



**EVERYTHING YOU WANT  
TO KNOW ABOUT THE  
MEALS ON WHEELS  
BRAND**

**THURSDAY, SEPTEMBER 1, 2016**

# WHAT WE'LL COVER TODAY

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## AGENDA

The Benefit of a Strong Brand

What is a Brand?

The New Meals on Wheels Brand

→ Tools to Help You Adopt It as Your Own

Ask Your Peers



# **THE BENEFITS OF A STRONG BRAND**

# BENEFITS OF A STRONG BRAND

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## NON-PROFIT BRANDS

- Companies have further developed the use of brand to further their success
- And yet, non-profits must rely on them just as strongly
- Brand is an ambiguous concept to understand
- You have a brand – the question is... are you actively managing your brand to elevate your performance or letting the marketplace define it for you?

# BENEFITS OF A STRONG BRAND

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## NON-PROFIT BRANDS

1.5 million non-profits compete for dwindling resources

*The power of a brand is an essential and often-underestimated measure of organizational vigor, one that is intrinsically linked to financial performance and long-term viability. It speaks to an organization's reputation and can positively, or negatively, affect stakeholder engagement and loyalty.*

SOURCE: The Cone Nonprofit Power Brand 100

# BENEFITS OF A STRONG BRAND

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## NON-PROFIT BRANDS

- Your brand sets expectations, gains attention, fosters relationships and ultimately ensures your long-term survival
- Brand value is intrinsically linked to expected future revenues – a promise for the future

SOURCE: The Cone Nonprofit Power Brand 100

# BENEFITS OF A STRONG BRAND

## BRAND VALUE



- Apple \$154.1 Billion
- Verizon \$ 25.8 Billion
- YMCA of the USA \$ 6.4 Billion
- United Way of America \$ 4.5 Billion
- American Red Cross \$ 3.1 Billion
- Feeding America \$ 455 Million



**WHAT IS A BRAND?**



# WHAT IS A BRAND?

## AND WHY IS IT SO IMPORTANT?

- Historically a cattle rancher's tool
- Simplistically, it conveys ownership
  - And so much more....



# WHAT IS A BRAND?

## AND WHY IS IT SO IMPORTANT?

- Your logo becomes your signature
  - Conveys:
    - Who You Are
    - What You Stand For
    - What People Come to Expect From You

A cursive signature of John Hancock in black ink on a white background. The signature is written in a classic, flowing script with a prominent 'J' and 'H'.

# WHAT IS A BRAND?

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**YOUR BRAND IS SO MUCH MORE THAN YOUR LOGO**

**BRAND**  **LOGO**

Your brand is the sum of all the perceptions held about your organization, formed by its every communication, action and iteration... all rolled up into a single marketplace reputation

# WHAT IS A BRAND?

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**BRAND = REPUTATION**

Your Logo and Graphics Carry the Qualities and Characteristics of Your Reputation

# WHAT IS A BRAND?

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## THE HALLMARK OF ANY GREAT BRAND IS CONSISTENCY

### 1- Consistency builds trust

- Reinforces the reputation
- Guides audience to their destination

### 2- Consistency delivers a promise for the future

- Cues the audience into what's coming next
- Sets up expectations for experience to come

# WHAT IS A BRAND?

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## THE HALLMARK OF ANY GREAT BRAND IS CONSISTENCY

### GOAL OF BRANDING IS TO CREATE A:

- Consistent look
- Consistent personality
- Consistent messages
- Consistent tone
- Consistent experience

# WHAT IS A BRAND?

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THE HALLMARK OF ANY GREAT BRAND IS CONSISTENCY

THIS IS WHAT IT LOOKS LIKE WHEN DONE WELL

# WHAT IS A BRAND?

THE HALLMARK OF ANY GREAT BRAND IS CONSISTENCY







# **THE NEW MEALS ON WHEELS BRAND**

# THE NEW MEALS ON WHEELS BRAND

## WHAT WE KNEW – WE DID NOT HAVE A CONSISTENT BRAND

- Operating as 5,000 independent organizations
- Our message lacked consistency: was very fragmented and our voice is very soft



# THE NEW MEALS ON WHEELS BRAND

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## WHAT WE LOOKED LIKE

[Google Meals on Wheels Images](#)

# THE NEW MEALS ON WHEELS BRAND

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## WHY DOES CROSS MARKET CONSISTENCY MATTER?

- Clients and families in different markets want to trust Meals on Wheels, no matter where they are
- National partnerships (Subaru, Home Depot, etc.) want to work with a network of unified programs
- The Ad Council campaign can work harder for you if audiences have immediate connection to it
- The collaboration that will require our entrance into healthcare needs to present a unified network
- Our future depends on collaboration

# THE NEW MEALS ON WHEELS BRAND

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## WHAT WE FOUND OUT – WHILE AWARENESS WAS STRONG, THE BRAND WAS NOT

- People know us and love us – but don't know what we do
  - 90% Awareness and Favorability!
- People say they never hear from us
- People think we're old-fashioned and out-of-date
- If they knew we were more than a meal, they would be significantly more likely to support us

# THE NEW MEALS ON WHEELS BRAND

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## OUR GOALS

- Do justice to the favorable brand that was built by the 5,000 local community programs across the country
- Contemporized the Meals on Wheels brand/reputation
- Bring consistency to build trust
- Shift emphasis from frail seniors to the power of the movement
- Appeal to all levels and all audiences

# THE NEW MEALS ON WHEELS BRAND

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## NEW BRAND CENTRAL IDEA

A national movement of everyday people,  
all doing their own small parts, together,  
making great things happen

# THE NEW MEALS ON WHEELS BRAND

## BRAND GOALS

- Build a powerful, unified message and look
- Launch inclusive system: national, state and local
- Ramp up the volume of our marketplace voice





# THE NEW MEALS ON WHEELS BRAND

## RECOGNITION GAINED

PastE



# THE NEW MEALS ON WHEELS BRAND

## TAKING IT ONE STEP FURTHER

- The brand is contemporizing and powerfully telling our unified story
- The Ad Council campaign is a powerful vehicle for getting it out there



**AMERICA,  
LET'S DO LUNCH.™**

# PROGRAMS ACROSS THE COUNTRY ALREADY ON THEIR WAY!

Meals on Wheels Albuquerque

Meals on Wheels Avon Park

Meals on Wheels California

Meals on Wheels Cascade County

Meals on Wheels Central Texas

Meals on Wheels Chapel Hill-Carrboro

Meals on Wheels Chemung County

Meals on Wheels Chicago

Meals on Wheels Davidson County

Meals on Wheels Denton County

Meals on Wheels Durham

Meals on Wheels Erie

Meals on Wheels Fairfield County

Meals on Wheels Florida

Meals on Wheels Fort Collins

Meals on Wheels Grand Forks

Meals on Wheels Greater Houston

Meals on Wheels Greater Hyde Park

Meals on Wheels Greater Newburgh

Meals on Wheels Greater Pittsburgh

Meals on Wheels Greater Spokane County

Meals on Wheels Guernsey County

Meals on Wheels Guilford County

Meals on Wheels Habersham

Meals on Wheels Jamestown Area

Meals on Wheels Jefferson and Hardin Counties

Meals on Wheels Johnson & Ellis Counties

Meals on Wheels Liberty

Meals on Wheels Linn, Benton, Lincoln

Meals on Wheels Loveland and Berthoud

Meals on Wheels Macon County

Meals on Wheels Mason & Thurston Counties

Meals on Wheels Medina County

Meals on Wheels Metro Tulsa

Meals on Wheels Montgomery County

Meals on Wheels New Jersey

Meals on Wheels New York

Meals on Wheels Norman

Meals on Wheels North Carolina

Meals on Wheels Northwest Arkansas

Meals on Wheels Orange County

Meals on Wheels Palm Beaches

Meals on Wheels Pickens County

Meals on Wheels Prescott

Meals on Wheels Rockingham County

Meals on Wheels Roseburg

Meals on Wheels Salem County

Meals on Wheels San Antonio

Meals on Wheels San Diego County

Meals on Wheels San Francisco

Meals on Wheels Santa Maria Valley

Meals on Wheels Sheboygan County

Meals on Wheels South Florida

Meals on Wheels St. Johnsbury

Meals on Wheels Stark & Wayne Counties

Meals on Wheels Syracuse

Meals on Wheels Takoma Park/Silver Spring

Meals on Wheels Terre Haute Area

Meals on Wheels Texas

Meals on Wheels Texoma

Meals on Wheels Tri-County

Meals on Wheels Wake County

Meals on Wheels Western Michigan

Meals on Wheels Western South Dakota

Meals on Wheels Wichita Falls

Meals on Wheels Wilkes County

Meals on Wheels Wise County

Meals on Wheels Ypsilanti

**TOGETHER WE RISE**

**MEALS ON WHEELS**  
ANNUAL CONFERENCE AND EXPO

# THE NEW MEALS ON WHEELS BRAND





**TOOLS TO HELP YOU  
ADOPT IT AS YOUR  
OWN**

# TOOLS

## 1- BRAND RESOURCE ENTER

- Check out the Brand Resource Center at [www.mealsonwheelsamerica.org/brand](http://www.mealsonwheelsamerica.org/brand) for all the tools and instructional materials available to Members about brand adoption

The screenshot displays the Meals on Wheels America Brand Resource Center website. At the top, the logo for Meals on Wheels America is visible, along with social media icons for Facebook, Twitter, and LinkedIn, and a green circular 'DONATE' button. A navigation bar includes links for 'SIGN UP', 'TAKE ACTION', 'THE ISSUE', 'STORIES', and 'GIVING'. Below this, a green header identifies the page as the 'BRAND RESOURCE CENTER'. A left-hand sidebar lists various content categories: 'BRAND RESOURCE CENTER HOME', 'THE FOUNDATIONS OF THE BRAND', 'GETTING STARTED', 'TESTIMONIALS AND ACCOLADES', 'BRAND MESSAGING', 'BRAND COMMUNICATIONS TOOLS' (with a right-pointing arrow), 'BRAND GRANTS', and 'MEMBER BADGE'. The main content area features a 'WELCOME TO THE BRAND RESOURCE CENTER' section with introductory text. Below this, three columns showcase 'LOCAL PROGRAMS', 'MEALS ON WHEELS AMERICA', and 'STATE ASSOCIATIONS', each with the Meals on Wheels logo and the slogan 'TOGETHER, WE CAN DELIVER.'. A final section titled 'WHAT THE NEW BRAND CAN DO FOR YOUR PROGRAM' provides further details on brand adoption.

# TOOLS

## 2- OFFICIAL BRAND WEBSITES – with OneEach Technologies

- Designs included – choose from 3 templates
- Robust features: mobile-responsive, donation processing, event processing, menu displays, much more
- Price that saves you thousands of dollars



# TOOLS

## 3- ONLINE PRINT & DESIGN SHOP

- Order 24/7
- Business cards, stationery
- Don't need a designer
- High quality, fast delivery

**MEALS**  
**on WHEELS™**  
**WAKE COUNTY**

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*Director of Development & Communications*

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<http://www.wakemow.org/>



# TOOLS

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## 4- BRAND ADOPTION GRANTS



- Needs-based
- Have and plan to adopt the brand
- For most programs, enough to cover the development of an Official Member Website and stationery



**ASK YOUR PEERS**



# **MEALS ON WHEELS PRESCOTT**

**THURSDAY, SEPTEMBER 1, 2016**



**BERT IJAMS**  
**EXECUTIVE DIRECTOR**



**Prescott, Arizona**  
Population: 40,000  
31% over 65 years of age



Golden Age Nutrition began in 1973 and served 12,000 home delivered meals in its first year.



Today we are Meals On  
Wheels Prescott serving  
50,000 home delivered  
meals and 13,000  
congregate meals annually.

# MEALS ON WHEELS PRESCOTT

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- Small sized program yet the largest in northern Arizona
- 501(c)3 nonprofit
- \$740,000 annual budget
- No affiliate programs
- Independently managed
- Receives AAA funding
- No waiting list
- 125 unique volunteers monthly
- Seven staff members
- One of four “Meals” programs in a Quad-City area



# WHEN I ARRIVED IN 2013....

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Clearly our messaging and branding needed to be defined, cleaned up and become consistent. We needed identity.



WE ARE **Prescott**  
**Meals On Wheels**  
*So no senior goes hungry™*





In 2014 and 2015 I met these  
three people.

Leadership + Trust =  
Alignment and Investment

# Over the course of the last two years we determined and accomplished the following:

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- In addition to being members of Meals On Wheels America we have aligned ourselves with them.
- We defined and disseminated our brand with input from the valuable research that was done by Meals On Wheels America.

# Over the course of the last two years we determined and accomplished the following:



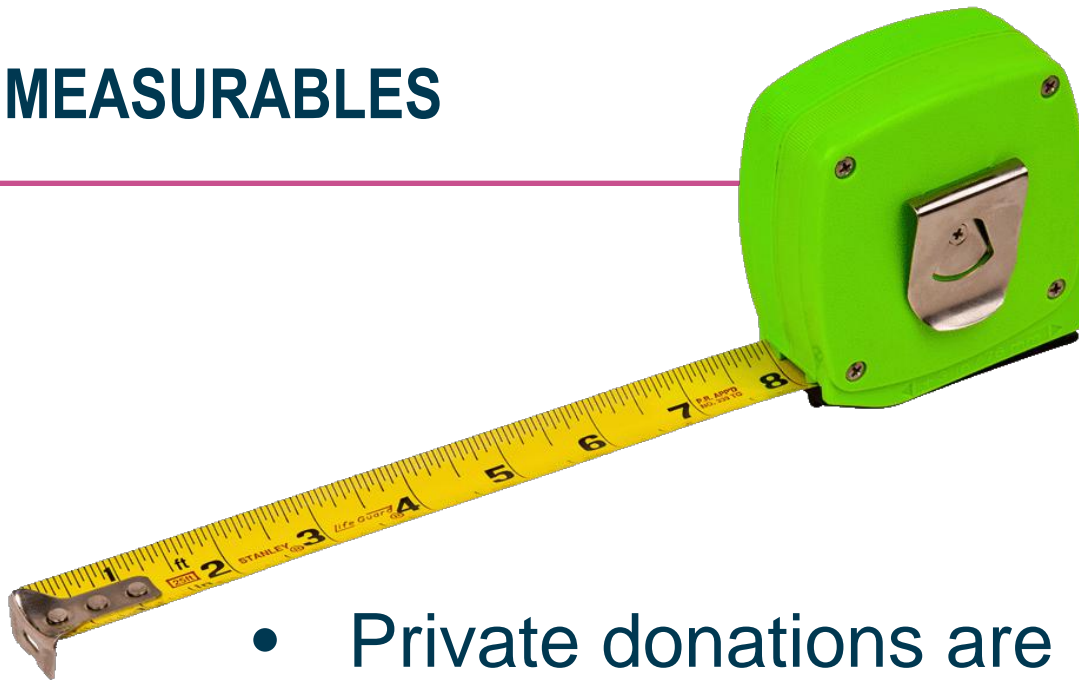
- All print materials now reflect the new look and logo. The reception was overwhelmingly positive from donor, client and volunteer constituencies.
- Most signage is done.
- The van will be done soon.
- The website is a work in progress that we hope to complete by year's end.

# Over the course of the last two years we determined and accomplished the following:



- Logo wear was purchased for all staff and board members.
- Our efforts have set us apart from other programs.
- We have clearly established who we are, who we serve and what we do through media, speaking engagements and most importantly, word-of-mouth endorsements.

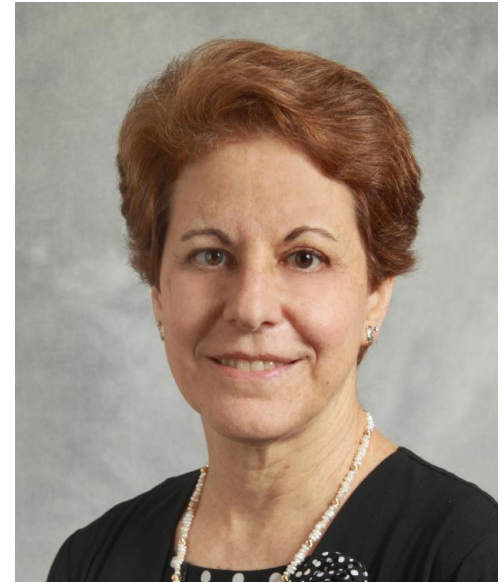
# THE MEASURABLES



- Private donations are up 68% since 2013
- Net ordinary income is up 300+% since 2013
- While not entirely measurable, our place in the community is more clearly defined and understood.



**MEALS ON WHEELS  
DURHAM OVERVIEW  
THURSDAY, SEPTEMBER 1, 2016**



**GALE ADLAND**  
**EXECUTIVE DIRECTOR, MEALS ON**  
**WHEELS DURHAM**



# ABOUT MEALS ON WHEELS DURHAM

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- First delivery was in 1975
- Independent non-profit
- Growing organization:
  - 2014 - 2015 – Delivered 86,000 meals
  - 2015 - 2016 – Delivered 110,000 meals
  - 2016 - 2017 – We will deliver 132,000 meals

# WHAT ISSUES COME WITH GROWTH

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- Increase of clients requires increase in:
  - Budget
  - Donations
  - Staff
  - Supplies – i.e., more thermal bags, more hot pads
  - Volunteers
- How do we “upscale?” How to get the word out? How do we update our image? How do we engage more people in our work?

# SERENDIPITY

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As we were investigating our own rebrand, Meals on Wheels America announced theirs.

We determined to adopt the national brand.

Why?

- To capitalize on the National Ad Campaign
- To take advantage of an already vetted and created logo, message, and website look (huge cost savings)
- To reaffirm our position as part of a larger movement
- Honestly, also because we didn't have the expertise to do this on our own.

# REBRANDING

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- Adopted the new logo
- Utilized the partnership with OneEach Technologies to create a new website
- Utilized the Meals on Wheels America store for new t-shirts
- New logo on building and street sign
- New business cards and letterhead
- Applied for Meals on Wheels America Rebranding Grant
- Announced the change at our annual Volunteer Appreciation Lunch

# OUT WITH THE OLD, IN WITH THE NEW

OUR WELL-LOVED BUT TIRED LOGO



OUR NEW, FRESH LOGO



TOGETHER WE RISE

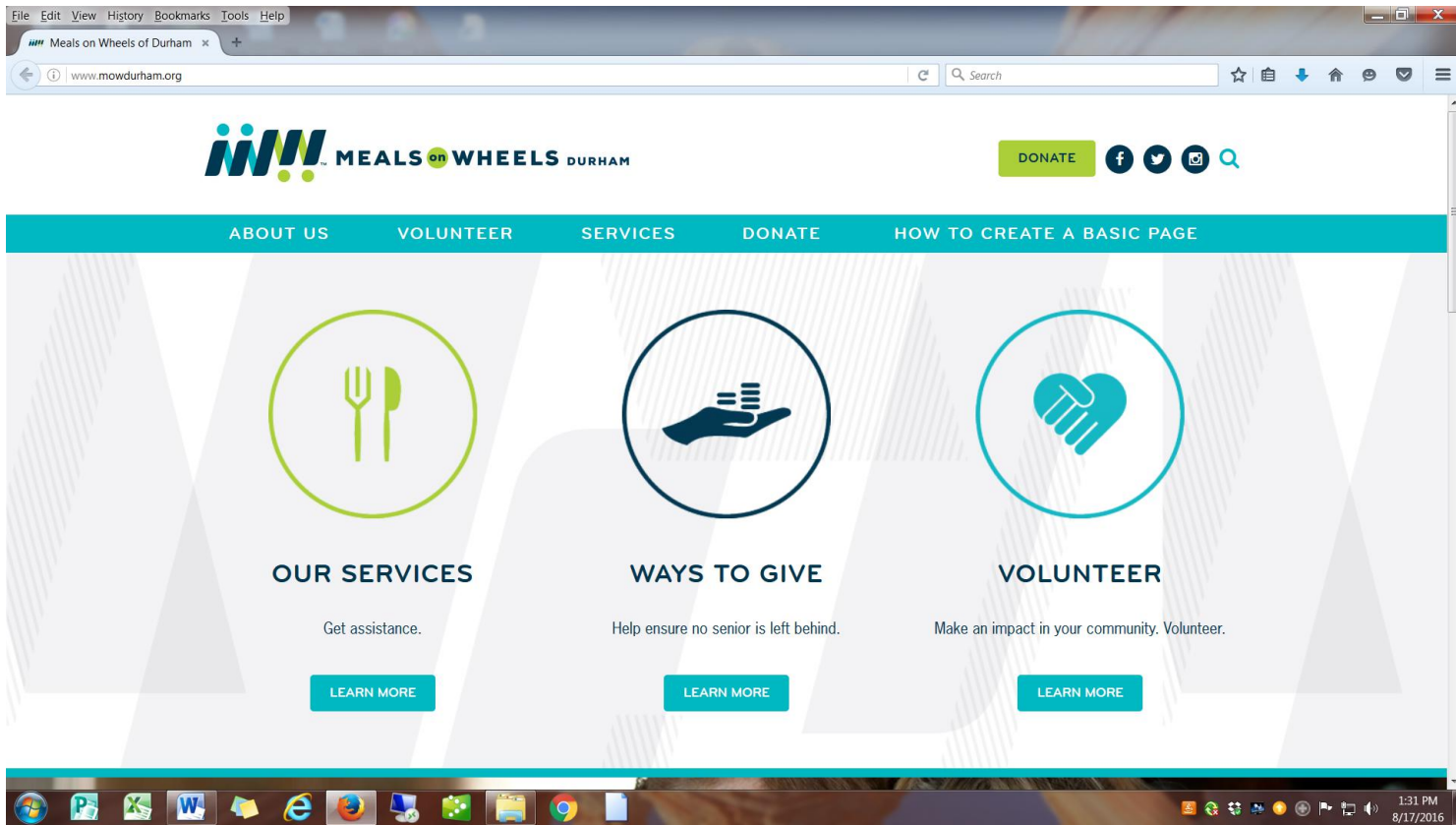
MEALS ON WHEELS  
ANNUAL CONFERENCE AND EXPO

# NEW SIGNAGE



# NEW WEBSITE

## OUR NEW WEBSITE FROM ONEEACH TECHNOLOGIES



TOGETHER WE RISE

MEALS ON WHEELS  
ANNUAL CONFERENCE AND EXPO

# NEW T-SHIRTS AND SWAG





# RESULTS

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- The new logo invigorated our volunteers – our new t-shirts sold out, because they were eager to show it off!
- Our new car magnets flew out the door. They are one of our best recruiting tools.
- After the announcement of the new logo went out we saw:
  - Increased traffic on the website
  - An increase in volunteer inquiries via the new website
  - 48 new likes on our Facebook page
- People driving by the building have stopped in to see what we do – because they noticed the logo over the door.

# RECOGNITION OF THE GREATER CONNECTION

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Meals on Wheels of Durham partners with our neighbor meal programs - Meals on Wheels Wake County and Meals on Wheels Chapel Hill/Carrboro - for a golf tournament each year. Local media prefers to support events with a wide “fan base”, and the similar logos help us explain our connection to each other, and to the national movement. This year, for the first time, we were able to obtain an event sponsor.

# LET'S DO LUNCH

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The full page ad in the New York Times was brought into our office by several of our volunteers. The decision to use Meals on Wheels logo on the bottom of the ad (without the word America) was brilliant. It was left referring to all meal programs.

Taking out a full page ad in the New York Times would cost more than our marketing budget for the year.

The exposure from this campaign is priceless to us.



**MEALS ON WHEELS  
OF  
SAN ANTONIO  
REBRANDING**

**THURSDAY, SEPTEMBER 1, 2016**



**JIM SNYDER**  
**MEALS ON WHEELS OF SAN ANTONIO**  
**PROGRAM DIRECTOR**

# ABOUT MEALS ON WHEELS OF SAN ANTONIO

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- In FY 2016:
  - 956,984 Meals Delivered to Homebound Seniors in Bexar County.
  - Meals on Wheels operated 196 routes daily.
- MOWSA is part of Christian Senior Services (CSS)
  - CSS has a long history in San Antonio, going back to 1977
  - Three programs under our umbrella
    - Meals on Wheels
    - Grace Place Alzheimer's Centers
    - Senior Companionship Programs.
  - Our total operating budget is approximately 7 million dollars (approx. \$5 million is Meals on Wheels).

## ABOUT MEALS ON WHEELS OF SAN ANTONIO CONTINUED

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In our community an obvious disconnect existed between the three programs we run and the CSS name.

The confusion existed with the public, and the local media as well.

At the same time we began to evaluate our local branding, Meals on Wheels America released their findings on the national Meals on Wheels brand.

## ABOUT MEALS ON WHEELS OF SAN ANTONIO CONTINUED

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CSS concluded that many of our rebranding goals aligned with the Meals on Wheels America goals of rebranding

- To energize and contemporize the Meals on Wheels brand
- To capitalize on the national movement capable of meeting the escalating need
- To create a consistent message and look strengthening the communications of all our programs



# BRANDING THE MEALS ON WHEELS SERVICE...

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## UNDER THE UMBRELLA OF AN ORGANIZATION NAME

- CSS took a consumer brand marketing approach
- Maintain the history and goodwill of the CSS name while promoting each individual program as a brand
- The example used for Staff and the Board of Directors with the “SC Johnson model”
  - A known name with a proud history and individual product, each with their own message

# SC JOHNSON MODEL

The screenshot shows the SC Johnson website homepage. At the top is a dark blue navigation bar with the SC Johnson logo and a family company tagline. The main menu includes links for HOME, COMPANY, CAREERS, ARCHITECTURE, PRESS ROOM, INGREDIENTS, and CONTACT US. Below this is a secondary navigation bar with dropdown menus for Family, Integrity, Products, Blog, and Green Choices, along with a SHARE button and a search bar.

The main content area features a large banner with the headline: "LEADING IN TRANSPARENCY: SC JOHNSON LAUNCHES PRODUCT-SPECIFIC FRAGRANCE DISCLOSURE". The banner includes a "Hootlet" logo and a "LEARN MORE" button.

Below the banner are three content blocks:

- SUSTAINABILITY REPORT:** "Our 2014 report on progress & results. Visit Now" with a thumbnail for "THE CHOICES WE MAKE".
- OUR GREENLIST™ PROCESS:** "An excerpt from our Sustainability Report. Get the Excerpt" with a thumbnail of a report page.
- SHARING OUR INGREDIENTS:** "See ingredient listings, FAQs & more. Learn More" with a thumbnail of a Pledge Multi Surface cleaner bottle.

On the right side, there is a "NEWEST BLOG POSTS" section with two entries:

- Five Reuse Ideas for Old Pointe Shoes:** "Pointe shoes are pretty, but aren't known for their staying power. Professional ..."
- Summer Sweets: Caramel & Pecan Cookies:** "Are you looking for a show stopping dessert idea for your next summer party, wed ..."

Below the blog posts is a "SEE ALL BLOG POSTS" button. Further down is a "Conserving Resources" section with a wind turbine icon and text: "About 32% of our global energy comes from renewable sources." Below that is a "Trusted Brands" section with a family icon and text: "Our products are at home with families around the world."

At the bottom of the page is a horizontal scroll bar containing logos for various SC Johnson brands: KIWI, Pledge, Mr. Muscle, OFF!, glade, Raid, Baygon, DUCK, Ziploc, and Windex.

# REBRAND INCLUDED



**MEALS on WHEELS**  
**SAN ANTONIO**

- Complete overhaul of website/marketing materials
- Adoption of the new logo
- Adopted look and colors similar to Meals on Wheels America website and materials
- Adopted new messaging (**More Than a Meal**)
- Developed new media strategy
- Developed social media campaign

# MOWSA REBRANDING

The screenshot shows the homepage of Meals on Wheels America. At the top left is the logo with the text "MEALS WHEELS AMERICA". To the right are social media icons for search, Facebook, Twitter, Instagram, YouTube, and a green "DONATE" button. Below this is a teal bar with "FOR LOCAL PROGRAMS" and a dropdown arrow. A dark blue navigation bar contains links for "FIND MEALS", "THE ISSUE", "TAKE ACTION", "VOLUNTEER", and "DONATE". The main content area has a pink background. On the left is a photo of a smiling woman with a pink headscarf, with the word "LUNCH" and an American flag icon above it. To the right, the text reads "AMERICA, LET'S DO LUNCH" in large, bold letters. Below this is a smaller line of text: "Donate your lunch break and make a difference in the lives of seniors in your area." A white "VOLUNTEER" button is centered. At the bottom left, a green bar says "FIND MEALS" with a search input field labeled "Enter ZIP" and a "GO" button. Below the search bar is the text "To search for a local program by city and state VIEW MAP".

The screenshot shows the homepage of Christian Senior Services. At the top left is the logo with the text "Christian Senior Services". To the right is the tagline "More than a Meal" and "Friendship. Safety. Dignity. Love." with Facebook and Twitter icons. Below this is a dark blue navigation bar with links for "Home", "Contact Us", "About Us", "News & Events", "Volunteer", "Partner With Us", "Careers", and "Donate". The main content area is white and features three columns of services: "Alzheimer's Daycare" with the "Grace Place" logo, "Meals on Wheels" with the "MEALS WHEELS SAN ANTONIO" logo, and "Companionship Services" with the "Senior Companion program" and "Elder Friends" logos. At the bottom is a pink banner with four photos of seniors. On the left of the banner is the "LUNCH" logo and the text "AMERICA, LET'S DO LUNCH". Below this is a paragraph: "Every year, Meals on Wheels of San Antonio drivers and volunteers deliver almost one million meals, as well as moments of human connection, to those who need them the most. With the senior population projected to double by 2050, we will need many".

TOGETHER WE RISE

MEALS ON WHEELS  
ANNUAL CONFERENCE AND EXPO

# MOWSA REBRANDING



TOGETHER WE RISE

MEALS ON WHEELS  
ANNUAL CONFERENCE AND EXPO

# RESULTS

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## WEBSITE ACTIVITY IS UP

(Compares 4/1/15-3/31/16 to previous year)

- Sessions – up 56%
- Page Views – up 17%
- 71% are new visitors

## DONATIONS & VOLUNTEER DEMOGRAPHICS

- No noticeable change
- National Ad still not in local media

# ADVICE FOR OTHERS

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Think like a consumer. If you saw a commercial for this:



Wouldn't *you* be confused if your local agency looked like this:



## ADVICE FOR OTHERS CONTINUED

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- Try and roll out all new look materials at the same time.
- You can still hold on to your parent name and history and successfully brand your Meals on Wheels program independently.
- Change is hard, but necessary.
- Take advantage of all the Meals on Wheels America resources.