PART

1

CONTEXT, CONCEPTS, AND BUILDING BLOCKS

CHAPTER

1

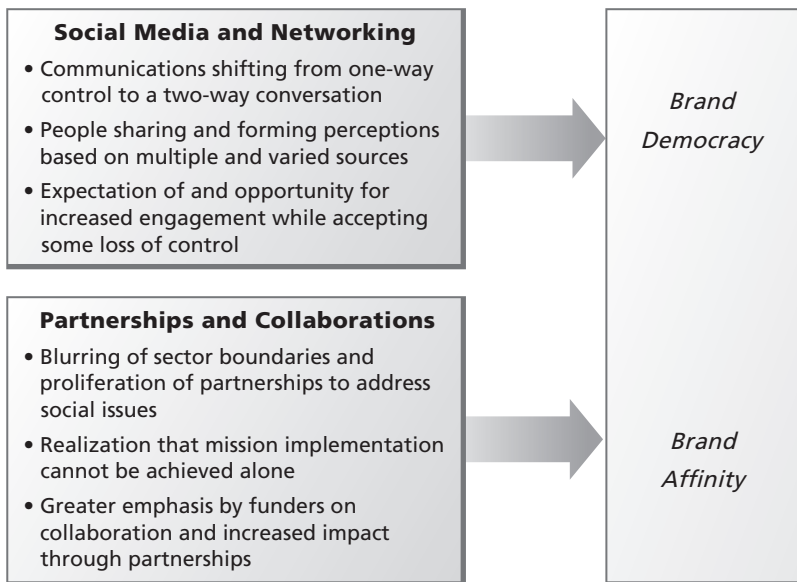# WHAT IS DRIVING THE PARADIGM SHIFT AND BRAND IDEA FRAMEWORK

We believe that current trends are making brand management increasingly important for nonprofit organizations and that brand management must be understood as part of a new paradigm. This chapter describes the background and context for our research, including current forces that we believe are affecting nonprofits. We also discuss the paradigm shift we uncovered during the most recent phase in our research into how brands are being perceived and managed. The chapter includes an introduction to the brand IDEA framework and an overview of how this framework is consistent with the zeitgeist of current management thinking.

BACKGROUND AND CONTEXT

The world of nonprofit leaders and managers has changed substantially over the past decade. The number of nonprofits has skyrocketed (according to the Urban Institute, between 2001 and 2011, the number of nonprofits in the United States alone increased 25 percent—from 1,259,764 million to 1,574,674 million), and competition for funding has intensified. Global economic factors have dampened availability of

funding, and at the same time, environmental, social, economic, and humanitarian needs have increased. New forms of nonprofit organizations, such as social enterprises, have emerged, and new technological and communication capabilities have revolutionized the way nonprofits interact with their publics. The boundaries between traditional sectors are increasingly blurred, and some people believe that a fourth sector (for-benefit hybrids) is emerging (Sabeti, 2011). Partnerships and alliances of all types, both within and across sectors, have proliferated and created new options and challenges for nonprofit organizations. We are seeing more networked coalitions and alliances that bring together multiple autonomous organizations, often from different sectors, to address complex social issues.

We believe that two major trends are of particular relevance to nonprofit brands today: changes in communications technology, including the rise in social media and networking, and the increase in partnerships and collaborative action. The impact of these two key trends on nonprofit brands and how they relate to the brand IDEA framework are captured in Figure 1.1. Let's turn to a brief discussion of these two forces and how they influence brand management in the nonprofit sector.

Social Media and Networking
- Communications shifting from one-way control to a two-way conversation
- People sharing and forming perceptions based on multiple and varied sources
- Expectation of and opportunity for increased engagement while accepting some loss of control

Brand Democracy

Partnerships and Collaborations
- Blurring of sector boundaries and proliferation of partnerships to address social issues
- Realization that mission implementation cannot be achieved alone
- Greater emphasis by funders on collaboration and increased impact through partnerships

Brand Affinity

FIGURE 1.1. *Key Trends Impacting Nonprofit Brands*

Social Media and Networking

Social media and social networking sites, blogs, and other forms of virtual communities have fundamentally changed the way a nonprofit interacts with its stakeholders and brand audiences. Social media has the potential to reach large numbers of people quickly and at a low cost, but is difficult, if not impossible, to control. As Sherine Jayawickrama (2011), domain manager at the Hauser Institute for Civil Society at Harvard University, notes in her report on NGOs and social media, "Social media is a collaborative space where ideas are open sourced and the wisdom of the crowd is valued. [It] offers a platform for two-way conversations that can only be optimized if organizations are open to feedback, listen well and respond quickly" (p. 1). She describes the changes that have resulted as "traditional communications and public relations cultures of INGOs [International Nongovernmental Organizations] have had to adapt—generating compelling content quickly, speeding up approvals processes and engaging with comments and questions of all sorts—as they move from a broadcast model to a conversation model" (p. 1). She concludes that "effective social networks require some degree of self-organization which requires [nonprofits] to step back and not seek control of conversations focused on them" (p. 1).

In essence, social media has shifted communications from a one-way control of information to a number of dialogues, some of which may not even include the organization (for example, among supporters). Social media and networking have also shifted expectations for engagement and participation: participants actively share thoughts, photos, stories, and advice. People are forming images and perceptions of organizations based on what they experience, see, hear, and read. Other potential partner organizations are likewise forming perceptions about whether or not to work with each other, based on all available information, some of which comes from sources outside the organization.

Dixon and Keyes (2013) suggest that social media has "changed the ways in which people can influence others and increased the range of meaningful calls to action available to nonprofits" (p. 29). They add that "continuous communication is now an expectation." Although the changes wrought by social media and the demands those changes bring might seem overwhelming, we think that social media also presents nonprofit organizations with fantastic opportunities and has few barriers to entry. Supporters can be embraced and encouraged to participate in a myriad of activities that go beyond simple financial donations, and internal and external "ambassadors" can be tapped to widely communicate and drive support for the organization. The loss of control this

entails concerns some organizations, but Dixon and Keyes believe that the cost-benefit ratio is still positive, particularly because "with the loss of some control comes an increase in authenticity and transparency" (p. 29). We believe that nonprofits must embrace the reality that social media has changed the way people engage with and talk about their organizations. Strict control and policing of their brands is no longer useful or possible. This loss of control and change in expectations are at the heart of brand Democracy and are one of the drivers of our new approach to brand management.

Partnerships and Collaborations

Partnerships between organizations of all kinds have proliferated over the past decade, and the division or boundaries between the three traditional sectors (nonprofit, for-profit, and government) are blurring, both as a cause and as a result of this increase. Yankey and Willen (2010) believe that this increase in partnerships is being driven by two main factors: the growing realization that many nonprofits cannot achieve their social missions alone, and the economic climate and shifts in funding and funding requirements. Institutional funders in particular are increasingly requiring a demonstration of effectiveness and collaborative approaches.

Austin (2000) defines cross-sector partnerships along a continuum, with philanthropic relationships at one end (essentially corporate donations to nonprofits), a transaction stage (with a focus on specific activities), and an integrative stage resulting in joint ventures. Pohle and Hittner (2008) take this framework one step further by including the collaboration between multiple companies and multiple nonprofits. These authors describe the issues undertaken by these collaborations or networks as "meta-problems" that are complex and that require a long-term commitment by all parties. Indeed, the nonprofit landscape is marked by the increasing convergence of multi-stakeholder collaborations and complex coalitions (between nonprofits, business, governmental entities, and multilateral institutions), which aim to collectively affect a wide range of social issues. As the boundaries between the actors from different sectors and the goals they pursue become increasingly blurred, nonprofits must adapt to this changing landscape and to the increasing role that businesses and, to a lesser extent, governments are playing. If nothing else, nonprofits have a critical role to play in shaping the way that these players effect social change (Bulloch, 2009). For-profit entities are increasingly entering what was once traditional nonprofit territory, and nonprofit organizations must decide how they want to react. They could resist this "encroachment," or they could

actively engage these for-profit players and shape the way these entities work and their joint outcomes. This partnership and collaborative imperative is another factor that argues for a new approach to brand management. It underlies the concept of brand Affinity, whereby non-profit organizations use and leverage their brands, not only on behalf of their own organizations but also to drive shared social impact.

A PARADIGM SHIFT AND BRAND MANAGEMENT MINDSET

In line with the changes around social media and partnerships we've discussed, our research and discussions uncovered an essential paradigm shift that is starting to occur in the nonprofit sector. This shift involves a change in the perception of the role of the brand, away from a fundraising and PR tool to a critical strategic asset focused on mission implementation. Instead of thinking of the brand as a logo and tagline, the new paradigm understands brand as the embodiment of the organization's mission and values. This expanded definition of brand was described by many of our interviewees. Joan Barlow, creative services manager at the Robert Wood Johnson Foundation, for example, recognized that "brand is more than colors, design, and a logo." She described the new understanding of brand as "the pride we feel in our work, our culture of commitment and passion, and our values."

Rather than focusing on fundraising as the objective of the brand, the new paradigm places brand in service of the mission and social impact. Instead of having responsibility for the brand reside within the marketing, communications, or development department, responsibility for the brand as a key strategic asset resides with the entire executive team and the board, although as we will argue later, brand management is everyone's job.

In the new brand paradigm, brand has less to do with gaining a competitive advantage and more to do with clarifying positioning, which can help in determining the collaborations and partnerships that enable an organization to implement its mission and maximize its impact. Brand communications have less to do with the one-way projecting of a controlled image and more to do with establishing a dialogue and a process of participative and authentic engagement, in both the development and the communication of the brand. The brand audience used to be thought of as the donors (both individual and institutional), but in the new paradigm, the brand must address a whole spectrum of both internal and external audiences that are ready and willing to support the organization in different ways as brand

ambassadors. We find this shift very exciting and believe that it can truly catalyze nonprofit organizations to implement their missions more effectively and efficiently.

Some people tell us, "We are a small organization with limited resources, and we don't have the time or money to do branding." Others say, "I think it would be a good idea for us to manage our brand more effectively, but I wouldn't even know where to start." Our response to both of these concerns is that brand management does not necessarily require a significant financial investment or specific expertise. What it does require is a willingness to adopt a new brand management mindset and allocate the time, effort, and energy to widely discussing brand internally. As Ingrid Srinath, executive director of Childline India, said, "You have a brand whether you like it or not. Really the only choice you have is how actively you want to shape and manage that brand." Embracing this new nonprofit brand paradigm is the first step for organizations that want to actively shape and manage their brands. Table 1.1 summarizes the key elements of this paradigm shift.

We believe that organizations need to leverage the opportunities that are emerging with the rise in social media and the increased emphasis on partnerships. The brand IDEA framework, to which we now turn, is intended to help organizations leverage these recent trends and integrate

TABLE 1.1.   *The Nonprofit Brand Paradigm Shift*

Brand Element	Old Paradigm	New Paradigm
Definition	A logo	Strategic asset that embodies the mission and values
Goal	Fundraising and PR	Mission impact
Positioning	Competitive advantage	Clarity and effective partnerships
Communications	One-way projection of a specific image	Participative engagement
Audiences	Donors	Internal and external stakeholders
Organizational home	Marketing and communications	Executive team, board, and all brand ambassadors
Requirements	Money and expertise	A brand management mindset

the elements of the new paradigm. The framework allows organizations to manage their brands in a way that recognizes the strategic nature and mission impact of a brand, encourages participative engagement with internal and external stakeholders, and addresses the important role the brand plays in promoting partnerships.

INTRODUCTION TO THE BRAND IDEA

The brand IDEA encompasses three principles: brand Integrity, brand Democracy, and brand Affinity. A brief description of these three principles and the outcomes they produce are summarized in Table 1.2. As we will see in Chapter Five, brand Integrity places the mission and values at the center of the brand and is the result of the alignment between mission, values, and brand identity on the one hand and brand identity and image on the other. To be clear, the word *integrity* here

TABLE 1.2.   *Principles of the Brand IDEA Framework*

Principle	Description	Outcome
Brand Integrity	• Structural alignment between brand identity and mission, strategy, and values • Structural alignment between internal brand identity and external brand image	• Results in organizational cohesion and trust
Brand Democracy	• Participative process of internal and external stakeholder engagement to both define and communicate the brand	• Creates brand ambassadors and reduces the need for control
Brand Affinity	• Approach that leverages brand in support of partnerships and collaboration • Use of the brand and brand assets to focus on shared social objectives	• Drives greater mission implementation and social impact

is used in the sense of structural integrity or alignment, and not just moral integrity. When the organization's values and mission are consistently aligned with its brand identity, and when this identity is consistently aligned with the external image, the nonprofit brand is able to establish a clear, distinct, consistent, and credible position in the minds of both internal and external stakeholders. Internally, a brand with high structural integrity connects the mission to the identity of the organization, giving board members, staff, volunteers, and other internal stakeholders a common sense of who the organization is, what it does, and why it matters in the world. Externally, a brand with high structural integrity firmly aligns brand identity and brand image, so that there is no disconnect between the internal and external perceptions of the brand. When the brand image truly reflects the brand identity and the brand identity reflects the mission, the brand is authentic, consistent, and powerfully positioned to create organizational cohesion and trust among all the organization's stakeholders.

Having a clear brand identity gives one the ability to succinctly describe who the organization is, what it stands for, and why it is important. It's about knowing how and why your organization is making a difference and how it differs from other players, and letting that knowledge guide your decisions and actions. "Isn't that just my mission?" we have been asked. In a way, it is. Both the organization's mission and its values should be embedded in the brand identity. However, we believe that it is also how that brand identity is developed and communicated, as well as how the brand is managed to maximize mission impact, that are important in the brand IDEA framework.

Brand image comprises the feelings and perceptions that exist in the hearts and minds of external stakeholders when they think about your organization. The alignment between who you are (identity) and how people perceive you (image) is what creates powerful, trusted brands and is at the heart of the brand Integrity principle.

Part of brand Integrity is also concerned with ensuring that the brand itself and the way in which the brand is deployed embody and reflect the core values of the organization. Just as brand Integrity aligns and cements the brand with mission, it also aligns both the brand identity and the brand image with the core values and culture of the organization. Not only is the establishment of a brand rooted in ethics and values; the *use* of that brand, internally and externally, is also anchored in those same ethics and values.

Alignment doesn't depend on large budgets and slick advertising. The ability to create brand Integrity lies in brand Democracy, a participative process that engages people throughout the organization and

beyond the organization's boundaries, with the result that all stakeholders become brand ambassadors. Brand Integrity can be thought of as a desired state or goal; brand Democracy, to which we now turn, is, in part, the means or process by which brand Integrity is achieved.

As we will discuss in more detail in Chapter Six, brand Democracy is the process of engaging internal and external stakeholders. It means that the nonprofit organization trusts its members, staff, participants, and volunteers to participate in both the development of the organization's brand identity and the communication of that identity. By brand Democracy, we do not mean that everyone gets to "vote" on the brand, but it does mean that there is stakeholder participation. Internal and external stakeholders are engaged in the process of defining, refining, articulating, and communicating the organization's brand identity. In this way, everyone develops a clear understanding of the organization's core identity and can become an effective brand advocate and ambassador. Every employee and volunteer authentically and personally communicates the essence of the brand. As a result, the need to exert control over how the brand is presented and portrayed in order to ensure strict consistency is largely eliminated. Noah Manduke, president of social sector brand consultancy Durable Good and former chief strategy officer, Jeff Skoll Group, conveyed the essence of brand Democracy, explaining that organizations need "a deliberate process that brings people from awareness (I know) to understanding (I know why) to adoption (I know how) to internalizing the brand (I believe)."

With the rise in social media, brand control is becoming increasingly difficult, if not impossible. We believe that the concept of brand Democracy extends beyond the traditional boundaries of the organization, which are becoming increasingly porous, to include external audiences, such as patrons, donors, volunteers, partners, supporters, or anyone blogging or tweeting about an organization. Brand Democracy does not imply brand anarchy. What it does suggest is a new approach to brand management that promotes the participative engagement of all stakeholders in both the definition and communication of the brand. When brand Democracy is conducted with a view to achieving brand Integrity, the organization's mission and values define the context for brand Democracy and provide the parameters or bounds guiding its implementation. The process of brand Democracy itself engages stakeholders in a meaningful way, creating organizational cohesion and consistency in internal understanding and adoption of brand identity. Brand Democracy taps into the opportunities that social media creates and engages external audiences, enabling organizations to more effectively implement their mission and drive social impact.

Brand Affinity is an approach to brand management whose focus is on shared social impact, rather than on individual organizational goals. Increasingly, many nonprofit organizations recognize that their ambitious, multifaceted, and long-term social objectives cannot be achieved alone, and that they need partners if they are to achieve the impact they seek. Organizations implementing brand Affinity use their brands in support of these broad social goals, in a way that goes beyond capacity building for their own individual organizations. Brands with high brand Affinity work well with other organizations and their brands, sharing space and credit generously, promoting collective over individual interests, and emphasizing the external goal and cause rather than the individual organization.

Brand Affinity is a brand management approach designed to address complex issues that require the participation of multiple organizations. It is especially important for coalition and movement brands, for which a unique brand identity and image can be created to support a common cause. Brand Affinity taps into the power of partnerships, using brands collaboratively to drive mission and maximize social impact.

BEING IN THE ZEITGEIST

Many of the themes outlined in our description of the paradigm shift and the brand IDEA framework are ones that are also emerging in discussions of theories relevant to nonprofit management. These themes (boundaryless organizations, organizational transparency, decentralization, mission focus, collective action, collaboration, and trust) come from a variety of sources and contexts, yet they imply the same type of organizational shifts as the brand IDEA. This section discusses a number of these emerging social change ideas and management theories and connects them with specific aspects of the brand IDEA framework. This is by no means an exhaustive review, yet it demonstrates how the brand IDEA framework fits within a broader context of current social and managerial changes.

Organizational Porosity

Organizational porosity can be defined as the extent to which resources, people, information, activities, and skills flow across traditional organizational boundaries. The concept of the boundaryless organization is not new, and it suggests that the removal of boundaries both internally and between an organization and its key external constituents can result in greater flexibility and efficiency (Hirschhorn and Gilmore, 1992). Porous organizations are composed of people and groups that have

common goals and shared interests but are not bound to each other by hierarchical or financial relationships. Membership in these new organizations is fluid, and participants come and go, their roles, activities, and interests evolving over time.

This new kind of organization has been described as an open or porous network, one in which the boundaries are highly permeable across functional interest areas within the organization, as well as between the organization and the external environment (Bartone and Wells, 2009). Martin (2012) suggests that we will increasingly see organizations whose strategic choices extend to networked stakeholders, partners, suppliers, and even competitors. This increase in organizational boundary porosity is due in part to the growth in open sourcing and flexible work arrangements.

The recognition that an organization's boundaries are porous can be very liberating. It can help organizations understand that key resources and partnerships might reside outside the traditional organization and that these resources can be leveraged and mobilized to achieve specific external social goals. Our concepts of brand Democracy and brand Affinity draw directly on this notion of organizational porosity. Focusing on common interests, creating relationships with external stakeholders that are more democratic and allow for give and take, and becoming more open in terms of sharing brand assets, materials, and information all build on this concept of organizational porosity.

Open Innovation

At a recent meeting that looked at how to globalize models for social change, open innovation communities were identified as a way to accelerate social impact (Clay and Paul, 2012). Clay and Paul suggest that "open innovation communities are characterized by transparent communication, decentralized decision making, and widely distributed action" (p. 17). Using an open-source approach to scaling social change means involving external stakeholders (such as beneficiaries) in decision making and problem solving, and connecting with people inside and outside the organization. "Traditional beneficiaries become innovators in their own right, able to evolve, iterate and shape a given product or service" (p. 17). This is a similar approach to that of brand Democracy, which engages both internal and external stakeholders in the development and communication of the brand. Clay and Paul also suggest moving toward an ecosystem perspective, creating open-source tools from your own enterprise for use by others. "No longer exclusively concerned with the individual interests of your own organization, you naturally start empowering other actors and organizations that share

your vision and commitment by offering your tools and services" (p. 18). This is akin to the concept of brand Affinity, whereby brand assets are used to promote partnerships and collaborations that further shared social objectives.

Collective Impact

Kania and Kramer (2011) articulate a theory of collective impact, describing an approach that closely parallels our concept of brand Affinity. They suggest that abandoning individual agendas in favor of a collective approach achieves a much greater impact. "Large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations" (p. 36). They indicate that "examples of collective impact are addressing social issues that, like education, require many different players to change their behavior in order to solve a complex problem" (p. 38). Creating a movement for change is an important aspect of this theory. "Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants" (p. 38). In a follow-up article (Hanleybrown, Kania, and Kramer, 2012), the authors touch on the "softer dimensions of a successful change effort, such as relationship and trust building among diverse stakeholders." As we shall see, brand plays an important role in building trust, and brand Affinity espouses the use of the brand to promote collective goals over individual goals.

During a roundtable discussion on collective impact moderated by Eric Nee and Michele Jolin (2012), Hecht tied the notion of organizational self-reflection with that of collective impact. "Self reflection has been hugely missing from most organizations," he summarized. "One of the reasons that collective impact is picking up is that more people are reflecting" (p. 28). Our belief is that using a brand Democracy approach to building brand Integrity is one way in which organizations can really reflect on their mission and desired impact relative to other players in the ecosystem, and is an important precursor to being able to implement brand Affinity and achieve collective impact.

Corporate Social Responsibility and Shared Value

The concept of corporate social responsibility (CSR) emerged in the 1970s and has now been widely adopted by the private sector, particularly large international corporations and new enterprises. It is generally perceived as beneficial for the long-term success of for-profit organiza-

tions, and is expressed as the notion of "doing well by doing good." Sprinkle and Maines (2010) refer to CSR as the "range of corporate activities that focus on the welfare of stakeholder groups other than investors" (p. 446). In many of these endeavors, corporations partner with nonprofit organizations so as to achieve and implement their CSR initiatives (Peloza and Falkenberg, 2009). A recent study by IBM of 250 large companies found that although companies tend to talk about CSR in terms of philanthropy, many companies also perceive CSR as a platform for opportunity and growth (Pohle and Hittner, 2008). Pohle and Hittner suggest that increasingly, companies are (1) thinking about CSR as an investment rather than a cost, (2) talking about CSR in terms of transparency rather than visibility, and (3) moving their relationships (particularly with nonprofits) from containment to engagement. We believe that this evolution of CSR is positive for the nonprofit sector as a whole and sets the stage for increasingly effective cross-sector partnerships.

Porter and Kramer (2011) have developed and argued for the notion of shared value, "which involves creating economic value in a way that also creates value for society by addressing its needs and challenges" (p. 65). They believe that for-profits and businesses must reconnect company success with social progress and that "shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success" (p. 65). These authors add that shared value "is not on the margin of what companies do, but at the center," and believe that "it can give rise to the next major transformation of business thinking based on a far deeper appreciation of societal needs, a greater understanding of the true bases of company productivity, and the ability to collaborate across profit/nonprofit boundaries" (p. 65). This widely embraced notion of shared value will continue to drive opportunities for collaboration between the nonprofit and private sectors and strongly supports our brand Affinity approach.

Leadership

Current thinking about personal leadership parallels many of the concepts in the brand IDEA framework. During the roundtable on collective impact (Nee and Jolin, 2012), Schmitz discussed the role of nonprofit leaders: "We train nonprofit leaders to be great fundraisers . . . [Collective impact] is about engaging communities and being vulnerable. It's not about self-promotion of your organization or of you. It actually goes against a lot of the activities that people get rewarded for traditionally. We need to train our leaders to be more collaborative, to be more inclusive, and to have greater integrity. It's a whole different set of practices"

(p. 29). In his book *Everyone Leads*, Schmitz (2011) talks about an active process of leadership that engages others. This collaborative form of leadership focuses on shared values and common goals, echoing key aspects of both brand Democracy and brand Integrity.

Stephen Parker, a leadership and organizational change expert, suggests that "the ability to inspire others stems more from who you are as a person than from what you say or do. Achieving clarity about your core convictions and values is critical. Knowing and being comfortable with who you are sits at the heart of your ability to be authentic, while your ability to share your values and beliefs creates resonance and builds deep trust with your followers." In a similar way, we believe that organizations that have a clear understanding of who they are, and whose brand identity is firmly rooted in their values and mission, can achieve brand Integrity and are in a good position to build strong brand equity, elicit trust, and exert leadership and influence to drive change through brand Affinity.

Exponential Fundraising

Jennifer McCrea's work on exponential fundraising also aligns well with the concepts of the brand IDEA. McCrea, senior research fellow at the Hauser Institute for Civil Society at Harvard University, argues in favor of relationship building over traditional fundraising. She also holds workshops that include learning how to identify partners who share a collaborative worldview (and can make your organization stronger, not drain its resources) and how to deepen core relationships for exponential results.

> Too often, fundraising is seen strictly as a way of raising money. It is transactional and based on a consumer model designed around a buyer (the donor) and a seller (the organization). As a result, relationships are money-centered and asymmetrical, built on expectations, needs and external circumstances, not on mutual accountability, collaboration and internal growth. The buyer/seller dynamic leaves philanthropists feeling controlled and discouraged by the lack of genuine partnership and organizations feeling over-dependent and frustrated by perceived donor meddling.
>
> Exponential Fundraising re-conceptualizes fundraising as something that is not only mission critical, but a vehicle to fundamentally transform organizations and the people who are involved with them.

> Partnerships are designed from the start to be co-creative and generative—and strategy is built on a growing and continuous resource flow that is designed to break down walls, not create them. (2013)

Fundraising is moving toward a focus on partnerships that are based on a mission and created around a cause and that employ open, collaborative approaches. Fundraising becomes the job of everyone in the organization, with a focus on building relationships and being authentic. This relates closely to our notion of empowering brand ambassadors throughout and even beyond the organization through brand Democracy.

McCrea also notes that "people aren't parrots. Squawking an agreed upon organizational line doesn't move the agenda or others forward." She advocates for "letting your partners discover what to say based on their own experience and their own reasons for being a part of the work you are doing together. When it comes from the inside out, not the other way around, it is not only more authentic, it sticks. Don't be afraid to let go of some control," she urges. "It's the only way you're really going to grow" (2012). This focus on collaboration and trust and on letting go of brand control strongly parallels brand Democracy. On her blog, McCrea discusses how shared values can motivate action, and notes that exponential growth occurs through collaboration, "Real, enduring strength lies much more in partnerships, in community and interdependence, than it does in trying to go it alone" (2010). This approach is also clearly in line with our notion of brand Affinity.

Nonprofit Networking

Much has been written about the importance to nonprofits of developing networks. Networks can be seen as one approach to achieving brand Affinity. Wei-Skillern and Marciano (2008) suggest that nonprofit networks are essential to achieving greater mission impact. "Nonprofit leaders should put the pursuit of their missions—not the growth of their organizations—back at the center of all of their organizations' activities. They should identify their organizations' unique competencies and actively seek partnerships with other organizations that will help them serve their missions more efficiently and effectively. They should look to both complementary and competing organizations as potential partners" (p. 43). Brand Affinity, including the use of brand to select and support partnerships, is entirely consistent with this view.

Wei-Skillern and Marciano (2008) also underscore the importance of shared values, which can help generate trust and reduce the need for strict controls, and describe partnerships in terms that move beyond organizational boundaries. "Networked nonprofits forge long-term partnerships with trusted peers to tackle their missions on multiple fronts. And unlike traditional nonprofit leaders who think of their organizations as hubs and their partners as spokes, networked nonprofit leaders think of their organizations as nodes within a broad constellation that revolves around shared missions and values" (p. 40).

Kanter (2012) suggests that nonprofit organizations that are more open and participatory are also more effective. This concept relates closely to our notion of brand Democracy, suggesting that nonprofits more holistically involve stakeholders. Kanter notes that "a network mindset exercises leadership through active participation, openness, decentralized decision-making, and collective action. It means operating with an awareness of the networks the organization is embedded in, and listening to and cultivating these networks to achieve impact. It means sharing by default and communicating through a network model, rather than a broadcast model—finding where the conversations are happening and taking part."

Kanter focuses largely on what organizations can be doing with social media at different stages. "[The framework] Crawl, Walk, Run, Fly . . . is designed to help [nonprofit organizations] understand and measure the nature of the change process as they move through it." Integrating this participatory engagement strategy across the organization is similar to the approach of listening to and engaging with both internal and external stakeholders inherent in brand Democracy.

Shifts in Monitoring and Evaluation

Logistic frameworks or results-based management systems are among the foremost monitoring and evaluation (M&E) systems being used in the nonprofit sector. These M&E systems have largely become the standard (Rugh, 2008), but the M&E landscape is becoming more nuanced. Many donors and nonprofits are questioning the extent to which they can ever attribute broad social changes to their own funding dollars or programs. For example, the International Development Research Council underscores the importance of contribution (as opposed to attribution) frameworks and has developed the use of outcome mapping, which outlines the importance of multiple stakeholders' contributions in effecting social change. This shift from attribution to contribution in the M&E space allows for more collaborative

approaches and a focus on shared external social goals, which is at the heart of our brand Affinity.

Donors, such as the Ford Foundation, are also calling for more nuance and greater M&E attention to donors' contributions to longer-term changes (Klugman, 2009). Klugman suggests that donors should be focusing on developing theories of change that account for how they expect changes to be produced through their grant dollars, limiting their analysis, particularly in terms of advocacy, to their contribution to changes in organizational capacity, base of support, alliances, data and analysis from a social justice perspective, and policies. These trends in M&E systems strongly support the brand IDEA.

These exciting trends and emerging models paint a compelling picture of the future environment for nonprofit organizations. Although they by no means represent a complete analysis, they do provide a broader context that persuasively supports the brand IDEA framework.

SUMMARY

The world of nonprofits is characterized by an increasing number of players, fewer funding opportunities, and increasing social needs. Two trends are of particular importance to nonprofit brands: changes in communication technology (including social media) and the increase in partnerships and collaborations. We also have observed the emergence of a paradigm shift in the way nonprofit actors perceive and understand brand. This shift has led to a view of brand not as a fundraising tool but as a critical strategic asset, one that embodies the organization's mission and values and supports broad participative engagement and collaborations that maximize impact.

The brand IDEA framework sits within this new paradigm and encompasses three principles: brand Integrity, brand Democracy, and brand Affinity. Brand Integrity suggests that the mission and values of an organization be aligned with its brand identity and that this brand identity be aligned with its brand image. Brand Democracy is a process that engages both internal and external stakeholders in the development, articulation, and communication of the brand identity. Brand Affinity is the use of the brand in support of external goals achieved through partnerships and collaboration.

The brand IDEA framework resonates strongly with a number of current and emerging social change and management theories. These include organizational porosity, open innovation, collective

impact, CSR and shared value, current thinking on leadership, exponential fundraising, nonprofit networking, and shifts in monitoring and evaluation.

Having established the context and drivers behind the brand IDEA framework, we turn in the next chapter to an in-depth discussion of the definitions of brand and brand management.