



# Brand Positioning and Key Messages: Findings Presentation

March 9, 2008

Prepared for:



*Volunteering redefined*

# Agenda



1. Introductions
2. Timeline
3. Branding Overview
4. Non-Profit Brand Audit
5. Discovery Results
6. Recommendations
7. Open Discussion
8. Next Steps



## Taproot Foundation

- Project Manager, John Gagliardi
- Brand Strategist, Scott Tang
- Marketing Manager, Lisa Mendelsohn
- Copywriter, Hsuan Chou
  
- Account Director, Johanna Rahal

## The Beloved Community

- Executive Director, Jonathan Swain
- Chairman of the Board of Directors, James Miller
- Executive Assistant, Rosalyn Patton

# Project Timeline

	<b>Stage 0</b> Preparing for Launch	<b>Stage 1</b> Kickoff	<b>Stage 2</b> Discovery & Planning	<b>Stage 3</b> Draft Revisions	<b>Stage 4</b> Delivery	<b>Stage 5</b> Assessment & Closing
Duration/ Weeks	•Varies	•1 week	•8 weeks	•9 weeks	•2 weeks	•1 week
Actions	<ul style="list-style-type: none"> <li>•Client receives Letter of Intent (LOI) &amp; takes actions described.</li> <li>•Account Director (AD) / Program Officer (PO) assigned</li> <li>•AD/PO contacts client</li> <li>•Pre-Kickoff Meeting</li> <li>•Staff Taproot Foundation team</li> <li>•Internal Kickoff Meeting</li> <li>•Award Service Grant</li> </ul>	<ul style="list-style-type: none"> <li>•Draft Preliminary Project Plan</li> <li>•Kickoff Meeting</li> <li>•Constitute Combined Project Team: roles, communications, expectations.</li> <li>•Revise Project Plan</li> </ul>	<ul style="list-style-type: none"> <li>•Finalize Project Plan; get client approval</li> <li>•Conduct interviews</li> <li>•Audit competitors</li> <li>•Prepare and present Findings, Brand Strategy (including 2-3 positioning options)</li> <li>•Select 1 positioning option for refinement</li> </ul>	<ul style="list-style-type: none"> <li>•Conduct 1–2 revision rounds of Brand Strategy. Present. Gain approval.</li> <li>•Extend Brand Strategy to Key Messages. Prepare Marcom Audit. Write Req. Brief (if appropriate). Present.</li> <li>•Conduct 1 round of revisions to Key Messages and Req. Brief. Present. Gain approval.</li> </ul>	<ul style="list-style-type: none"> <li>•Write directions for how to use Brand Strategy and Key Messages</li> <li>•Train Board on Brand Strategy and Key Messages</li> <li>•Get board approval of Requirements Brief (if appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>•Conduct evaluations</li> </ul>
Taproot Foundation Deliverables	<ul style="list-style-type: none"> <li>•Letter of Intent</li> <li>•Service Grant Blueprint</li> <li>•Service Grant Award</li> </ul>	<ul style="list-style-type: none"> <li>•Preliminary Project Plan (i.e. <u>All</u> documents in that section of the blueprint)</li> </ul>	<ul style="list-style-type: none"> <li>•Project Plan</li> <li>•Findings Presentation</li> <li>•Brand Strategy (including 2-3 positioning options)</li> </ul>	<ul style="list-style-type: none"> <li>•Brand Strategy</li> <li>•Key Messages</li> <li>•Marcom Audit</li> <li>•Req. Brief for Name &amp; Visual Identity (if appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>•Directions for using Brand Strategy and Key Messages</li> <li>•Board training</li> </ul>	<ul style="list-style-type: none"> <li>•Evaluations</li> </ul>
Client Deliverables	<ul style="list-style-type: none"> <li>•Several as detailed in Service Grant Blueprint</li> <li>•Copy of Service Grant Award signed by client</li> </ul>	<ul style="list-style-type: none"> <li>•Competitive audit targets</li> <li>•Stakeholder interview participants</li> </ul>	<ul style="list-style-type: none"> <li>•Availability for interviews</li> <li>•Quick approval of Project Plan</li> <li>•Honest and clear feedback on Findings and Brand Strategy</li> </ul>	<ul style="list-style-type: none"> <li>•Quick and direct feedback on document drafts.</li> <li>•Approval of final documents</li> </ul>	<ul style="list-style-type: none"> <li>•Board members for training</li> <li>•Board approval of Requirements Brief (if appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>•Celebration of success</li> <li>•Evaluation</li> </ul>

# Branding Overview



## Communication Materials and Programs

External and internal communication materials derived from, consistent with, and extensions of the Brand DNA.  
[e.g. brochures, letterhead, signs, Web site, fundraising materials, etc.]

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## Key DNA Identifiers

Name	Brand Promise	Visual Imagery
<ul style="list-style-type: none"><li>• Word or words that communicate key elements of our Brand DNA</li></ul>	<ul style="list-style-type: none"><li>• Boilerplate language that very concisely communicates 3–5 elements of the Brand DNA. Often includes slight variations of key messages per audience.</li></ul>	<ul style="list-style-type: none"><li>• Visual image that communicates a key element of our Brand DNA</li></ul>

# Branding Overview



<b>Communication Materials and Programs</b>
External and internal communication materials derived from, consistent with, and extensions of the Brand DNA. [e.g. brochures, letterhead, signs, Web site, fundraising materials, etc.]

<b>Key DNA Identifiers</b>		
<b>Name</b>	<b>Brand Promise</b>	<b>Visual Imagery</b>
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<ul style="list-style-type: none"> <li>• Who are we?</li> <li>• Who do we serve?</li> <li>• How are we different?</li> </ul>	<ul style="list-style-type: none"> <li>• What are our core attributes?</li> <li>• What is our organization's personality?</li> </ul>	<ul style="list-style-type: none"> <li>• What is our commitment and role to funders, clients and the community?</li> </ul>
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# Branding Overview



*“Give me a lever and I can move the world.” – Archimedes, 2000 years ago*

## Positioning Statement

- Defines the organization’s uniqueness, differentiation, and relevance
- Is the *lever* to establish the organization’s value and perception to external audiences
- Provides the basis for reputation
- A tool to provide focus and direction when communicating with external audiences
- Different from a tagline
  - Emotion-rich short-hand of the positioning statement

# Discovery: Interviews

- The following individuals were interviewed in person and on-site:
  - Jonathan Swain (Executive Director TBC)
  - April Dumars (Youth Director TBC)
  - Father Michael Pflieger (St. Sabina and founder of TBC)
  - Lisa Ramsey (St. Sabina ERC Director)
  - James Miller (Board Chairman TBC)
- Latasha Thomas (Alderman, 17<sup>th</sup> Ward)
  - Carlos Nelson (Executive Director GADC)
  - Susana Vasquez (Director, LISC)
  - Leo Latz (Fundraising Consulting, LatzBruni Partners)
  - Gerre (Business Assistance Participant, TBC)
  - Latanya (Youth Services Participant, TBC)
  - Jewel (Business Assistance Participant, TBC)
- Interviews covered:
  - Personal experiences and interactions with the organization
  - Effectiveness of the current brand

**“Knowledge is a process of piling up facts;  
wisdom lies in their simplification.”**



*Dr. Martin Luther King Jr, quoting  
Martin Fisher, American philosopher,  
poet and essayist*

# Competitive Audit



## LINK Unlimited

### Mission

- LINK Unlimited provides college preparatory opportunities for economically disadvantaged African American high school youth
  - Integrates mentoring relationships
  - Service initiatives
  - Spiritual principles
- Fosters academic success, personal development, and interracial understanding and harmony



**Logo**

**Together We Can Make a Difference!**

**Tagline**

# Competitive Audit



## LINK Unlimited

### Positioning

- LINK Unlimited provides four-year high school:
  - **Scholarships**
  - **Mentoring**
  - **Support programming**
- Low-income Chicago high school youth who possess **high academic potential** and **strong personal character**

### Key Messages

- **High School graduation** and **college acceptance** are early indicators of future success
- LINK Unlimited strives to **transform lives...one student at a time**



### Logo

Help Us, Help You

### Tagline

# Competitive Audit



## Chicago Urban League

### Mission

The Chicago Urban League empowers and inspires individuals to reach and exceed their economic potential

The League focuses on growing Chicago's African American workforce and business community



### Logo

Help Us, Help You

### Tagline

# Competitive Audit



## Chicago Urban League

### Positioning

- **Advancement** for those who are least advantaged

### Key Messages:

- Ensuring that African American **children are well-educated**
  - Equipped for economic self-reliance
- Helping **adults attain economic self-sufficiency**
  - Employment
  - Home ownership
  - Entrepreneurship
  - Wealth accumulation
- Ensuring the **civil rights of African Americans** by eradicating barriers in economic and social mainstream of American life



### Logo

Help Us, Help You

### Tagline

# Competitive Audit



## The Beloved Community

### Mission

To make strategic financial and programmatic investments in the Auburn Gresham community.

Perpetuate long-term growth and stability by building upon the experience gained through the community development activities of Saint Sabina.



### Logo

A partner of the faith community of St. Sabina

### Tagline

# Competitive Audit



## The Beloved Community

### Positioning

Creating, promoting and encouraging the **links** between **jobs, homeownership and entrepreneurship.**

### Key Messages

- **Moving community members from dependency to self sufficiency:**
  - By encouraging **employability** among all residents
  - By teaching **responsible personal finance**
  - By cultivating a **culture of entrepreneurship**
  - By assisting **small business** owners



**Logo**

**A partner of the faith  
community of St. Sabina**

**Tagline**

# Cluster #1 Summary



St. Sabina and Father Pfleger has been, and will be, a huge positive influence on TBC

- Long history of true transformation
- Viewed as a powerful positive force in the community and with potential donors
- Father Pfleger continues to draw in support and respect
- Is indigenous to the Auburn Gresham community as its Big Brother

Branding implication(s):

- Brand story needs to link back to founding vision and the values birthed in St. Sabina



# Cluster #2 Summary

The Beloved Community teaches individuals how to fish

- TBC lends a “hands-up” vs. a “hand-out” to those motivated to learn
- Invests deeply in the individual for life change—casts the net deep
- Is indigenous and focused on the Auburn Gresham community as its Big Brother

Whereas GADC:

- Casts the net wide
- More likely to pass out fish (or hot chocolate)
- Is the “community’s community”
- Works with everybody: the walk-ins, the non-religious
- Works with neighboring communities such as Englewood

Branding implication(s):

- Emphasize that success is not measured simply by the number of people served, but by the way lives are transformed



# Cluster #3 Summary

The Beloved Community has huge future, potential impact

- TBC has a passionate and very talented core of leadership on both staff and the Board
- Board has more “heavy hitters”
- Is indigenous and focused on the Auburn Gresham community as its Big Brother
- Political and business connections also help pave the way for big projects

Whereas GADC:

- Also has a highly committed and motivated Executive Director, they may not be as eager to go after the 1 vs. staying with the 99
- Much more of a community representative on Board

Branding implication(s):

- Goals and attitudes of the brand does not have to settle for just programs and services
- Services a higher order of convictions that captures the imagination

# Cluster #4 Summary

The Beloved Community is rooted in a long history of past success

- The path has already been blazed and TBC enjoys a running start
- Carries the same ethos that carried St. Sabina for over 20 years
- Recent independent results show impact in the community quickly and without a lot of resources—has shown they can take a project and run with it

Whereas GADC:

- Has been around longer
- More patient to see the needle move as they recognize change can be slow

Branding implication(s):

- TBC's track record along with its "shadow" past record in St. Sabina should be dialed up to lend respectability and confidence

# Cluster #5 Summary

The Beloved Community services are concentrated along the educational and economic pillars of society

- Economic pillars include business assistance and employment resources
- Educational pillars include youth development
- Not into social services, safety and violence prevention programs
- Does not address health issues
- Does not necessarily bring the community together

Whereas GADC:

- Has a broader reach
- Works with more partner organization to affect change
- Is the one organization that can bring the whole community together

Branding implication(s):

- Easier to be known when offerings are focused and streamlined
- Offers greater expertise in those areas



# Cluster #6 Summary

The Beloved Community is helping drive the revitalization effort

- Deep investments in people and infrastructure

Whereas GADC:

- Also drove changed particular as lead agent for NCP

Branding implication(s):

- Promoting Auburn Gresham's success will also highlight TBC's success
- Equate Auburn Gresham's fortunes as "Chicago's Best Kept Secret" due in part to TBC's assistance
- "A rising tide lifts all boats"
- Work in conjunction with GADC to publicize the community's success stories

# Draft positioning

## **The Beloved Community**

As the Big Brethren next door with a strong tradition of social justice, we invest and lend a helping hand to the lives of individuals and the Auburn Gresham community to build hope and change for generations to come.



## **GADC**

As the beat cop on the street, we bring the community and resources together for a greater Auburn Gresham.



# Draft DNA Statement



- The Beloved Community, as a strategic community partner vested and invested in realizing the potential of Auburn Gresham, is moved by love and measured by action in building the dream of Dr. King’s “beloved community.” We accomplish this through economic development for the greater community and academic enrichment for our youth to bring life change and hope for generations to come.

# Draft Description Statement



- The Beloved Community is a strategic community partner in Auburn Gresham, a South Side Chicago neighborhood, which focuses on realizing the economic and educational potential of its residents and members in the surrounding areas. We were founded on the model of Dr. King’s global vision of a “beloved community” in which all people can share in the wealth of the earth. We are driven by love, inclusive by design, and dream of the day where there will be economic and social equality for all.

# Communications SWOT



- Strategic planning tool used to evaluate organization's
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats
- Identifies internal/external influences on organization
  - Are they favorable/unfavorable?
  - Do they prevent organization from achieving goals?

# Communications SWOT



## Strengths

- Consistent look/feel on signage
- Highlights the vision of Dr. King
- Broad use of media (postcards, Web, newsletters, signage, etc.)
- Personal connection to the founder and to St. Sabina

## Weaknesses

## Opportunities

## Threats

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## Weaknesses

- Low awareness and visibility
- Not many understand deeper meaning of TBC name
- Scale on the logo is not memorable
- Dark and brooding colors
- "LOVE" may not stand out on black & white

## Opportunities

## Threats

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## Opportunities

- Take advantage of recent formal separation from the church to investigate name and logo direction
- Develop stronger and more emotional language to engage constituents
- Establish independent identity to funders and community

## Threats

# Communications SWOT



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## Threats

- Does not own “the beloved community” phrase
- Confusing messaging when trying to communicate depth/breadth of services
- TBC is not a “community” but an organization created to develop that community

# Draft Brand Statement

Only organization in the Auburn Gresham focusing on empowering economic and educational self-sufficiency of its residents and members.

We do this through

- Working with motivated individuals
- Providing a “hand up” (vs. “hand out”) to take them to the next level
- Drives deep, lasting change in their own lives

We are driven by:

- Love
- Inclusive by design
- Relentlessly pursuing economic and social justice
- Dream of the day when there will be equality for all

# The Beloved Community does not own “The Beloved Community” in search...



The Beloved Community is the #7 listing on Google— and more importantly, not on the top half of the search finding page



Web [Books](#)



**The Beloved Community : How Faith Shapes ...**  
by Charles Marsh - 2006 - 324 pages  
[books.google.com](http://books.google.com) - [About this book](#) - [More book results](#) >

[The King Center - The Beloved Community](#)

[Beloved Community Network](#) · [Nonviolence or Nonexistence](#) · [Denny's: Re-ignite the Dream](#) · [Scholar & Historian Research](#) · [The King Papers Project](#) ...  
[www.thekingcenter.org/prog/bc/](http://www.thekingcenter.org/prog/bc/) - 8k - [Cached](#) - [Similar pages](#) - [Note this](#)

[The King Center](#)

The OFFICIAL WEBSITE of The King Center in Atlanta, Georgia. The King Center educates the world about Dr. Martin Luther King, Jr's philosophy and methods of ...  
[www.thekingcenter.org/](http://www.thekingcenter.org/) - 13k - [Cached](#) - [Similar pages](#) - [Note this](#)  
[More results from www.thekingcenter.org >](#)

[The Beloved Community](#)

Peace Troubadour James Twyman had an experience in the summer of 1995 that would forever change his life. His book, Emissary of Light recounts the ...  
[www.emissaryoflight.com/](http://www.emissaryoflight.com/) - 12k - [Cached](#) - [Similar pages](#) - [Note this](#)

[The Beloved Community](#)

The Ultimate goal of the **Beloved Community** is to demonstrate the Divinity of Life that is revealed every moment of our lives, and in doing so, ...  
[www.emissaryoflight.com/\\_.aspx?content=belovedcommunity&t\\_s=12](http://www.emissaryoflight.com/_.aspx?content=belovedcommunity&t_s=12) - 10k - [Cached](#) - [Similar pages](#) - [Note this](#)

[Amazon.com: The Beloved Community: How Faith Shapes Social Justice ...](#)

Amazon.com: **The Beloved Community: How Faith Shapes Social Justice**, from the Civil Rights Movement to Today: Books: Charles Marsh by Charles Marsh.  
[www.amazon.com/Beloved-Community-How-Faith-Shapes-Social-Justice-Movement/dp/0465044158](http://www.amazon.com/Beloved-Community-How-Faith-Shapes-Social-Justice-Movement/dp/0465044158) - 200k -

... or in its own domain names

[www.thebelovedcommunity.org](http://www.thebelovedcommunity.org)



[www.belovedcommunity.org](http://www.belovedcommunity.org)



[www.belovedcommunitycenter.org](http://www.belovedcommunitycenter.org)



# Further proliferation of the name is found literally next door



To add more confusion, there is the Beloved Community Christian Church and Beloved Community Family Services in Englewood, the neighborhood next to Auburn Gresham.

A screenshot of a web browser showing the website for Beloved Community Family Services, Inc. The browser's address bar displays 'http://www.belovedfamily.org/'. The website has a yellow background with a pattern of sunflowers. A dark red header bar contains the text 'Beloved Community Family Services, Inc.' in white. Below the header, the text reads: '**"Strengthening Families and Building Communities"**  
In 2004, Reverend Bobby L. Rush, Pastor of Beloved Community Christian Church founded Beloved Community Family Services, Inc. (BCFS)  
BCFS was incorporated in February, 2005.  
The mission of Beloved Community Family Services, Inc. is to provide a network of compassionate services to promote cultural, economic and social well-being.  
In fulfilling its mission, BCFS provides greatly needed services for Englewood, West Englewood and the surrounding communities. Services include Health Education and Prevention, Youth Development, and Intervention Services. Services are provided through various programs.  
**Contact Information**  
Email : [contactus@belovedfamily.org](mailto:contactus@belovedfamily.org)  
Phone : (773) 488-9065  
Address : 6430 South Harvard  
Chicago  
Illinois  
60621  
USA

# Delivering the Message in the Logo

Great names and logos tap into the emotional aspects of our thinking and incite us to respond.



what matters.®



Where all people can share in the wealth of the earth



A mind is a terrible thing to waste.®

# Name and Logo Recommendations



We recommend:

- **Investigate** the name

- Is there another name that can capture the spirit of Dr. King's vision without referring to it explicitly?
- Find an ownable proposition

- **Modify** the logo

- Reflect the brand essence of The Beloved Community
- Contemporize the graphic elements and color scheme

- **Add** a tagline

- Sell the benefits of the organization in an emotionally powerful word play

**Just do it.**

In a word... **COMPETENCE**



**transforming**

*embracing*

**LOVE**

**highly-committed**

**CHANGE**

**Passionate**

**caring**

**concerned**

**Strategic**

**hard-working**

**high-energy**

**Vibrant**

**growing**

**Intensive**

**Emerging**

# Brand Personality



- Based on discovery interview findings and brand statement, Taproot created 4 brand personality options from which to choose
- A brand personality serves as the tone and manner for communicating your message to all stakeholders

# Fireman



## Personality

- Specialized services
- Intensive
- Longer-term work

## Why they care

- Not like “beat cop” who deals with day-to-day problems
- Approaches a problem strategically
- Intensively evaluates a problem
- Develops and executes plan

# Fireman

## Motto

- Providing long-term solutions to your problems

## How would the Fireman talk to AG Residents

- Is honest, upfront about problems in the neighborhood
- Provides possible solutions to problems
- Plans who, what, where, how to solve the problem
- Offers to lead project

## How would the Fireman talk to board members

- Understands the problems in the neighborhood
- Works with you to solve them



# Nurturing Mother



## Personality

- Loving
- Cares about you and wants to see you succeed
- Makes you feel good about your involvement
- Organizing behind the scenes
- Resourceful
- Congenial
- Wants everyone's experience to make them feel special

## Why she cares

- Her job is to make sure everyone has a good, positive experience
- She believes in the mission of TBC
- She likes her neighbors, and cares about their experiences
- She doesn't want people to leave

# Nurturing Mother



## Motto

- Self-sustaining and more enriching lives

## How would she talk to AG Residents

- Positive experience to this area
- Under its business development program they assisted businesses
  - Perfect Piece
- Established Excellence in Education program
- Brings needed housing and retail opportunities



## How would he talk to Board Members

- She really cares about the neighborhood
- She is a project manager, letting them know how to get more involved

# Good Samaritan



## Personality

- Creative yet sensible
- Plans, designs, knows where to place things

## Why he cares

- Wants the area around them to be beautiful with solid foundations
- Wants to make environment work efficiently so residents know where to go and how to get there

# Good Samaritan



## Motto

- Benefiting the entire community

## How would he talk to AG Residents

- Focuses our resources on a specific area
- Benefits entire community
- The Perfect Piece, Walgreens

## How would he talk to Board Members

- Focuses our resources on a specific area
- Benefits the entire community
- The Perfect Piece, Walgreens.



# Optional: The Bull



## Personality

- Firebrand preacher
- Activist
- Opinionated and judgmental
- Not afraid to offend people; doesn't sugar-coat
- Passionate
- Evangelical
- Won't let you escape until you hear his point
- Takes a stand for what he believes in

## Why he cares

- Go-getter
- Deeply cares about the neighborhood
- Wants to see it succeed
- He doesn't take "no" for an answer

# Optional: The Bull

## Motto

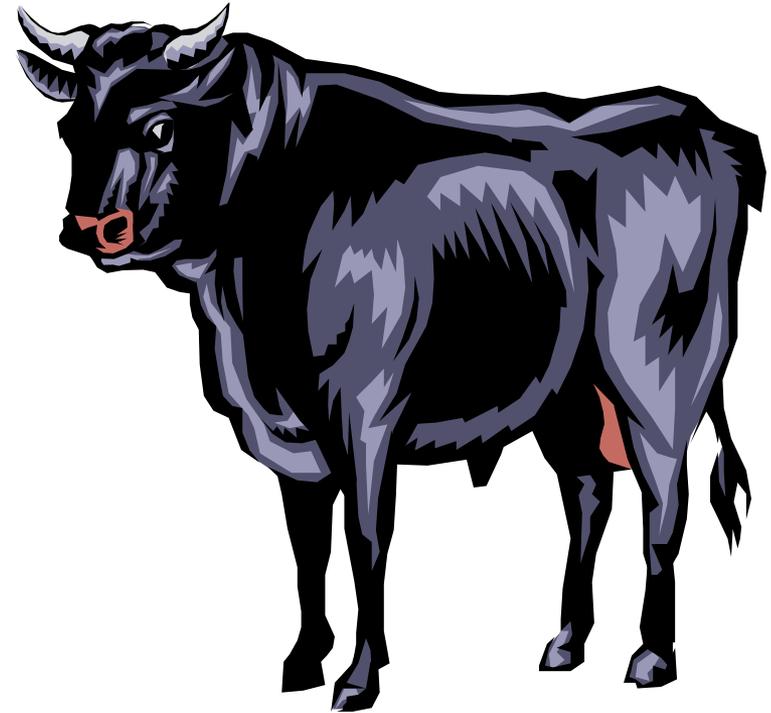
- Hand up not hand out

## How would he talk to Board Members Residents

- We'll help, but you take first step
- We are ready to make a change for the better

## How would he talk to Board Members

- Aggressive growth goals
- By 2010 increase the number of programs
- Develop an holistic identity apart from St. Sabina
- Increase operating budget over 300% to \$3M
- Increase staff 20 full-time staff



# Personality Implications



"Fireman"	"Nurturing Mother"	"Good Samaritan"
<ul style="list-style-type: none"><li>• Saving lives</li><li>• Sense of urgency</li><li>• Whatever it takes attitude</li><li>• <i>"Bringing hope for a better tomorrow."</i></li></ul>	<ul style="list-style-type: none"><li>• Loving</li><li>• Care and empathy</li><li>• Nurturing</li><li>• <i>"Love is our middle name."</i></li></ul>	<ul style="list-style-type: none"><li>• Approachability</li><li>• Resources</li><li>• Assists and builds alongside</li><li>• <i>"Lending a hand to those in demand."</i></li></ul>

# Key Message Targets



- Key Messages
  - Internal Usage
  - External Usage
  - Donors

# Key Message: Internal Usage



Transforming lives by creating and encouraging economic development for the greater community and academic enrichment for our youth which brings life change and hope for generations to come.

# Key Message: External Usage



Realizing individual and community potential in Auburn Gresham, a south-side community, by promoting economic development for the greater community and academic enrichment for youth, with love, inclusiveness, and economic and social justice—pillars that drive us to pursue the dream of equality for all.

# Key Message: Donor Usage



Driven by love and inclusive by design, The Beloved Community relentlessly pursues economic equity for the community, and fosters academic enrichment to prepare our youth for the future.

# Proposed Tagline



**Realizing Potential**  
**Potential Realized**

# Next Steps



Milestone	Owner	Date
Select brand positioning	TBC	
Refine positioning as needed and craft key messages	Taproot	
Present revised brand strategy to TBC	Taproot	
Present key messages	Taproot	
Present/train Board on brand strategy and key messages	Taproot	
Deliver closing, process evaluation	Taproot/TBC	

# Appendix: Program Offering Grid

