Fort Worth area. Since 1884, Dallas Challenge has successfully helped over 180,000 youth turn their lives around. Programs offered include education and prevention services, substance abuse treatment services, and truancy enforcement services. Through the diverse programs, youth receive encouragement, support, and the tools to overcome obstacles. Youth develop an understanding of how the choices they make now affect their future, while providing them the resources to make positive decisions. Dallas Challenge provides hope for youth, families and their communities to reach their true potential.



BRAND MESSAGING

ORGANIZATIONAL DESCRIPTION

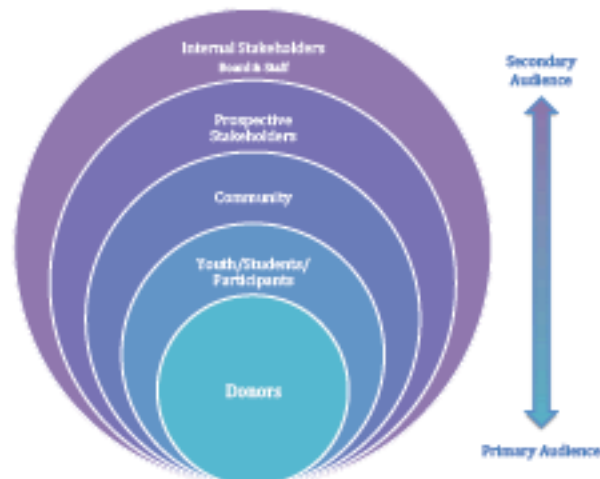
NEWS RELEASE FOOTER BOILER

Dallas Challenge commits to supporting Dallas-Fort Worth area youth through education, treatment, and preventative services designed to give youth the tools to overcome obstacles and make positive choices. Since 1984, Dallas Challenge has successfully helped over 180,000 youth turn their lives around. Programs offered include education and prevention services, substance abuse treatment services, and truancy enforcement services.



*Add webpage link

KEY AUDIENCES



AUDIENCE KEY MESSAGES

DONORS

Dallas Challenge builds stronger and safer communities by fostering hope in youth to reach their true potential. We support youth by providing education, treatment, and preventative services to guide them to a brighter future.

COMMUNITY

Dallas-Fort Worth area youth face many obstacles. To overcome these obstacles, Dallas Challenge's dedicated staff helps youth reach their true potential through education, treatment, and preventative services.

YOUTH

Dallas Challenge guides youth through obstacles to achieve success in school and at home. Together it is possible to turn lives around and build a positive future.

PROSPECTIVE STAKEHOLDERS

Dallas Challenge is a nonprofit organization that identifies obstacles with help from community partners. We support youth through education, treatment, and preventative services designed to give them the tools to overcome obstacles and reach their true potential.

SWOT ANALYSIS

| | Helpful at achieving objective | Harmful at achieving objective |
|----------|---|---|
| INTERNAL | STRENGTHS <ul style="list-style-type: none"> • Staff is competent, dedicated, capable, honest, responsive, and flexible • Strong Leadership • Physical Assets: Trustee enforcement center and Oak Cliff offices in the heart of the community | WEAKNESSES <ul style="list-style-type: none"> • Poor communication and lack of professional image • Financial: Lacked in contracts and lack of diversity hinders growth • Board & Donors: Limited engagement • Do not have a "Dallas Challenge" sign outside of Oak Cliff office |
| | OPPORTUNITIES <ul style="list-style-type: none"> • Relationships: Referral agencies believe in them and say they are a good partner • Prospective Stakeholders: There are people in the external environment that would support Dallas Challenge if they knew about them | THREATS <ul style="list-style-type: none"> • Perception of growth is low • Similar organizations are rebranding themselves |
| EXTERNAL | | |

LOGO & IMAGERY ANALYSIS

DISLIKES

- Do not like the corporate/business look
- Nothing outdated
- Cluttered or jumbled



LIKES

- Focus of the logo should be family and community
- The name of the organization should match the logo
- The logo should have symbolic meaning about what they do or represent

LOGO & IMAGERY ANALYSIS

HELPFUL TIPS

- Careful with the age and demographics represented: High school aged youth and a diverse mix of ethnicities
- Gather stock photos: high quality and high resolution
- Photos should accurately represent the relationship counselors have with the youth (i.e. in the classroom, one on one, side hugs, etc.)
- Represent peer-to-peer communication and support
- Photos should represent outcomes of success, empowerment and hope

NEXT STEPS

- Recommend additional work to develop a new name
- Mind Map with rebranding steps and strategies



QUESTIONS AND COMMENTS
CAPSTONE CONSULTING