

# The Branding of bind™

brain injury network of **dallas**

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2015

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# OVERVIEW

## **Executive Summary**

The purpose of this graduate project is to establish and develop the brand identity of The Brain Injury Network of Dallas (BIND). An online survey, interviews, focus groups, and branding exercises were used to gauge executive members, clients, and sponsor attitudes toward the organization. These primary research methods aimed to gain an understanding of these parties' collective images and goals for the group. As a result of the research findings, a brand expression was created. Recommendations for implementation of the brand identity include a tagline, new visual elements, and a social media guide.

## **About BIND**

BIND is the only Brain Injury Clubhouse in Texas. BIND helps “to provide tools and a bridge of support to adult brain injury survivors so they can reconnect into life, the community and the workplace.” Established in 2011, BIND received its 501c3 status in 2012, and opened its Clubhouse in Plano in 2015.

BIND Clubhouse members work together once a week at the Plano location to develop personal and social skills for the workplace and for general wellness. Members are asked to volunteer for specific daily duties that help the operation of the Clubhouse facility and organization. Such duties include answering phones, cleaning the Clubhouse, providing Clubhouse tours, helping with community outreach, and more. On Wednesdays, volunteers, such as individuals from the medical community, also help lead wellness exercises and arts and crafts. BIND believes these activities promote healing and continued recovery.

BIND actively advocates for traumatic brain injury (TBI) survivors and believes that healing is facilitated through the community of like-minded individuals and autonomy that is accomplished through hard work at the Clubhouse.

BIND hosts an annual fundraising luncheon event each October, where they raised \$38,000 in 2015. BIND also annually sponsors the Brain Injury Association's Walk for Thought and participates in North Texas Giving Day (NTGD). Donors gave over \$7,000 this past September as part of NTGD.

The organization's future goals include operating a Supported Employment program in 2016, expanding the physical operation to add a kitchen and offices, serving more members, and opening the Clubhouse more days of the week.

## Literature Review

### *The evolution of 'branding'*

No longer is *branding* a one-dimensional concept. "In 1960, the American Marketing Association defined a brand as 'a name, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers to differentiate them from those competitors'" (Sargeant, Ford, & Hudson, 2008, p. 469). Branding is now thought to extend beyond this surface-level definition. The focus of branding has shifted to more "intangible elements such as brand personality and emotional benefits" (Stride & Lee, 2007, p. 108). Anana and Nique (2009) describe this concept as the 'brand iceberg,' where "an iceberg is drawn with 15 percent visible above the water and 85 percent invisible beneath the water; the visible parts are logo and name and the invisible are values, intellect and culture" (p. 7). This new understanding of branding goes to show that a strong brand starts at the organizational level and understanding its identity (Venable, Rose, Bush, & Gilbert, 2005).

### *Branding defined now:*

"A complex multidimensional construct whereby managers augment products and services with values and this facilitates the process by which consumers confidently recognize and appreciate these values" (Stride & Lee, 2007, p. 108) (As cited in De Chernatony & Dall'Olmo Riley, 1998, p. 427).

"A brand is quite simply—who you are, what you say, and what you do" (Sargeant et al., 2008, p. 470) (As cited in Grounds, 2005, p. 65).

"An associated perception, which is rooted in the psyche of the target group and retrieved through the display of symbols that represent the organization (Voeth & Herbst, 2008, p. 73-4).

"Part art, part science, 'brand' is the difference between a bottle of soda and a bottle of Coke, the intangible yet visceral impact of a person's subjective experience with the product—the personal memories and cultural associations that orbit around it" —Noah Hawley (Hartwell & Chen, 2012, p. 10).

### *Brand personality*

Brand personality represents the next level of branding. David Aaker defines *brand personality* as "the set of human characteristics associated with a brand" (1996, p. 141). Consumers easily assign human qualities to inanimate brands (Anana & Nique, 2009; Stebbins & Hartman, 2013; Voeth & Herbst, 2008). Research shows that consumers self-identify or actualize themselves with a brand based on these human-like characteristics: "Symbolic values and meanings are desirable and useful to consumers for the construction of their self, whether that is self-enhancement or self-reinforcement" (Sargeant et al., 2008, p. 470). This has significant

implications especially in the context of giving as it carries heavy psychological meaning for individuals.

The more congruent the brand characteristics and the consumer-self are, the more likely a consumer is to identify with and support that particular brand (Hassay & Peloza, 2009; Klink & Athaide, 2011; Sargeant et al., 2008; Stebbins & Hartman, 2013; Venable et al., 2005; Voeth & Herbst, 2008). This congruency has also been linked to “increased loyalty to the organization, brand loyalty/positive word of mouth, and subsequent behavior” (Sargeant et al., 2008, p. 471). Identity association with the brand will likely increase as more familiar opportunities for consumers to latch onto are presented.

In fact, some donors may solely rely on their perception of a non-profit organization (NPO) in deciding whether to donate: “Thinking of a nonhuman entity such as a brand in a human way renders it worthy of moral care and consideration” (Stebbins & Hartman, 2013, p. 205). Therefore, it is important for organizations to know what characteristics personify their brand. If a NPO can successfully identify these traits, then it can better target its current and potential donors by promoting these traits through appropriate messaging. Overall, brand personality is a self-expressive function that differentiates and reflects the emotions associated with the brand (Klink & Athaide, 2011; Sargeant et al., 2008).

### *Measuring brand personality*

Branding research pioneer Jennifer Aaker developed the Brand Personality Scale (BPS). This scale identifies The Big Five factors that describe 93 percent of the observed differences between brands (D. Aaker, 1996). In addition, these five factors also include 15 facets which provide additional “texture and descriptive insight regarding the nature and structure of the Big Five” (p. 143). Aaker’s BPS study found that “personality variables were significantly related to attitude, with the specific relationship varying by brand” (p. 144). For example, Apple and American Express are represented by excitement and competence; these traits were found to be related to positive attitudes. In fact, each of the Big Five factors were linked to positive attitudes toward brands.

Sincerity	Excitement	Competence	Sophistication	Ruggedness
<ul style="list-style-type: none"> <li>• <b>Down-to-earth</b></li> <li>• family-oriented</li> <li>• small-town</li> <li>• down-to-earth</li> <li>• <b>Honest</b></li> <li>• Sincere</li> <li>• Honest</li> <li>• Real</li> <li>• <b>Wholesome</b></li> <li>• Original</li> <li>• Wholesome</li> <li>• <b>Cheerful</b></li> <li>• Cheerful</li> <li>• Sentimental</li> <li>• Friendly</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Daring</b></li> <li>• Trendy</li> <li>• Daring</li> <li>• Exciting</li> <li>• <b>Spirited</b></li> <li>• Cool</li> <li>• Spirited</li> <li>• Young</li> <li>• <b>Imaginative</b></li> <li>• Unique</li> <li>• Imaginative</li> <li>• <b>Up-to-date</b></li> <li>• Up-to-date</li> <li>• Independent</li> <li>• Contemporary</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reliable</b></li> <li>• Reliable</li> <li>• Hard-working</li> <li>• Secure</li> <li>• <b>Intelligent</b></li> <li>• Intelligent</li> <li>• Technical</li> <li>• Corporate</li> <li>• <b>Successful</b></li> <li>• Successful</li> <li>• Leader</li> <li>• Confident</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Upper class</b></li> <li>• Upper class</li> <li>• Glamorous</li> <li>• Good-looking</li> <li>• <b>Charming</b></li> <li>• Charming</li> <li>• Feminine</li> <li>• Smooth</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Outdoorsy</b></li> <li>• Outdoorsy</li> <li>• Masculine</li> <li>• Western</li> <li>• <b>Tough</b></li> <li>• Tough</li> <li>• Rugged</li> </ul>

Figure 2 Brand Personality Scale

Venable et al. (2005) and Sargeant et al. (2008) have expanded upon Aaker's initial brand personality scale and have applied it specifically to NPOs. Venable et al. (2005) submit that while all five of Aaker's dimensions are applicable to describing NPOs, social importance and trustworthiness are of particular significance to NPOs. Thus, the researchers decided that integrity, ruggedness, sophistication, and nurturance were the most appropriate dimensions for categorizing NPOs' brand personalities as opposed to Aaker's original Big Five, sincerity, excitement, competence, sophistication, and ruggedness.

However, Sargeant et al. (2008) find that certain traits are assumed to be held by any NPO. In their study, respondents indicated that by and large, benevolence and progression were automatically associated with NPOs. Traits such as "being caring, compassionate, supportive, fair, ethical, honest, trustworthy, and helpful" were considered benevolent, while "transforming, pioneering, responsive, and engaging" were categorized as being progressive (p. 473-474). One of the primary purposes of branding is differentiation, so the question must be asked: Which values or traits can be used to separate NPOs from each other?

In their study, Sargeant et al. (2008) identify four different factors that can be used to achieve differentiation: emotional engagement, service, voice, and tradition. A sample of 500 donors (1,255 total respondents) from nine nonprofit organizations was drawn, where each individual was asked to identify which characteristics were representative of the organization he/she supported. Out of 61 traits, only 13 showed significant differentiation amongst organizations.

These traits were grouped into four different factor categories:

Factor name	Traits
Emotional engagement	Exciting, fun, heroic, innovative, inspiring, modern
Service	Approachable, compassionate, dedicated
Voice	Ambitious, authoritative, bold
Tradition	Traditional

*Table 1 Sargeant et al.'s four factor and 13 trait categories*

These findings provide insight into possible traits on which to focus for maximized differentiation. This research suggests that focusing on general assumed traits such as benevolence is not very effective and may even be a waste of promotional efforts. The implication here is that NPOs should spend more time differentiating and less time convincing their audience of their 501c3 status.

### *Non-profits' new focus on branding*

While the concept of branding has been heavily researched for decades, researchers only started to investigate how branding might be of use to non-profit organizations (NPOs) in the mid-1990s (Hassay & Pelozo, 2009; Voeth & Herbst, 2008). This research focus has increased

due to the increasing number of NPOs, decreasing amount of government funding, and increased expectations of public accountability. All of these trends have led to more competition for donations amongst NPOs and a need for differentiation. To overcome these challenges and meet these demands, NPOs have tried several traditional for-profit strategies such as market segmentation, relationship and database marketing, branding, and differentiating and positive image development (Venable et al., 2005). Research suggests that branding helps to differentiate NPOs and positively affect giving (Sargeant et al., 2008; Stebbins & Hartman, 2013; Venable et al., 2005; Voeth & Herbst, 2008), “with more relevant and differentiating brand personality dimensions exhibiting stronger relationships” (Stebbins & Hartman, 2013, p. 210). Branding facilitates understanding of the organization, which is essential in gaining and keeping donors (Stebbins & Hartman, 2013).

### *Purposes*

Voeth and Herbst (2008) identify three purposes of branding for NPOs: an information purpose, a risk-reduction purpose, and an image purpose. The information purpose is providing facts to the public about the organization in order to build awareness and provide an easy means of finding necessary information about the NPO. According to the authors, “it [the information purpose]...opens up a communication platform for non-profits, from which values linked to the organization are transported and relationships with contributors can be built up, controlled, and maintained (p. 76).” Reducing risk is seen in the form of communicating that the NPO is indeed a trustworthy organization to financially support. With a number of NPO scandals, it is important for donors to trust the organization to which they wish to donate. Lastly, the authors suggest that “a charity’s brand image may be the single most critical element of its promotional programme” (p. 76). Voeth and Herbst cite the correlation between brand image, differentiation, and identity with positive donor relationships as evidence of this claim. Overall, the authors emphasize that all three of these purposes are significant for NPOs to consider for marketing their brands.

### *Value-emphasis*

Stride and Lee (2007) emphasize the role that values play in the branding process for NPOs. Consumers identify values, such as mission and impact, as a core-component of NPOs and confirm the need for these values to be communicated consistently in organizations’ messaging (Hassay & Pelosa, 2009; Stebbins & Hartman, 2013; Stride & Lee, 2007; Voeth & Herbst, 2008). Venable et al. (2005) specifically highlight trust, reliability, and integrity as values that are directly correlated with giving. In addition, the social benefits of giving (i.e. social approval, respect, and humanitarianism) outweigh any economic benefits of giving (Venable et al., 2005; Voeth & Herbst, 2008). These values, paired with social benefits, should not only be an integral part of NPOs’ internal structure, but should also be regularly communicated through messages to the public. If potential donors do not see these elements represented in the organization, then they are less likely to give. In sum, “people who elect to donate need to understand the functions of the nonprofit organization before they commit or entrust their resources to it” (Venable et al., 2005, p. 298).



## *Conclusion*

The concept of branding has evolved since the 1960s. It no longer solely focuses on developing visual elements, but has turned to a deeper level and understanding of what it means to be a particular organization. The promoting of this deeper understanding, also known as brand identity, has proven to aid organizations in differentiating themselves. An important part of the identity is the personality, where human-like characteristics are assigned to brands. A big key takeaway of this research is that individuals are more likely to establish positive and closer relationships with brands if they have similar personality traits to the brand itself. This self-identification or actualization with the brand is a powerful insight. If organizations can promote their unique personality traits, then they will likely attract loyal consumers.

### *What does this mean for NPOs?*

Increased competition in a crowded landscape makes it even more difficult for NPOs to stand out, get their message across, and secure donations. This is why several NPOs and researchers have turned to traditional for-profit methods of branding for answers. Today, several of the world's top brands are NPOs. The correlation is obvious: branding can work to the advantage of NPOs.

One of the concerns from the literature was that foundational branding research has not considered the non-profit context, which is why researchers like Sargeant and Venable built upon Aaker's foundational findings. Results show that branding does help to differentiate NPOs and build loyal supporters. An important finding to note is that NPOs have to work a little harder than their for-profit counterparts in differentiating themselves because a good number of consumers view NPOs as being similar in nature. However, NPOs can still successfully stand out by highlighting what makes them unique.

Another contrast between NPOs and for-profit organizations is what is for sale. For-profits exist to sell tangible items, which result in a functional role. NPOs on the other hand do not typically sell physical items and must therefore focus on promoting their intangible qualities and values. It is interesting to note the similarity between the direction of branding and what NPOs offer to their supporters: the intangible elements. Promoting the intangible personality and identities of the brand are arguably the most important part of the branding process; the main substance of an NPO is the intangible benefits. If NPOs can successfully identify and promote their intangible benefits by tapping into their intangible identity, NPOs will have a winning branding strategy.

## Approach

In order to assess BIND's brand, intense research was conducted to better understand the heart and soul of the organization and its people. The following primary research was conducted:

- I. BIND member focus group and survey
- II. BIND board of directors branding exercises and focus group
- III. Archetype branding exercise with Executive Director and Development Director
- IV. Interview with representative of major sponsor, Medical Center of Plano

From this primary research, the following deliverables are provided:

- I. In-depth branding key insights about BIND
- II. Social media guide with a 12 month calendar plan
- III. New general use brochure design
- IV. Recommendations for the future



# PROCESS

## **BIND Members**

### Focus Group and Online Survey

#### OVERVIEW

Members of BIND were asked to participate in a focus group to discuss their experiences and opinions of BIND. The aim of this focus group was to get a better understanding of BIND's brand identity through the lens of members who are an integral part of the organization. In addition, the members of the focus group were also invited to participate in a follow-up online survey.

#### METHOD

Participants were invited to respond honestly, openly, and thoroughly to questions based on their experiences and opinions. The focus group was shown a PowerPoint with the prepared questions, and their responses were recorded audibly and on paper. The online survey included four questions that were tailored to the individual BIND experience.

After the focus group, I typed the recorded responses and began to analyze trends. Based on similar responses, I developed categories.

#### RESPONSES

The following responses (Parts One, Two, and Three) include actual quotes from the focus group discussion. Part Four includes the questions from the online survey. There were three completed surveys. Eleven surveys were sent, and 10 were opened.

## PART ONE: DEFINING BIND

Q1: How would you answer someone on the street if they asked: "What is BIND?"

<b>A Bridge</b>	<b>Peer Support and Community</b>	<b>Place to develop and grow</b>
A place to go when "you're not ready for the world."	"The support."	"A place to get better."
"Bridge between therapy and work."	"It helps provide that support amongst a group going through similar things that you are."	"Where I can get better."
"A place where brain injury survivors can go to connect before they go back into society."	"Bar at cheers without the bar. Where everybody knows your name and you get encouragement."	"A better understanding of what's going on with you."
"Bridge the brain-injured back into society."	"Need to be with other people to continue to improve."	"What I can do to rise above."
"Bridge between therapy and the end game."	Prevents me from "not fall(ing) into that dark hole."	"Gives confidence."
		"Continuous improvement; therapy."
		"You're able to practice communication."
		"I've learned that I'm responsible for me."
		"You continue to build on your strengths and figure out how to deal with your losses."
		"Make yourself more applicable to the community at large."
		"Helps us be more productive, not only out in community, but also home in living."

Q2: What are the beliefs of BIND? What does BIND value the most?

BIND has five core values: quality, respect, teamwork, determination, and service. The purposes of these questions were to determine:

- If these values resonate with members
- If there are any other values that should be added
- Which value is the *most* representative of BIND

Additional values added by members:

Participation

First time brain injured has a choice: autonomy/choice

Growing individual self confidence

Recovery/continuing brain recovery/improvement

It's all uphill after the injury: positivity

Awareness

Intelligence is still there, but there are challenges.

Each injury is different.

Each member was asked to pick one of the five core values that they felt was the most representative of BIND.

Quality	Respect	Teamwork	Determination	Service
0	2	6	2	0

Q3: Describe the culture of BIND.

*This question did not produce a large number of responses because the concept of "culture" within an organization was difficult for participants to grasp.*

"Diverse"

"Work environment and fun"

"Build upon each other's strengths"

"Understanding and caring"

Q4: What are BIND's strengths?

### **Community**

"Being a part of a team as opposed to isolation."

"Fun plus teamwork...we can laugh about anything."

"Having a place to go."

"A community of like-minded individuals."

"Strength is the group: friendship."

**Service-oriented**

"Here I'm doing something for someone else...service."

**Education**

"Helping to learn how to communicate and showing respect."

"Learning experience."

**High Quality**

"Quality of work: do your best; not looking for perfection."

**Environment**

"Whatever you feel is appropriate...Gives me choices."

"Makes me more determined to do a good job, when I have a choice."

"Ideal working environment."

"Environment that BIND provides us...we feel safe and productive...not stressful."

"Safe ideal environment for us to grow and recover."

**Uniqueness**

"Uniqueness...among places that deal with brain injured. This is the only place in Texas where you go after therapy."

**Volunteers**

"Our volunteers (who do) physical therapy, speech therapist, art."

Q5: Are there any needs that BIND is not currently meeting?

*Overall, members felt that BIND was meeting and exceeding their needs.*

"Need more support for technology for communication...more communication tools."

"Need more manpower."

"Kitchen...cooking for self independence."

"Larger space... 2<sup>nd</sup> bathroom and more offices."

"Only limited by what you put into it."

## PART TWO: WHY BIND?

Q6: What makes BIND special?

*The following was the only response to the question asked. One member contributed this answer, and the rest of the members agreed.*

"Not another one like it in Texas. The only one."

Q7: Why should people support BIND?

<b>The cause: Traumatic Brain Injuries</b>	<b>Outcomes</b>	<b>BIND is in motion.</b>
"Population growth...increased number of injury accidents; needs to be addressed and have more awareness. The need is growing."	"Building productive members of society."	"It's already in place; not trying to find the cures. The cure is already here."
"We bring about awareness about nontraditional medical treatment."		"The BEST place here right now."
"This could happen to anyone. Surprised there's not more awareness."		
"We're all going uphill."		

Q8: What would happen if BIND did not exist?

<b>Depression and loneliness</b>	<b>Loss of skills</b>	<b>Cannot fathom BIND not existing</b>
"People would be home after therapy and become depressed."	"People would lose the skills they gained in therapy...work, volunteer, planning, communication, self confidence."	"I can't think where I'd be without it."
"Going downhill."		"Something would be wrong."
"Isolation."		



### **PART THREE: THE FUTURE OF BIND**

Q9: What do you see happening in the future for BIND?

*Overall, the members expect BIND to expand in several ways:*

Physically  
Talent and creativity  
Members  
Participation  
Franchising  
Other cities  
More days per week  
Ability to reach more

### **PART FOUR: YOU AND BIND (Online survey)**

Q10. What is your BIND story? (How did you find BIND? Why did you come to BIND?)

All three respondents came to BIND because of a brain injury and because they were patients of Valerie Gotcher, the Executive Director of BIND.

Q11. What is your relationship with BIND? What are the promises and commitments BIND makes to you?

Members indicated that BIND has made the following promises and commitments to them:

- Helping facilitate the extension of personal socializing skills
- Helping facilitate the learning process of how to deal with every part of being a brain injury victim
- Bridging the gap between traditional therapy and a community environment
- Coping with daily challenges
- Providing family, support, and friends with unconditional support

Q12. How do you feel when you are at BIND?

I feel...
<ul style="list-style-type: none"> <li>•At home</li> <li>•Like I can be myself</li> <li>•Supported with the joy of accomplishments</li> <li>•Productive</li> <li>•Like a contributor</li> <li>•I am part of a team</li> <li>•Loved</li> <li>•I am part of a family</li> </ul>

Q13. What are the benefits of being a member of BIND?

Being part of a group of like-minded people with similar experiences who will not be judgmental, and ultimately, receiving love, support, and encouragement from them to fight your battles are the key benefits of being a member at BIND.

#### KEY INSIGHTS

BIND members love their organization. They are very passionate about BIND and for the cause it represents. Members define BIND as: a bridge, a supportive community, and a place to grow. If BIND did not exist, members could not even fathom what life would be like. This indicates the degree of impact that BIND has on these individuals' lives. Members believe that they would resort to depression and would lose the skills they've fought so hard to build through therapy and at BIND. Members truly believe BIND deserves outside support because of its worthy cause and its positive outcomes that it facilitates for society.

Members believe that the core-values (quality, respect, teamwork, determination, service) of BIND are representative of the organization. When asked which of the core values was most representative of BIND, most members said *teamwork*. A few added values that also seemed fitting include positivity, autonomy, and awareness.

BIND's culture was a bit more difficult for members to define. However, the culture of the organization was described as diverse, strengths-based, and caring. BIND provides an environment that allows both productivity and fun.

According to members, BIND's strengths include: community, service, education, quality, the environment, uniqueness, and the volunteers.

Overall, BIND members feel that BIND is meeting and exceeding needs. The hopes for the future and additional needs that could be met include expansion physically and in numbers.

## BIND Board of Directors

### Branding Exercises and Focus Group

#### OVERVIEW

BIND's Board of Directors discussed brand image, identity, and perception. Throughout the discussion, board members also participated in branding exercises. The primary focus was to ascertain a better understanding of BIND's brand identity.

#### METHOD

Participants were invited to respond honestly, openly, and thoroughly to questions and branding exercises based on their experiences and opinions. A PowerPoint containing branding concepts and questions to provoke and direct discussion was shown. The respondents' answers were recorded audibly and on large Post-It notes during the session, so that members could reflect on their answers with a visual aid.

After the discussion, I typed the written responses from the brainstorming session. I was then able to identify categories and trends in answers based on similar responses.

#### RESPONSES

The questions below were asked during the course of the discussion and brainstorming exercises. The following responses include actual quotes from the board.

#### PART ONE: BRAND IMAGE

Q1. How is BIND currently perceived?

Unknown and misunderstood	Bridge	Grassroots - New	Resource
"Perception limited to medical community."	"Stepping stone."	"Grassroots."	"A resource."
"Unknown."	"Bridge."		
"Knowledge about the cause is limited."			
View TBI survivors as, "You're done." But people know other people who have TBI.			

## PART TWO: THE REASON BEHIND THE BRAND – BRAND IDENTITY

Q2. What is BIND's 'why?'

Meeting a need	Advocacy	Hope	To help
"Angry and motivated because there was no help."	"To give a voice to a silent injury."	Hope	"To come alongside TBI survivors."
"Unmet need."	Awareness	"TBI isn't the end; it's the beginning."	"To help someone and share experience."
"To fulfill a need in the community."	Advocacy	"To give inspiration."	"Teaching and receiving."
"To provide a solution."	Education		"Compassion."
"Need to give back."			"Restore purpose."
"Because it's a benefit to society."			"War against depression."
"Way to contribute."			"Want to restore person's identity."
			"Getting the individual back into the community."
			"Helping achieve person-centered goals."

Q3. What are BIND's values and beliefs? What does BIND stand for?

Cause	Healing	Support
"Because it's prevalent and affects everyone."	"Takes time to heal: Recovery continues. We understand. We provide supportive environment."	"Support for patients and caregivers."
"TBI is not the end. A good life ahead."	"Believe healing is accomplished through work."	"So no one has to be alone."
"Every life has value and meaning."		

Q4. What is the *single* most important thing about BIND?

Answers:
Healing doesn't have to stop.
Not giving up on a large segment of society.
Because you can.
Survivors matter.
It's a lifeline/safety net.
Survivors have untapped potential.
<b>Life beyond survival.</b>

The group decided that "life beyond survival" was the single most important thing about BIND out of the list they developed.

Q5. What's is BIND's personality?

Energetic	Positive	Creative	Valued	Friendly
<ul style="list-style-type: none"> <li>• Talkative</li> <li>• Active</li> <li>• Agile</li> <li>• Engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive</li> <li>• Uplifting</li> <li>• Strengths-based</li> <li>• Solution-focused</li> </ul>	<ul style="list-style-type: none"> <li>• Skilled</li> <li>• Talented</li> </ul>	<ul style="list-style-type: none"> <li>• Respected</li> <li>• Honest</li> <li>• Hopeful</li> </ul>	<ul style="list-style-type: none"> <li>• Welcoming</li> <li>• Social</li> <li>• Fun</li> </ul>

Q6. After listing personality traits that came to mind, take a look at the brand personality model. Either based on previous responses or new ideas inspired from this model, which of these traits in the model resonate with you?

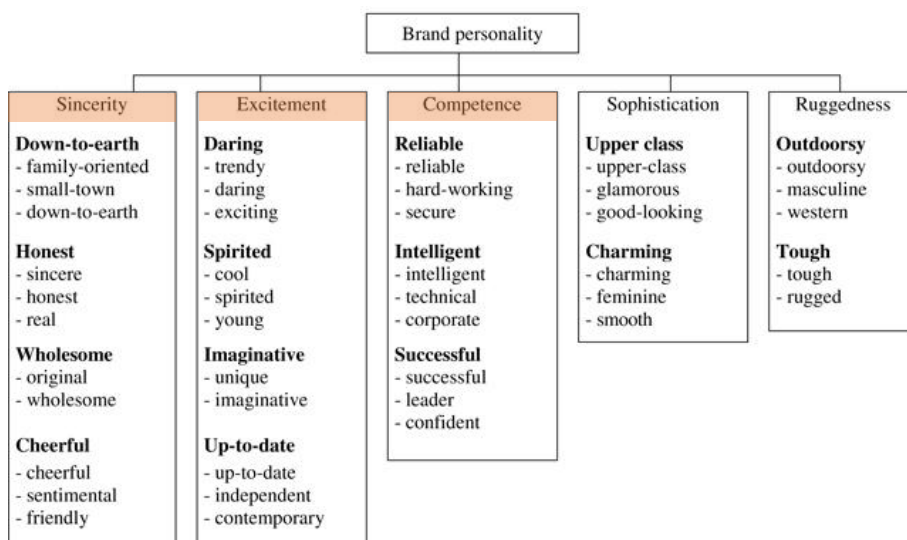


Figure 1. Brand Personality Scale.  
 Source: Aaker, J. (1997). Dimensions of brand personality (p. 352). *Journal of Marketing Research*, 34(3), 347-356. doi: 10.2307/3151897

*The board agreed that the traits under sincerity, excitement, and competence were representative of BIND's personality.*

#### Q7. Value propositions

After reviewing the different types of value statements, board members were asked to provide functional, emotional, and self-expressive statements. These statements are designed to express the benefits delivered by the brand that provide value to the customer.

Functional value propositions:
BIND bridges the gap between therapy and community.
BIND gives work to improve on therapy.
We output productive, happy, healthy members into society.
BIND provides stimulating work environment to promote healing and improving skills.

The board decided that it was important to consider three different audiences for the **emotional value proposition statements**. They believed that based on target audiences, the emotional values provided will vary. Rather than producing statements, the board listed emotions they thought were representative of what these audiences should experience when they interact with BIND.

Public	Medical community	Brain injury/caregiver community
Welcomed, informed, benevolent, understood, positive, hopeful, excited inspired.	Solution, relief, joy, excited, informed, connected, valued.	Valued, hopeful, connected, accepted, loved, encouraged, challenged, relieved.

The board listed adjectives that exemplify what BIND provides as **self-expressive value**.

Self-expressive value propositions
Cutting edge
Compassionate/giving
Integrated with community
Funding/building future
Plugging back into society
Optimistic
Facilitator
Entrepreneur
Solution

### Q7: Tagline brainstorming

The board was asked to think about potential taglines for BIND. The following responses include their combined efforts; however, overall, "life beyond survival" was favored.

Tagline ideas
Next step/stepping stone/bridge to recovery
<b>Life beyond survival</b>
BIND reconnects survivors to self and community
Solid foundation for maximized recovery
Facilitating independence
Journey to a new normal
Opening doors

### PART THREE: BRAND POSITIONING

The board was asked to think about how they would like to ideally position BIND to the public.

They were asked to fill in the blanks of the following statement:

To (Target market), "X" is the (frame of reference) that (most compelling benefit.)

Responses:

- To potential donors, BIND is a logical investment in returning individuals (survivors and caretakers) back to society (earners, a new normal, wellness, productive/healthy citizens, the workforce.)
- To brain injury survivors, BIND is the next step in the journey to leading a productive life.

### KEY INSIGHTS

#### *Brand image*

Due to the fact that BIND is a fairly new organization and that TBI is not a well-known cause, the organization is still largely unknown and misunderstood. The board believes that the medical community is one of few audiences that really understands BIND. This community has the understanding because of their first-hand knowledge with TBI patients and survivors. The cause itself also comes with a lot of stigma and misperceptions. It is rare that someone in the outside community will have extensive knowledge about what TBI survivors endure unless they have some personal connection with TBI.

### *Brand identity*

BIND exists because there is a need to be met. TBI survivors need a voice, and they need hope. BIND became a 501c3 with the purpose to come along side of TBI survivors and provide the help they need and deserve.

BIND truly believes in their cause. TBI is an important issue and has the potential to affect anyone. BIND wants people to understand that having a brain injury is not the end of a good life.

BIND believes that healing takes time, and that recovery is a process, which is why this organization provides its services. BIND facilitates healing.

BIND especially values support. Without support for patients and caregivers, progress ceases. No one coping with TBI has to be alone.

The single most important thing about BIND is the belief that there is life beyond survival. After someone endures a TBI, there is still a life to be lived, and it is a good one, too.

If BIND were a person: BIND would be the most talkative and outgoing person in the bunch. BIND instantly welcomes you into the group and invites you to be social and have fun. Even though TBI is serious, there won't be a moment where you feel negative or depressed around BIND. BIND is supportive and positive and encourages you to look within and magnify your strengths. BIND is also passionate about its cause and will find creative ways to showcase its purpose to outsiders. BIND is also highly respected by its friends, as BIND is honest and hardworking. In summary, BIND is sincere about TBI and the people it serves, excited about possibilities, and knowledgeable about how to promote the health and success of its members.

BIND provides value to the TBI community, caregivers, the medical community, and the public. BIND promises to provide the bridge between therapy and community. BIND provides relief because there is a solution and excitement because there is hope. BIND also offers love and acceptance to everyone because people affected by TBI are important to them. Lastly, when publics interact with BIND, they will feel compassion and a part of a community; they will feel hopeful and optimistic about the future; and they will feel as if they are making an investment into society.

### *Brand positioning*

BIND board members want to position their organization to potential donors and to brain injury survivors.

To potential donors, BIND is a logical investment in returning individuals affected by TBI back to a new normal and ultimately back into society. To brain injury survivors, BIND is the next step in the journey to leading a productive life.



## BIND Archetype Exercise

### OVERVIEW

*"In an age, in which many people crave a deeper sense of connection to their work and want business to demonstrate greater integrity and accountability, the creative and mindful attention to archetypes can facilitate a more authentic and holistic and human way of being in business" (Hartwell & Chen, 2012, p. 4).*

*Archetypes in Branding* is described by Jay Ogilvy, author of the Forward, as a package or kit that enables organizations to further understand their brand personalities. The basis for the book is to provide a brand personality tool that taps into the human psyche and cultural archetypes that have developed over the years. Archetypes are described as the "universal stories and journeys that all human beings share" (Hartwell & Chen, 2012, p. 5). The 60 archetypes developed by Hartwell & Chen help to identify the underpinnings of a brand: "Very simply, archetypes can facilitate the understanding of a brand and why it attracts certain customers" (p. 9). Just as branding research suggests, archetypes can help to attract customers who are congruent with the archetypes of a brand.

Hartwell and Chen submit the following benefits of using archetypes in branding (p. 101):

1. Archetypes have resolved brand inconsistencies by
  - a. Focusing communications campaigns/initiatives
  - b. Facilitating corporate cultural identity
  - c. Developing a system of managing brand meaning
  - d. Bridging conversation stuck between right and left brains
  - e. Assisting in uncovering previously unidentified roadblocks
  
2. Archetypes enhance trust with users by
  - a. Aiding in the creation of a congruent brand story and value journey
  - b. Igniting intuitive and emotional understandings of the brand, internally and externally
  - c. Unifying directions during transition or start-up
  - d. Facilitating a holistic perspective that is experienced as authentic and transparent

Hartwell and Chen developed specific exercises with cards that accompany the book to aid in the strategic branding process, where each card represents one of the 60 archetypes. Executive Director Valerie Gotcher and Development Director Mary Martha Stinnett participated in one of these branding archetype exercises. The purpose of this activity was to gain a better understanding of BIND's brand identity and personality. The Executive Director and Development Director were selected because of their intimate involvement with and knowledge about the organization and because of the nature of the exercise is conducive to a small group.

## METHOD

Gotcher and Stinnett participated in the archetype branding exercise called “Establishing an Integrated Identity.” I facilitated the exercise, took notes, and followed the instructions provided by *Archetypes in Branding* (p. 103):

1. Ask: “What archetype best represents our business/brand?”
2. Based on instinctual reactions, ask participants to sort through the deck of cards into four piles ranging from most representative to least representative.
3. Put aside the least representative pile.
4. Discuss the cards placed in the most representative pile. What drew participants to these archetypes and how do they reflect the brand?
5. Ask participants to sort through the remaining two piles of cards and sort them into binary *yes* or *no* piles in which each card could be considered representative of the brand or not.
6. Put aside the resulting *no* pile.
7. Repeat the conversation about what the new cards represent.
8. Lay out all of the cards and ask participants to choose the three most representative archetypes.
9. Ask participants to tell a story about how each of these three archetypes has shown up in the brand.

The exercise lasted for approximately 30 minutes. After it was completed, I reviewed my notes and derived key insights.

## RESULTS

While sorting through the cards, Gotcher and Stinnett cited difficulty in narrowing down the choices. They felt that many of the cards were similar and were representative of BIND’s many facets. However, after consideration, Gotcher and Stinnett identified the following three archetypes as the most representative of BIND: Advocate, Everyman, and Rescuer. When asked if there was a dominant archetype, Gotcher and Stinnett ranked the three in the previously mentioned order, with Advocate being the dominant archetype.

Below are summaries of Gotcher and Stinnett’s explanations of why they chose these specific archetypes as representative of BIND:

### Advocate

This archetype is representative because BIND is giving a voice to people who need it. TBI is prevalent, but there is a lack of understanding. It is BIND’s job to facilitate that understanding. Advocacy is incorporated into everything BIND does. BIND advocates the strengths of people and speaks up for TBI survivors.

### Everyman

BIND seeks to do the right thing. BIND wants to be understood as an organization, but BIND also wants the people it serves to be understood as well. TBI survivors are an important and forgotten community that deserves everybody's attention.

### Rescuer

BIND supports its members, which provide its sense of purpose. BIND exists not only for the individual, but for the community as well. BIND serves the community by producing competent employees.

## KEY INSIGHTS

The identification of representative archetypes will help BIND to better understand its identity. Gotcher and Stinnett both indicated that this exercise was helpful in gaining a different perspective of BIND's personality.

Hartwell and Chen also divide the 60 archetypes into 12 families, where each family has a dominant theme. The supporting archetypes exhibit similarities, but also include nuances that help to differentiate. BIND's three archetypes are included in two different families. Advocate and Everyman are in the Citizen family, and Rescuer is in the Hero family. Gotcher and Stinnett were asked if any of the related archetypes in the overarching families did not seem representative; they revealed that Liberator and Warrior (under the Hero family) were not representative of BIND. While selecting the top three archetypes is important, examining additional, related archetypes could be useful in furthering the understanding of the brand. The Citizen family can be identified as the dominant family over the Hero family. This is because two out of three of the selected dominant archetypes are in the Citizen family and Gotcher and Stinnett agree that the additional archetypes in the Citizen family (Networker and Servant) are representative of BIND. The Citizen family should also be considered the primary archetype family for BIND because it has a greater chance of differentiating BIND from other similar non-profits who may also identify with the Hero family.

CITIZEN FAMILY	HERO FAMILY
<b>Advocate</b>	Athlete
<b>Everyman</b>	Liberator
Networker	<b>Rescuer</b>
Servant	Warrior

Citizen family:

“The Citizen is driven by a deeply instilled sense of personal integrity, fairness, equity and responsibility to the community. This archetype’s identity is shaped by the experience of being a peer rather than being subjected or ruled. The qualities of a citizen are fairness, respect equity, accountability, and personal integrity. The Citizen has a great belief in a unified society wherein humans positively contribute and that hold values higher than profit or individual gain. Meaning is found in the personal sense of alignment between beliefs and action” (Hartwell & Chen, 38).

Hero family:

“The Hero acts to redeem society by overcoming great odds in service to successfully completing extraordinary acts of strength, courage, and goodness. The Hero is admired by those who appreciate the self-sacrifice, stamina, and courage required to triumph over adversity and evil. As a continuous learner, the Hero seeks to understand the inner life force and fullest expression of self, while coping with difficulty, meeting strange fates and facing shifting challenges. The essence of the Hero lies in the sacrifice required to achieve the goal of transformation” (Hartwell & Chen, 54).

## Interview with the Medical Center of Plano

### OVERVIEW

The Medical Center of Plano, a full-service hospital, became an active sponsor of BIND in October 2015. Director of Community and Public Relations Melisa Sauvage agreed to an interview to discuss BIND's brand image.

### METHOD

I conducted a telephone interview with Sauvage. The interview lasted approximately 10 minutes and covered eight questions. After the interview, I reviewed my notes and analyzed her responses to develop key insights.

### RESULTS

Q1. How long have you been involved with BIND?

Six weeks.

Q2. Why did you feel compelled to get involved with BIND?

We are a market-leader for brain and spinal care, so BIND is a great fit for us. We contribute and support them financially.

Q3. What are BIND's strengths?

When I toured the Clubhouse, I was so impressed with the positivity and camaraderie between club members. They give each other emotional and practical support. They are making contributions to both the public and to members.

Q4. What would you identify as the beliefs and values that drive BIND?

The recognition that there needs to be support and continues rehabilitation after clinical therapy. You have a place to go. These patients need a place to go after therapy stops. There is emotional and physical support there that helps them gradually reenter a normal life.

Q5. Describe the relationship between your organization and BIND.

Collaborative. It is mutually beneficial, and there is mutual respect. We have the opportunity to work together, and we have a common goal, which is to support patients.

Q6. In your opinion, what makes BIND unique?

It's the only one in the state. The statistics are astonishing (about how many people sustain brain injuries every eight seconds.) There's a lot of people who need this support, but it's not there for them.

Q7. What is the lasting impact that BIND makes in the lives of others?

Very positive. It's a place to go where they can grow and progress together. They have a joined purpose to unite around and rally. They can celebrate and have satisfaction in achieving goals. It's really a positive resource.

Q8. How do you feel when you engage with BIND?

Impressed with the members and their dedication and perseverance and courage. It's one of my favorite organizations that we work with.

#### KEY INSIGHTS

Sauvage's responses provided an outside perspective that was helpful in understanding BIND's brand image.

The Medical Center of Plano and BIND is a fairly new partnership, but is a strong one. Overall, Sauvage is a strong advocate and believer in BIND. The fact that she referenced the Medical Center as one of the top institutions for brain and spinal care, and then stated that this is why BIND and her organization make a good pair, indicates that she (and potentially others in the medical community) believe that BIND is a leader in this cause as well.

Overall, Sauvage views BIND as a positive resource for brain injury survivors and is impressed by the organization. While BIND is a small organization, the people who do associate with BIND, bring strong support.



# RECOMMENDATIONS

## Recommendations and Next Steps

Before any organization can develop a strong brand, it must understand its 'why' and be able to communicate it consistently to the public. An organization may have some understanding of its 'why,' but if it is not able to articulate it then branding will not provide the positive benefits it promises. BIND knows why it exists. The branding exploration and exercises helped to further the understanding of BIND. The board of directors and the members understand their organization, but need help in packaging it.

This research aimed to examine and explore BIND's brand identity. Reviewing the literature on branding provided foundational support and background in understanding the branding process, while conducting primary research allowed for fresh insights. Talking with different groups including the Board of Directors, executive members, BIND Clubhouse members, and a spokesperson from the Medical Center of Plano provided necessary insight into understanding the image and identity of BIND. The following is my assessment and recommendations based on this research.

The state of BIND:

BIND is an impressive NPO that is gradually growing support. BIND's image is perceived positively by its strongest sponsor and the medical community. However, since BIND is still a relatively new organization, and TBI is a lesser-known and misunderstood cause, BIND has a lot of room to grow and expand their support system.

### Recommendations:

#### *Key messages*

The following are key messages that BIND should promote across all areas. These messages help facilitate understanding the organization and reflect BIND's brand personality and identity.

1. We actively advocate on the behalf of traumatic brain injury survivors and work to bring public awareness about traumatic brain injuries.
2. We help build the bridge from survival to success in the community by
  - Fostering peer support
  - Developing work and social skills
  - Offering opportunities to enhance personal wellness
  - Encouraging independence
3. Our team approach is strengths-based and solution-focused. We assist individuals in capitalizing on their strengths to create solutions.
4. BIND is a non-profit organization that provides tools and a bridge of support to adult brain injury survivors, so they can reconnect into life, the community and workplace.



5. BIND operates the only Brain Injury Clubhouse in the state of Texas, which is its primary tool used to serve survivors. BIND is a member of the International Brain Injury Clubhouse Alliance (IBICA) and joins with other established Clubhouses serving the United States, Canada and Australia.

What is a Brain Injury Clubhouse?

A Brain Injury Clubhouse is “a community center for people living with the effects of an acquired brain injury (ABI)” –IBICA. At the Clubhouse, staff and program participants, called Members, work together to run all aspects of the program, from answering phones, developing the newsletter and cleaning the facility. Through the process of the work-centered day, Members not only gain work skills and appropriate behaviors, but also develop skills necessary to live more independently.

6. What is a traumatic brain injury (TBI)?

“A TBI is a form of brain injury caused by sudden damage to the brain.” –ASHA.org.

According to the CDC, the leading causes of TBI are falls, motor vehicle and pedestrian-related accidents, collision-related events, and violent assaults.

### *Tagline*

BIND does not currently have a tagline and believes it needs one. I would agree with this conclusion. A tagline will help to describe succinctly the organization and capture the attention of potential supporters. During a branding exercise, I asked board members to brainstorm ideas for a tagline. This has been an ongoing discussion for a while with little progress, so it was important for members and myself to leave an open space for fresh ideas. The board came up with a few ideas, but came to the consensus that “Life beyond survival” might be an effective tagline.

I conducted a general online search as well as searches on copyright and trademark databases to check the availability of the board’s suggestion. *Life beyond survival* is copyrighted for a book. I checked an alternative, *Living beyond survival*, which is also copyrighted for a book. However, *Life beyond survival* and *Living beyond survival* are not trademarked. If BIND ever uses one of these options for publication, I would suggest consulting legal resources to assess their rights to use them.

In addition, I would not recommend “Life beyond survival” as a tagline because I believe it takes away from the citizen family archetypes and focuses more on the hero family archetypes. While BIND leaders identified one of the hero family archetypes (rescuer) as one of the most representative archetypes, the hero family does not differentiate BIND as the other citizen family archetypes do. The hero family identity is common among organizations that help people who are affected by medical issues. While BIND may fall into this category, the hero mentality does not help to differentiate BIND from similar organizations, which is why I suggest that BIND focus on characteristics that reflect the citizen family archetypes.

After considering the values of BIND and its 'why,' the following two concepts stood out: teamwork and independence. Members highly value both of these ideas and even made teamwork their number one core value. Independence was also brought up several times by all sources with whom I talked. In order to create a tagline that differentiates the brand and provides some insight into the brand's 'why,' I thought these two concepts were necessary to include. This is why I propose the following tagline for BIND:

### *A team approach to independence*

This tagline explains BIND's unique approach that it uses to help TBI survivors, while highlighting what is important to the heart of the organization and even the outcomes that BIND yields. My research taglines did not produce any copyright or trademark reservations. *A team approach to independence* was used as the title for a speech in 2012, but this does not seem like a significant conflict.

### *Visual*

BIND has a strong logo, but the look and feel of BIND is not consistent across all platforms. For example, the logo is modern and simplistic, but while the general use brochure includes the logo, it does not have the same minimalistic feel that the logo exhibits. I would recommend that BIND keep their look visually consistent across their social media, publications, and website ([www.thebind.org](http://www.thebind.org)). On the whole the website is representative of the BIND look; however, I would suggest adding brighter photos that complement the look and feel. The images in the recent video produced by BIND, "It Takes a Clubhouse," includes excellent examples of the types of images that BIND should be showcasing to the public.

Please see Appendix for the recommended new design of the general use brochure.

### *Social media*

Social media is a must. It is only one tool, but is a powerful and necessary one for BIND to utilize. It is cost effective and can reach a high number of people. BIND should use social media platforms to increase awareness and further the understanding of their brand.

Please see Appendix for the recommended social media guide.

### **Next Steps**

This project is designed to be preliminary in nature. Investigating BIND's brand identity was necessary, but is only a first step to building the brand into a strong well-known entity in the central Texas area. This research provides invaluable insight that will take this organization to its next level.

The next step for BIND is to implement the brand identity into its communication strategy. This will involve envisioning BIND's brand personality when promoting the organization. Every publication, tweet, post, and conversation with the public should reflect BIND's personality and

key messages. This will create consistency and recognition of BIND. According to research, this will also attract like-minded supporters that will hopefully turn into loyal donors and/or volunteers.

These steps are recommended for the implementation of BIND's brand identity:

- Educate the board of directors and BIND members about the organization's strategy. This includes the tagline, key messages, and brand positioning. Everyone needs to be on the same page in order to communicate a consistent message about BIND.
- Update all paper and online publications to include the tagline, key messages, and look and feel of BIND that reflects the brand personality. This includes the website, general use brochure, press kit, and social media platforms.
- Use the social media guide, which provides a year-round campaign. This will include creating different accounts.
- Hire an intern. The implementation of brand identity is far-reaching and includes a lot of work. It is recommended to seek a college-level intern to help facilitate elements of the branding process including social media.
- Create communication campaigns that focus on awareness and emotion. These are the two areas that I believe have the most potential in reaching the desired target audiences.
  - Awareness is crucial. The majority of the public do not understand TBI. There are misperceptions and a lack of understanding of what a TBI is, the challenges that TBI survivors face, who is affected by TBI, and the possibility that TBI can happen to anyone. People must first understand BIND's cause before they are even willing to consider supporting the organization with their money or time.
  - Tapping into emotions associated with TBI will provide BIND with the opportunity to connect better with the public. One of the strongest assets of NPOs is the ability to touch people on an emotional level. Individuals will be more prone to care about BIND and its cause if BIND's message can enter their hearts and relate on a personal level. The following facts and scenarios are recommended for consideration as the topic of emotional-based campaigns:
    - TBI can happen to anyone and affects everyone. It could happen to your parent, brother, grandparent, child, or best friend. It could happen to you.
    - Provide statistics about how many people suffer from TBI. Ask your audience: "Would you help BIND to increase the number of people we serve? There are many TBI survivors in central Texas that need BIND. Please donate today."
    - Once TBI occurs, lives are changed forever. This includes the lives of the survivor, families, friends, and caregivers.
    - Without BIND, TBI survivors cite hopelessness, loneliness, depression, and decreasing productivity.
    - TBI survivors' stories should be shared. These stories are sad, but also show incredible strength. The feats that TBI survivors have conquered are

inspiring. Their progress, as a result of being involved with BIND, needs to be shown to the public.

- TBI is a silent injury, but does not deserve the silent treatment. This is why BIND advocates on behalf of TBI survivors and their families.
- Creating a communication campaign that included both elements of education and emotion would be a powerful platform. Multiple campaigns could also be created to promote both components separately.

### **Future conversations**

As stated above, this project took a necessary and initial step in the branding process. BIND discovered its identity and personality and is now ready to move forward with the outlined recommendations and steps. BIND should assess the strategies and tactics a year from now in November 2016. I anticipate that there will be several positive changes for BIND over the next year as it grows and increases its awareness amongst the public. It will be beneficial to examine the effectiveness of the overall branding strategy as well as specific campaigns. Lastly, it will be of particular interest to see how the brand positioning affects the annual fundraising event next October. After noting any areas that are not effective, adjustments should be made to make further progress.



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### Other Resources

<http://themedicalcenterofplano.com/>

<http://www.asha.org/public/speech/disorders/TBI/>

<http://www.braininjuryclubhouses.net/about.aspx>

<http://blog.hootsuite.com/inspire-brand-loyalty-on-social-media-with-this-checklist/>

<http://blog.hootsuite.com/how-to-create-a-social-media-marketing-plan/>



# APPENDICES

## APPENDIX A

### BIND Member Focus Group Participation Consent Form

**DESCRIPTION:** You are invited to participate in a focus group on your experience and opinions about BIND. You will be asked a series of questions and asked to provide your feedback. The information from this focus group will be used for a graduate masters project. The aim of this project is to help BIND solidify a brand identity. The focus group discussions will be recorded by notes and by audio recordings.

**TIME INVOLVEMENT:** Your participation will take approximately 90 minutes.

**RISKS AND BENEFITS:** Under no circumstances will any concealment or deception be used in this evaluation research. The approach to this focus group is to create an open forum for discussion that is non-threatening and non-manipulative. The risks involved are considered minimal with this subject. Benefits include providing information that will assist in forming a brand identity for BIND.

**PARTICIPANT RIGHTS:** If you have read this form and have decided to participate in this project, please understand your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty or loss of benefits to which you are otherwise entitled. The alternative is not to participate. You have the right to refuse to answer particular questions. The results of this research study will be used in a graduate masters project.

**CONTACT INFORMATION:** We appreciate you taking the time and effort to assist in this branding exercise for BIND. If you have any questions about this project, you may contact Brooke Bailey at [brooke.bailey@tcu.edu](mailto:brooke.bailey@tcu.edu).

By signing this consent form below, you are stating that:

- You have read and understand this form.
- You are willing to take part in the focus group and let us record your comments.
- You understand that your participation in this focus group is voluntary and that you have the right to stop participating at any time.

---

Participant's signature

---

Date

---

Participant's name (printed)

---

Participant's email

You will be sent a voluntary survey following this focus group if you choose to provide your email address. The survey is about your personal experience with BIND.



### **BIND Board of Directors Focus Group Participation Consent Form**

**DESCRIPTION:** You are invited to participate in a focus group on your experience and opinions about BIND. You will be asked a series of questions and asked to provide your feedback. The information from this focus group will be used for a graduate masters project. The aim of this project is to help BIND solidify a brand identity. The focus group discussions will be recorded by notes and by audio recordings.

**TIME INVOLVEMENT:** Your participation will take approximately 90 minutes.

**RISKS AND BENEFITS:** Under no circumstances will any concealment or deception be used in this evaluation research. The approach to this focus group is to create an open forum for discussion that is non-threatening and non-manipulative. The risks involved are considered minimal with this subject. Benefits include providing information that will assist in forming a brand identity for BIND.

**PARTICIPANT RIGHTS:** If you have read this form and have decided to participate in this project, please understand your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty or loss of benefits to which you are otherwise entitled. The alternative is not to participate. You have the right to refuse to answer particular questions. The results of this research study will be used in a graduate masters project.

**CONTACT INFORMATION:** We appreciate you taking the time and effort to assist in this branding exercise for BIND. If you have any questions about this project, you may contact Dr. Julie O'Neil, Associate Professor and Director of Graduate Studies at [j.oneil@tcu.edu](mailto:j.oneil@tcu.edu) or 817-257-6966. You may also contact the facilitator of this focus group, Brooke Bailey at [brooke.bailey@tcu.edu](mailto:brooke.bailey@tcu.edu).

By signing this consent form below, you are stating that:

- You have read and understand this form.
- You are willing to take part in the focus group and let us record your comments.
- You understand that your participation in this focus group is voluntary and that you have the right to stop participating at any time.

---

Participant's signature

---

Date

---

Participant's name (printed)

## APPENDIX B

## PowerPoint for Board of Directors Branding Exercises and Focus Group



“An orange...is an orange...is an orange. Unless, of course, that orange happens to be a Sunkist, a name eighty percent of consumers know and trust.”

-Russell L. Hanlin, CEO, Sunkist growers

## BRANDING



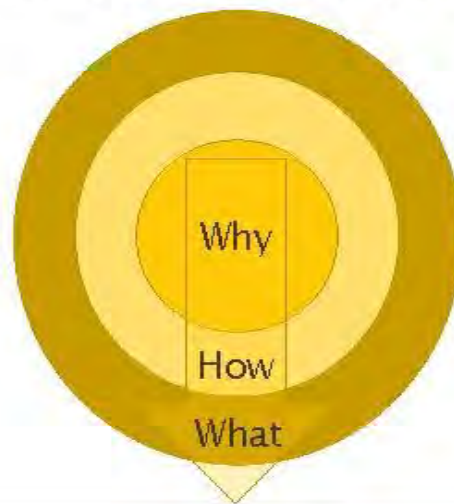
## BRAND IMAGE

How is BIND currently perceived?



Simon Sinek: How great leaders inspire action

## THE GOLDEN CIRCLE



“Customers must recognize that you stand for something.”

-Howard Schultz, Starbucks

WHY

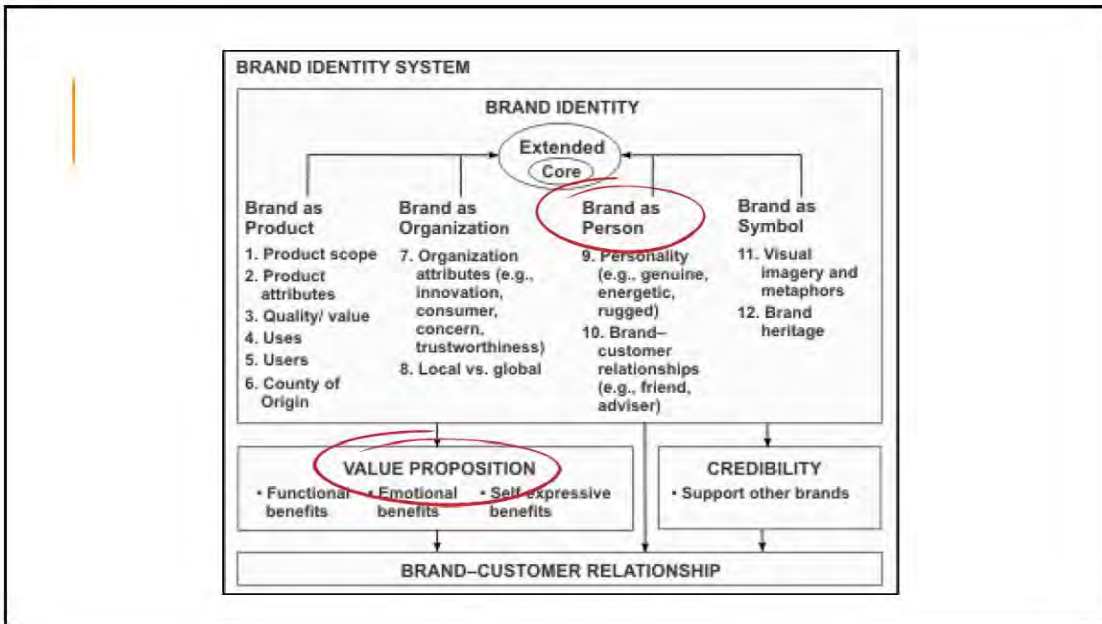
What is BIND's 'why' ?  
Values? Beliefs? What does BIND stand for?

## BRAND MANIFESTO

Fill in these blanks: "We believe in \_\_\_\_\_, and that's why we \_\_\_\_\_."

## THE ONE THING...

What is the *single* most important thing about BIND?



## BRAND AS PERSON



Jeep is rugged, tough, adventurous, daring, independent, and American.

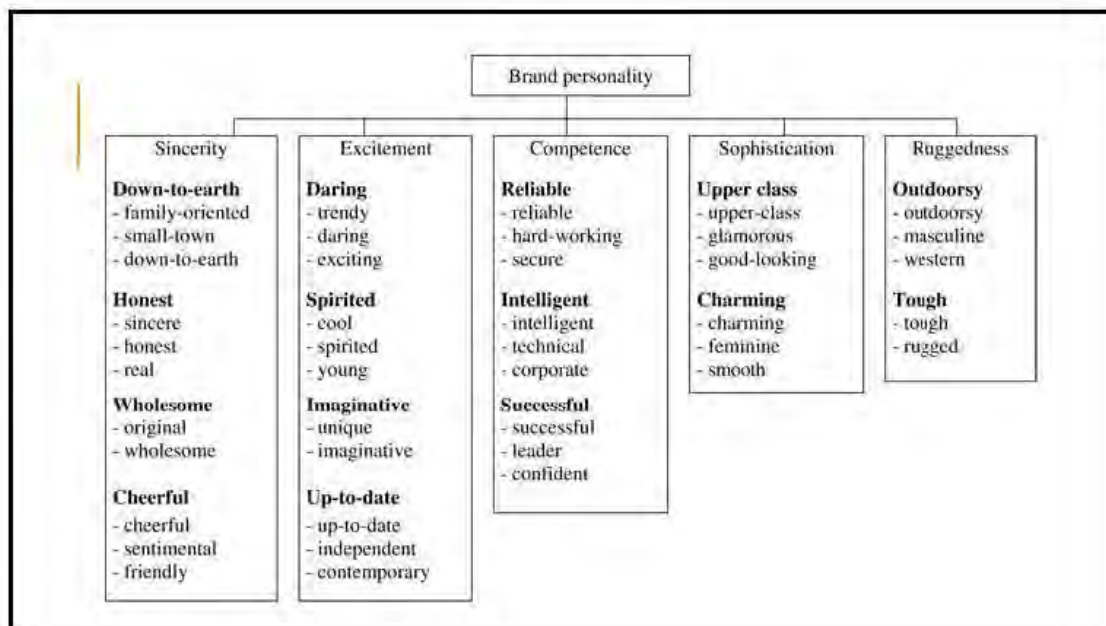
Nike is exciting, provocative, spirited, cool, innovative, and aggressive; into health and fitness and the pursuit of excellence.



McDonald's is family-oriented, all-American, genuine, wholesome, cheerful, fun.

# BRAND AS PERSON

What is *AVIND's personality*?





## VALUE PROPOSITIONS

A statement of the functional, emotional, and self-expressive benefits delivered by the brand that provide value to the customer.

**Functional benefits**    **Emotional benefits**    **Self-expressive benefits**

## FUNCTIONAL VALUE PROPOSITION

A statement of the functional benefits delivered by the brand that provide value to the customer.

- ❑ Volvo is a safe, durable car because of its weight and design.
- ❑ Quaker Oats provides a hot, nutritious breakfast cereal.
- ❑ A BMW car handles well, even on ice.
- ❑ Huggies deliver comfort and fit, so leaks are reduced.
- ❑ Gatorade helps replace fluids when one is engaged in sports.
- ❑ A 7-Eleven store means convenience.
- ❑ Coke provides refreshment and taste.
- ❑ Nordstrom delivers customer service.

## EMOTIONAL VALUE PROPOSITION

A statement of the emotional benefits delivered by the brand that provide value to the customer.

- ❑ Safe in a Volvo
- ❑ Excited in a BMW
- ❑ Energetic and vibrant when drinking Coke
- ❑ In control of the aging process with Oil of Olay
- ❑ Important when at Nordstrom
- ❑ Warm when buying or reading a Hallmark card
- ❑ Strong and rugged when wearing Levi's

## SELF-EXPRESSIVE VALUE PROPOSITION

A statement of the self-expressive benefits delivered by the brand that provide value to the customer.

- ❑ Adventurous and daring by owning Rossignol powder skis
- ❑ Hip by buying fashions from the Gap
- ❑ Sophisticated by using Ralph Lauren perfume
- ❑ Successful and powerful by driving a Lincoln
- ❑ Frugal and unpretentious by shopping at Kmart
- ❑ Competent by using Microsoft Office
- ❑ A nurturing parent by serving Quaker Oats hot cereal

## TAGLINE BRAINSTORMING TIME

A **tagline** is “a catchphrase or small groups of words that are combined in a special way to identify a product or company.”

**Mini mission statements.**

Logos are visual representations of the brand; taglines are **audible representations of the brand.**



## WHAT MAKES A GOOD TAGLINE?

It's **memorable**.

It includes a **key benefit**.

It **differentiates** the brand.

It imparts **positive feelings** about the brand.

Tagline formula #1:	Tagline Formula #2:	Tagline Formula #3:
A no-frills statement directed right to your target audience.	A very strong claim for the purpose of influencing the purchasing decision.	A to-the-point tagline that features your delivery method of the product or service you offer.
"I do [this thing] for [these people.]	[Name of company] - ["We are the best."]	"I do [this thing] in [this way]."
Example:	Example:	Example:
Content strategy for small business owners.	Walmart - "Always Low Prices"	Fresh groceries right to your doorstep

## BRAND POSITIONING

How we want our brand to exist in the minds of consumers...

**TO (TARGET MARKET),  
"X" IS THE (FRAME OF REFERENCE)  
THAT (MOST COMPELLING BENEFIT).**

**TO (TARGET MARKET),  
"X" IS THE (FRAME OF REFERENCE)  
THAT (MOST COMPELLING BENEFIT).**



*To choosy people in a hurry, Chick-fil-A is the premium fast-food restaurant that consistently services America's best-loved chicken sandwiches.*

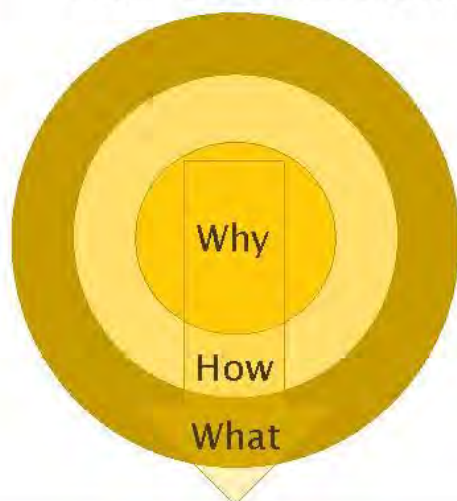


*To motivated, passionate individuals, TCU is a 'beyond-the-classroom' experience that makes the impossible, possible.*

TO (TARGET MARKET),  
 "X" IS THE (FRAME OF REFERENCE)  
 THAT (MOST COMPELLING BENEFIT).



## THE GOLDEN CIRCLE OF BIND



Apple's 'Golden Circle Statement':

**Why:** Everything we do, we believe in challenging the status quo; we believe in thinking differently.

**How:** The way we challenge the status quo is by making our products beautifully designed, simple to use, and user friendly.

**What:** We just happen to make great computers. Wanna buy one?

## REFERENCES

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APPENDIX C

General Use Brochure

INSIDE FLAP	BACK	FRONT
<p>BIND is a non-profit organization that provides tools and a bridge of support to adult brain injury survivors, so they can reconnect into life, the community and workplace.</p> <p>“ It's a safe environment for me. I can safely re-learn skills in the company of individuals who have similar experiences as me.”</p>  	<p>thebind.org</p>  <p>Phone: 972-769-BIND (2463) Email: info@thebind.org</p>  <p>Clubhouse hours: Wednesdays 9:00 am – 3:00 pm The Brain Injury Network of Dallas 1408 Gables Ct. Suite 2 Plano, TX 75075</p>	<p>A team approach to independence</p> 

INSIDE		
<p>BIND operates the only Brain Injury Clubhouse in the state of Texas, which is its primary tool used to serve survivors. BIND is a member of the International Brain Injury Clubhouse Alliance (IBICA) and joins with other established Clubhouses serving the United States, Canada and Australia.</p> <p><b>WHAT IS A BRAIN INJURY CLUBHOUSE?</b></p> <p>A Brain Injury Clubhouse is “a community center for people living with the effects of an acquired brain injury (ABI)” –IBICA.</p>	<p>We help build the bridge from survival to success in the community by</p> <p>FOSTERING PEER SUPPORT</p> <p>DEVELOPING WORK AND SOCIAL SKILLS</p> <p>OFFERING OPPORTUNITIES TO ENHANCE PERSONAL WELLNESS</p> <p>ENCOURAGING INDEPENDENCE</p>	 <p>SERVICE QUALITY TEAMWORK RESPECT DETERMINATION</p>
<p>A team approach to independence</p>		
 <p>At the Clubhouse, staff and program participants, called Members, work together to run all aspects of the program, from answering phones, developing the newsletter and cleaning the facility. Through the process of the work-centered day, Members not only gain work skills and appropriate behaviors, but also develop skills necessary to live more independently.</p>	 <p>Our team approach is strengths-based and solution-focused. We assist individuals in capitalizing on their strengths to create solutions.</p>	<p><b>WHAT IS A TRAUMATIC BRAIN INJURY (TBI)?</b></p> <p>“A TBI is a form of brain injury caused by sudden damage to the brain.” –ASHA.org. According to the CDC, the leading causes of TBI are falls, motor vehicle and pedestrian-related accidents, collision-related events, and violent assaults.</p> <p>We actively advocate on the behalf of traumatic brain injury survivors and work to bring public awareness about traumatic brain injuries.</p>



## APPENDIX D

### BIND Social Media Guide

#### Situation Analysis:

In October 2015, BIND had one social media account, Facebook, with 727 friends. BIND consistently posts every one to two days. Types of posts include text, photos, and videos. Content varies from daily activities to event promotion to support for related brain injury events. The consistency and visual aspects of the posts are strong.

BIND's brand identity needs to be more strongly and consistently communicated across social media platforms. Every social media platform should have the same look, and BIND's voice should be heard through all of them. In order to accomplish this BIND should use the same profile picture, the organization's logo, for every account. This will create recognition of BIND amongst audiences. In addition, biographical information should also be similar. This information may vary due to word length constraints; however, similar phrasing should be used across all platforms.

To increase BIND's overall online and social presence, BIND will add Twitter and Instagram accounts and a blog. This will bring BIND to a total of four different social media platforms.

#### Social media objectives and goals:

##### Overall social media objectives:

- Promoting awareness about traumatic brain injuries and BIND
- Increasing the number of BIND supporters
- Connecting with sponsors and potential supporters by tagging, sharing, liking, and commenting on these groups' social media pages.

##### Specific Facebook objectives:

- Facebook will reference the new social media accounts and recruit followers (Twitter, Instagram, and blog).
- Facebook will showcase videos and pictures from BIND's Wednesday activities.
- Facebook will visually share information and facts concerning traumatic brain injuries.

##### Specific Twitter objectives:

- Twitter will be used to frequently communicate relevant information about the specific activities at BIND. This includes events and milestones.
- Twitter will be used to share information from other brain injury organizations and relevant news about cause-related information such as traumatic brain injuries.

Specific Instagram objectives:

- The primary objective of using Instagram will be to visually show what BIND is doing at the clubhouse or in the community.

Specific blog objectives:

- The blog's overall objective is to provide an inside perspective into what happens at BIND as well as to convince people to give to BIND.
- Incorporating the members' voices into the social media sphere will allow potential donors to hear from the people whose lives they would be affecting.
- The members will provide an important insider perspective, both from an organizational standpoint and from a TBI standpoint.
- Guest bloggers will give an outsider perspective that will be relatable to potential donors and motivate them to give.

Audience:

BIND's social media audience includes potential and current donors, the medical community, brain injury survivors, caretakers, and BIND members. Advocating the cause is important to communicate to the potential and current donor audience. These individuals have many choices of nonprofits to potentially fund, and BIND needs to stand out as the cause that deserves their support amongst the others. The medical community, brain injury survivors, and caregivers understand the cause; BIND's posts about TBI will resonate with these people and will aim to communicate why BIND is an organization worth supporting. While the members are not a primary audience, it is still important to include them as they function as cheerleaders for the cause and will bring in supporters. BIND members have a private Facebook group and are also very active on BIND's public Facebook page.

Strategy:

The main strategy is to create a consistent brand identity of BIND through all social media accounts. Facebook, Twitter, and Instagram will have similar interfaces, which will contribute to brand consistency. The blog will be hosted on BIND's website and will inherently showcase brand identity visually. BIND will have overarching monthly campaigns that will give structure to content creation and provide a focus for posts. In addition, BIND will have weekly social media post rituals that will contribute to post creation.

BIND will also aim to build awareness of their organization, while attracting donors. Information promoting the cause will help to educate the public and correct misperceptions of TBI. BIND needs the public to understand what their cause exactly is and why it is important.

### Tactics and Timing:

BIND will create Twitter and Instagram accounts and add a blog to the website in November. Upon the creation of these new pages, all social media should update profile pictures to the BIND logo and add similar biographies (see Examples). In addition, these accounts should start following relevant sources and supporters such as The Medical Center of Plano.

The social media administrator will familiarize themselves with Twitter and Instagram, while building a content base. This content base should focus primarily on building awareness of traumatic brain injuries. This will be done by retweeting followers and posting facts about TBIs. Posts should be made daily. This should provide a sufficient amount of content to be appealing to new followers, the new accounts should be acclimated to a degree before revealing to the public. The blog does not require as much posting, but at least one or two posts should be written prior to its public debut. After a month of content creation, BIND will use Facebook to announce the new social media additions and recruit followers on January 1 with the New Year –New BIND campaign.

After the launch of all new media, daily posts will be made surrounding specific weekly rituals and monthly campaigns. The social media administrator should post on Facebook, Twitter, and Instagram once a day. Blog posts should be made once a week or every other week. During BIND special event or fundraising times, more than one post may be necessary and beneficial.

- General topics that should be addressed through social media:
  - How BIND functions/runs
  - What BIND stands for – communicate ‘why’ BIND does what it does.
  - What is a clubhouse?
  - TBI facts: including news and research
  - Inspiring encouraging quotes
  - Quotes from members about their personal TBI or BIND experience
- Weekly rituals:
  - What’s going on at BIND on Wednesdays? (This is the one day of the week where BIND members are at the Clubhouse.)
  - Weekly wish list (List the needs/items that people can give to BIND)
- Monthly rituals:
  - Spotlight on member of the month
  - Spotlight on volunteers
- Blog post topics:
  - What each core value of BIND means to members
  - BIND members’ BIND stories
  - What BIND is up to on Wednesdays

- Things members wish people had known when they first had their TBI or wish people knew now about their TBI
- Guest blog posters can include people from the medical community, family of members, caretakers, other TBI survivors, board members, and volunteers.
- Monthly campaigns (November 2015-2016):
  - November 2015 – BIND is thankful: This campaign will play off of the traditional Thanksgiving theme by citing those things for which the organization is thankful.
  - December 2015 – BIND’s holiday wish list: This campaign is a spin-off of the regular wish list. This wish list is maximized due to the giving time of the year.
  - January 2016 – A New Year, A New BIND: This campaign is already in place with the New Year’s Cards. BIND will capitalize on what a successful 2015 the organization had and will debut their goals and renewed excitement for the New Year.
  - February 2016 – This month is all about love. It also happens to be Heart Month, where heart health is promoted. BIND will theme their posts around what people love about BIND, their members, and volunteers. Heart Month and wellness will also be promoted. There is also a potential for a Health Club event at BIND, where sponsors donate time to the BIND members and provide a health day including exercise and free health checks. If this event occurs, BIND will showcase Health Club.
  - March 2016 – National Brain Injury Awareness Month: This will be an opportune time to focus on the facts about brain injuries and correct misperceptions. It would be a good idea to produce a video or a series of short videos about the members talking about their experience and what they wish people would know.
  - April 2016 – Volunteer Appreciation Week, April 10: BIND will spotlight volunteers and any volunteer appreciation events they might host.
  - May 2016 – Stroke Awareness Month and Better Speech and Hearing Month: Facts about strokes and better speech and hearing will be promoted.
  - June 2016 – National Safety Month: Facts about how to prevent injuries at work, school, and on the road, which could lead to TBI.
  - July 2016 – BIND’s Health Club event is being hosted in July and will be promoted.

- August 2016 – Light promotion of North Texas Giving Day and Brain Injury Walk will begin.
- September 2016 – North Texas Giving Day and Brain Injury Walk (Walk For Thought): These are two major events. Campaign will be produced surrounding these.
- October 2016 – This month should focus on BIND’s annual fundraising luncheon.
- November 2016 – Reassess social media plan and measure changes in followers, engagement, and posts since November 2015.

Examples:



Facebook

Short Description: BIND is a non-profit that provides tools and a bridge of support to adult brain injury survivors, so they can reconnect into life, the community and workplace.

Long Description: BIND operates the only Brain Injury Clubhouse in the state of Texas, which is its primary tool used to help survivors. A Brain Injury Clubhouse is “a community center for people living with the effects of an acquired brain injury (ABI)” –IBICA. At the Clubhouse, staff and program participants, called Members, work together to run all aspects of the program, from answering phones, developing the newsletter and cleaning the facility. Through the process of the work-centered day, Members not only gain work skills and appropriate behaviors, but also develop skills necessary to live more independently.

Website:

Website: [www.thebind.org](http://www.thebind.org)

Twitter: <https://twitter.com/thebindorg> Handle: @thebindorg

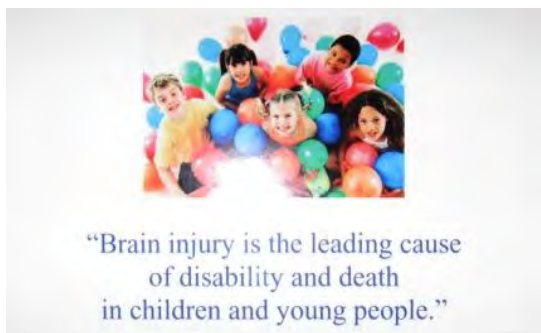
Instagram: INSERT Instagram address and handle

Blog: INSERT blog address

Sample posts:



Are you on Twitter? So are we! Follow us for the latest updates on BIND's activities @thebindorg.



Did you know? #knowthefacts #TBI



Check out our video “It Takes a Clubhouse” to learn more about BIND!  
<https://vimeo.com/142710121>



What's going on Wednesdays? We've got quite the balancing act going on at the Clubhouse today! Special thanks to Kimberly for leading our wellness group!  
#wellnesswednesdays



Twitter

Bio: BIND is a non-profit that provides tools and a bridge of support to adult brain injury survivors, so they can reconnect into life, the community and workplace.

Sample posts:



Ready for #NTGD2016? We are! Support #TBI survivors. Support BIND.



BIND is gearing up for its annual fundraising event. Reserve your tickets today and join us on October 16. #supportBIND #TBI



↻ BIND Retweeted



Thanks to YOU we raised \$38,000 at our fundraising luncheon event! Thank you for making a difference in the lives of #TBI survivors.



Instagram

Bio: BIND is a non-profit that provides tools and a bridge of support to adult brain injury survivors, so they can reconnect into life, the community and workplace.

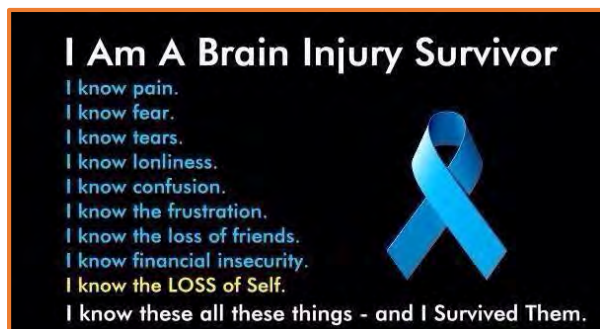
Sample posts:



The whole BIND crew at our fundraising luncheon! #TBIawareness #ItTakesAClubhouse



It's #WellnessWednesday at BIND. Today we're learning some yoga moves. How do you keep in shape? #yoga #TBI #wellness



Living beyond survival. #IAmaBrainInjurySurvivor #Survival #TBI #BIND



## Blog



Post examples:

Welcome to the BIND blog!  
December 16, 2015

BIND is excited to keep you up-to-date with our new blog! We will use this platform to fill you in and share all our important events and news. Tune in every week to hear from brain injury experts, our members, and other guest bloggers. These posts will keep you informed, and we hope will bring a little inspiration and joy to your week. We look forward to sharing this insider perspective with you, and we hope this blog allows you to get to know us a little better.

My BIND story  
December 23, 2015

“I was in an automobile accident in early December of 2014. It was a miracle that I survived. I think that had I had a passenger in the front seat next to me that they probably would not have been so lucky. So, I felt and still feel very fortunate to have walked away with what I and everyone else had thought was just going to be some minor bumps and bruises. However, some noticeable changes started occurring with my speech, reading, memory, headaches, behavior, etc. These things were not getting better like the bumps and bruises. My cognitive skills were being severely affected and I was later diagnosed to have sustained a traumatic brain injury. So it was off to therapy at Baylor Rehab Frisco where I was lucky to get paired with Valerie Gotcher, MS, CCC-SLP for speech/cognitive therapy. After several months of working with Valerie and meeting some of the traditional therapy guideline goals, Valerie introduce me to BIND and I immediately jumped at the opportunity to become a member of the BIND Clubhouse so that my brain could continue recovering and reconnecting what I call the damaged brain dots. The BIND Clubhouse gives me tremendous hope and support for the future by helping me to get better and cope with the daily challenges.”

### Guidelines and reminders:

- Social media posts should go back to the social media objectives of BIND. Before posting, ask: “Is this post contributing to BIND’s social media and overall objectives?”
- Social media accounts should portray BIND’s brand identity. The look and feel of platforms should be consistent. The tone of the posts should speak to BIND’s brand personality.
- Be aware of sensitive language and terminology surrounding the brain injury community.
- Be visual. Studies show that audiences are more attuned to images and video than text. Facts and figures displayed graphically will help catch viewers’ attention as well.
- Social media calls for being social. In other words, posts should engage the audience in a two-way conversation. Not all posts need to do this, but it is important to remember that interactivity is an important component of social media.
- Post on a regular basis, but do not overdo it. When important events are occurring, the number of posts should increase. However, on a regular basis, once-twice a day is a good amount. It is also important to remember that Twitter and Instagram can tolerate more posts than Facebook on a regular basis. New blog posts should be debuted once a week or every other week; even once a month would be permissible.
- A limited amount of people should have administrative access to social media accounts. This protects the organization from potentially damaging posts. A competent social media intern would be a good idea to help with the demand of keeping social media current.