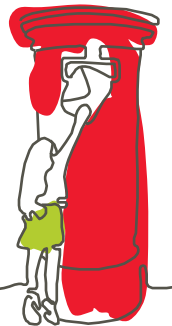


Action for Children



Fiona Lydon
Brand Manager
Action for Children
30 April 2009



Brief situation analysis

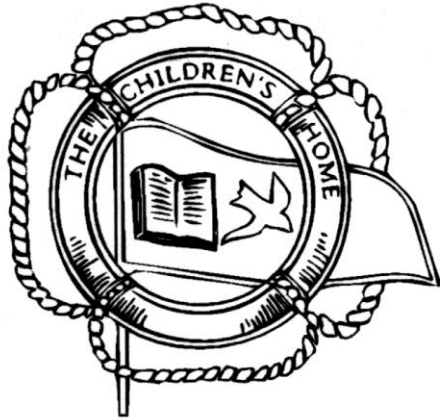
- NCH founded 1869
- 1980s/1990s growth
- 2004:
 - recognition of need to become more businesslike
 - debate over “who we are” and should we be a charity
 - strategic review kicked off 2005
- Brand Project started 2006

Situation analysis II

- organisational scepticism
- persistent brand weakness
- failed attempts to address
- effects on fundraising, use of services, etc.
- internal perception of what 'brand' is and means

Stakeholder matrix

Stakeholder group	Current perception	Desired perception
Service commissioners	NCH is good in social care, but is a bit weak in education and health. They are innovative and reliable, have high standards, a vast amount of experience, and are very good partners to work with. On the other hand, they're expensive, bureaucratic, and a little bit old fashioned in some areas. They're also very quiet when you compare them to NSPCC and Barnardos.	We can trust Action for Children to run great services for children and young people.
Staff and volunteers	I'm proud to work here, but I find it hard to feel part of something that's coherent and that can be easily explained.	I know who we are and where we're going, and I'm proud to be part of Action for Children.
Policy makers	They are not a campaigning organisation, and have something to do with children's homes, but I don't really know what they stand for.	Action for Children's practical experience and high principles make them the authoritative voice among service providers for children and young people.
Service users	NCH are useful, helpful, supportive, human and open.	Action for Children are here to help without judgment.
Methodists	NCH provide a good level of care and do excellent work. They are a vehicle for Methodist social values but they are poor at communication.	I'm proud that such a great organisation has its roots in Methodism.



1910



1964



1974



1994



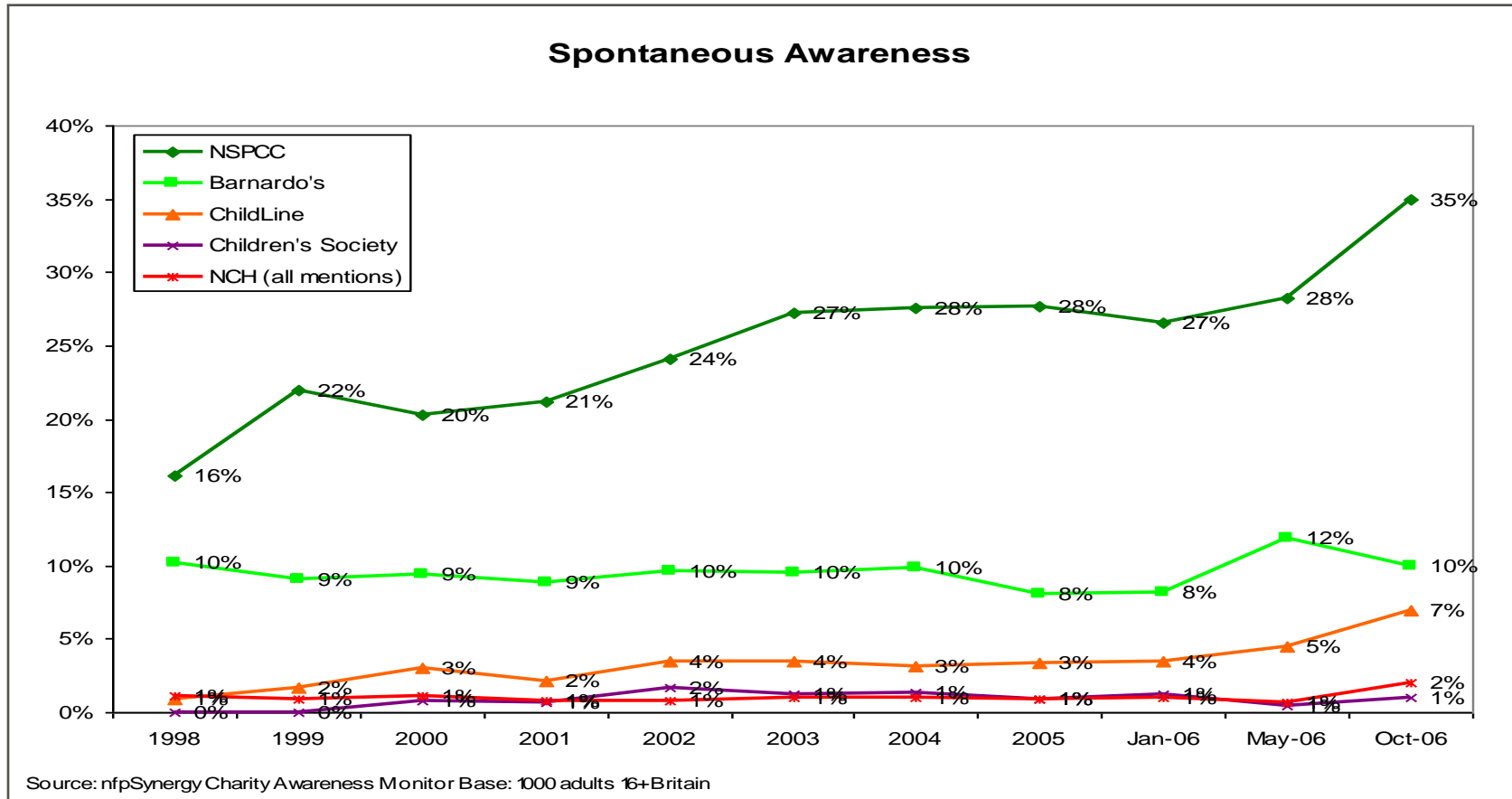
2000



2008



NCH spontaneous awareness – b2c



Business-to-business brand

- Conversely, strong business-to-business brand
- However, low understanding of range of services
- Challenge and opportunity

2 track-process

One

- Shaping the brand
- Remaining true to strong organisational ethos

Two

- Engaging staff for its own benefits – to inspire pride in organisation
- Skill up staff who are stakeholder facing
- Also change-over of all materials

- Confidentiality/engagement

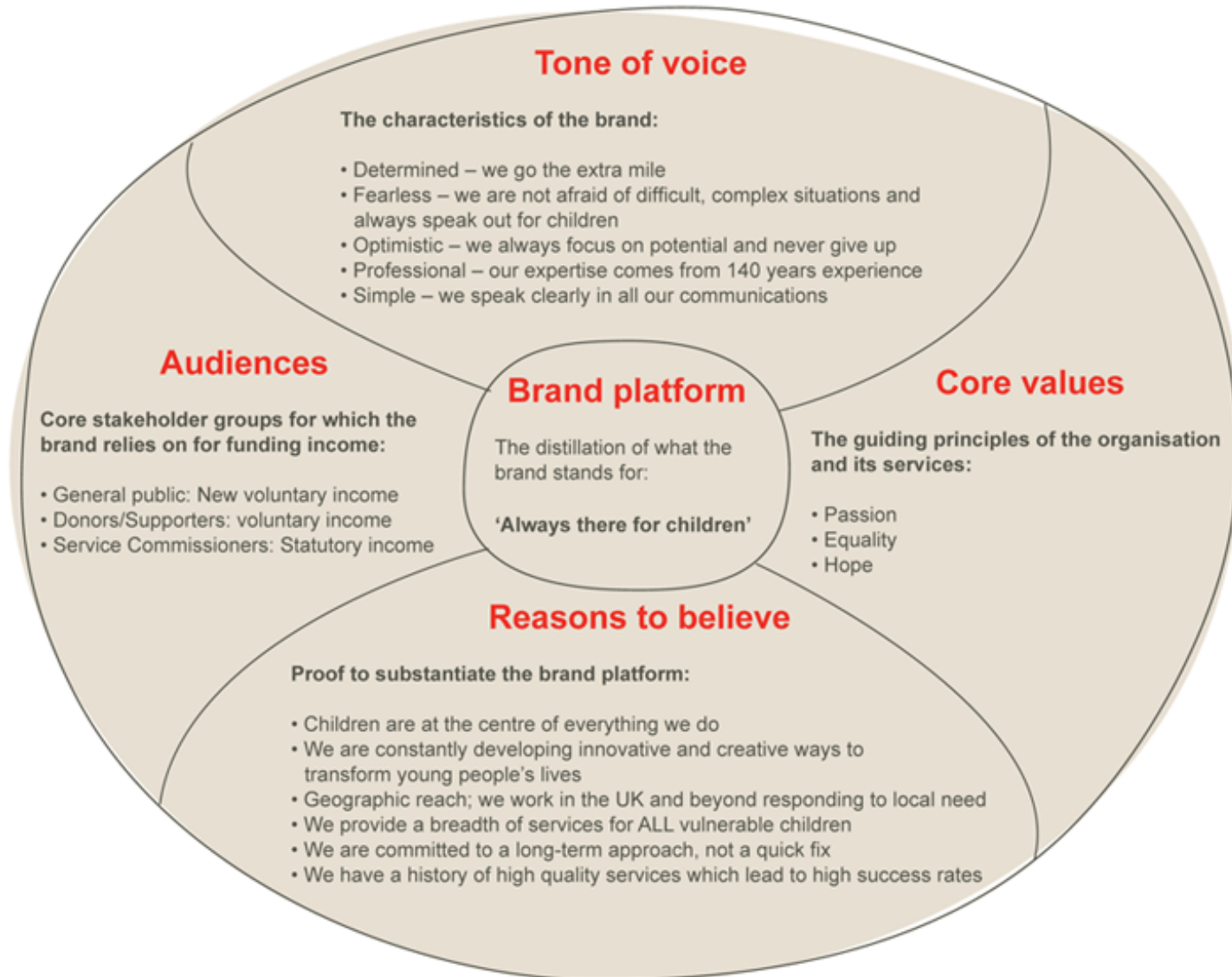
What did we do?

- 3 of 5 brand projects brand crucial here:
 - Internal Engagement
 - Brand roll-out
 - Brand promotion

What did we do?

- Staff focus groups on new name
- Values were set
- Creation of 'brand world'
- Workshops across organisation to establish 'reasons to believe'

Action for Children brand world



Things to watch for

- Need to watch for certain things to get the best out of staff:
 - IT infrastructure and input
 - Time
 - Change process creates a feeling of overload
 - The basics – data sets, staff information

 - Balance confidentiality and engagement according to organisational culture

What worked well

- Mood film
- Presentations in nations/divisions
- Interactive sessions which addressed staff worries
- Leaders leading within departments- brand not just a communications job
- Strong foundation across whole organisation
- Engaging staff on 'small things' ie logo!