

Rotary Revitalization

Presentation to: Rotary Public Image Coordinators & Rotary Coordinators

Findings summary
March 6, 2012



Good morning. Thank you for inviting us to share an update on a vitally important Rotary initiative...one that our Board of Directors, Foundation Trustees and General Secretary believe will help us strengthen our ability to earn more credit for the good work we do...

ROTARY REVITALIZATION.

You'll recall last May the Rotary Board decided to undertake a revitalization initiative to look at how we express Rotary's brand around the world. The initiative truly got underway last September with the selection of international branding agency Siegel+Gale. Since then, Rotary has been working closely with Siegel+Gale on global research.

Today Hayley Berlent, Strategy Director for Siegel+Gale will share a high level update on our progress. Hayley...

Agenda

Project overview

Why revitalization matters

Key findings

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Thank you for welcoming us today. We'll be covering three high level areas, namely, project overview, why revitalization matters, as well as sharing some of the key learnings to date.

About Siegel+Gale



As context, we thought it would be helpful to know that the brand revitalization effort officially launched in mid-September 2011 with the selection of Siegel+Gale.

Siegel+Gale is a global strategic brand consultancy with extensive experience and a strong track-record of success with global nonprofits. Headquartered in New York City, Siegel+Gale is part of the Omnicom group of agencies and has offices around the world.

Some of our clients include:

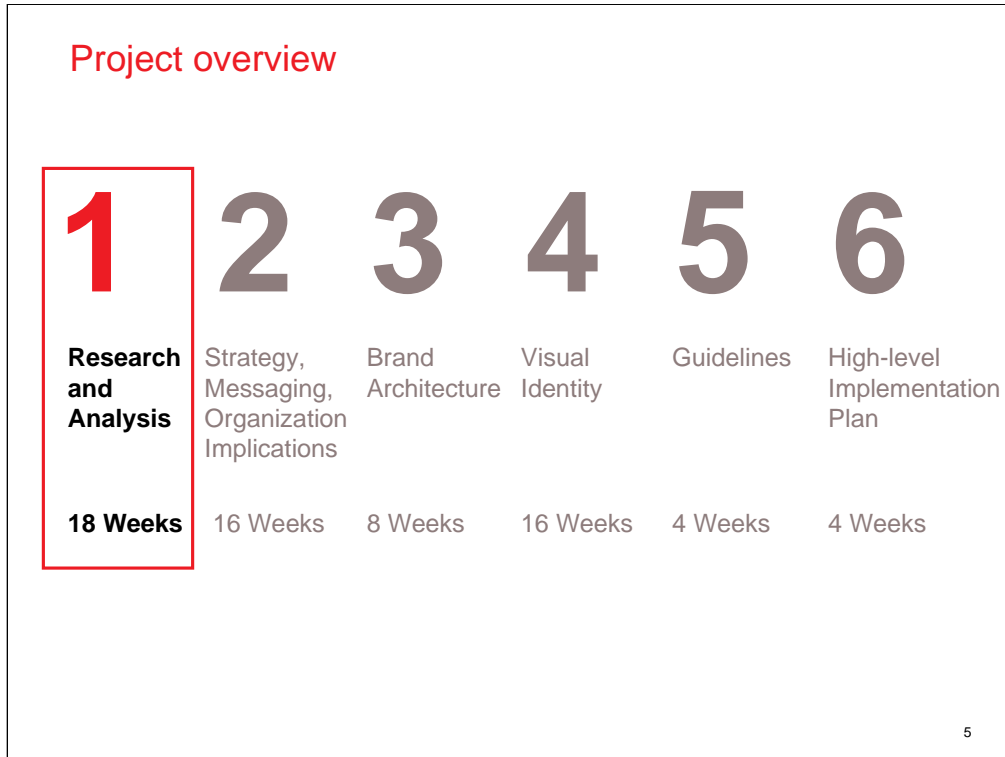
- 3M
- American Express
- Pfizer
- Hewlett Packard
- King Abdullah University of Science and Technology in Saudi Arabia
- Project Hope in China
- YMCA of the U.S.A.

Why we're here

- + **Clarify** what Rotary stands for, why it's different and why people should care
- + **Elevate** awareness and understanding of Rotary's impact in its communities and the world
- + **Motivate** current members, donors, strategic partners and staff to be actively engaged with Rotary
- + **Inspire** prospective members, donors and strategic partners to select Rotary as their organization of choice

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We have four primary objectives.



Overall the Siegel+Gale’s revitalization methodology includes six phases.

Following research, which we are currently completing, Phase 2 will develop and validate a brand strategy and explore high-level messaging for key audiences.

Phase 3 will create a structure that organizes the breadth of Rotary’s programs and services into a clear and comprehensive whole, something we call Brand Architecture.

In Phase 4 and 5 we will look at Rotary’s visual identity system and create a robust toolkit designed to strengthen the way our logo and key messages communicate.

Finally in Phase 6, we will work with Rotary to develop a global implementation plan designed to respect Rotary’s diverse cultures and energize every Rotarian all around the world.

The entire process will take upwards of two years before Rotary will be ready for implementation.

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Why revitalization matters

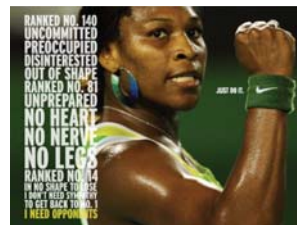
Key findings

What does this brand stand for?



BRAND PROMISE

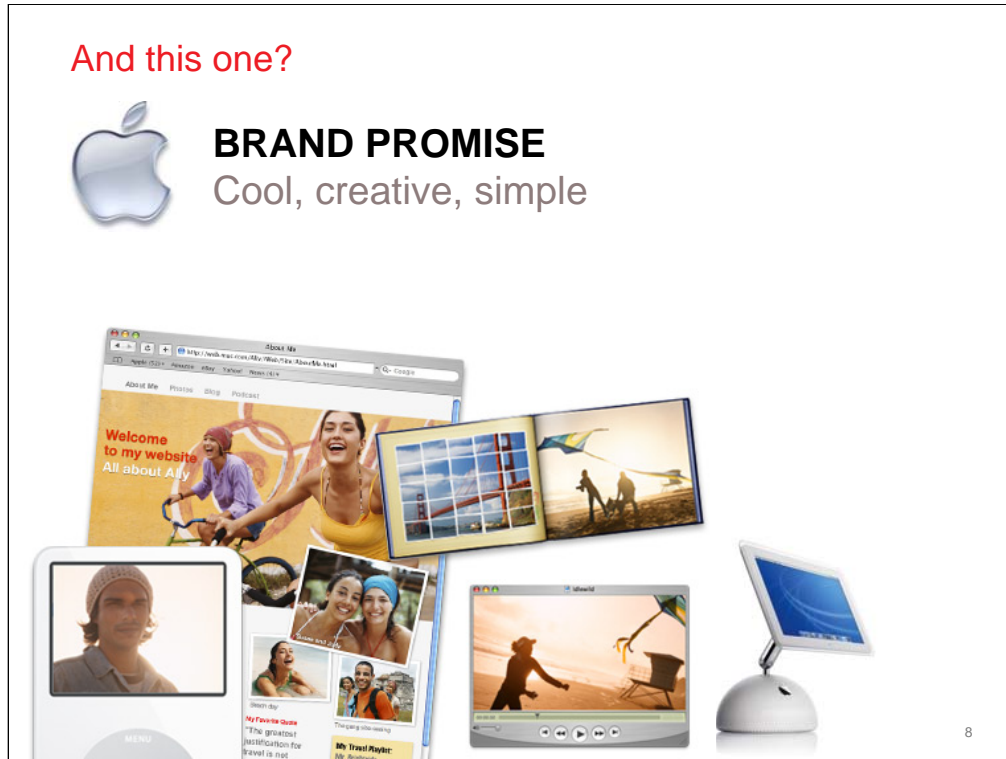
Authentic, athletic performance



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Nike's brand promise is all about "Authentic, Athletic Performance" or "Achieving Athletic Excellence" – as they say in their company overview: "if you have a body, you are an athlete".

Nike's promise is woven into the **decision-making** fabric of the company. Years ago when Reebok was making significant inroads into the market, Nike toyed with competing head to head with them by manufacturing and selling cute, colorful shoes for teen-aged girls. Ultimately Nike decided AGAINST doing so because, cute colorful shoes are not about **authentic, athletic performance**.



How about Apple? What promise is Apple making?

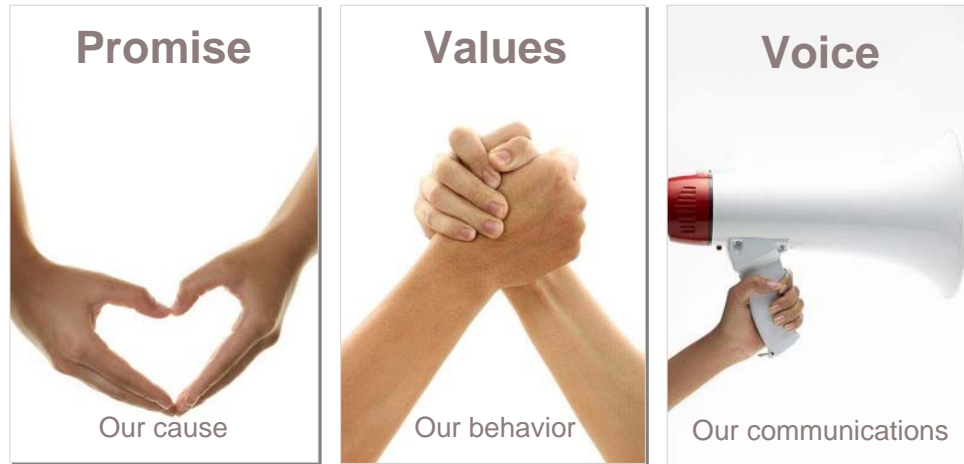
Cool, creative, simple.

Think about how that promise is reflected in their naming, product design, packaging, advertising.

Just like Apple, our audiences will make decisions about us based on more than just the services we offer. Whether overtly or not, they evaluate the experience, the relationship, what they see and hear, the value added features that are rooted in the brand.

What do we mean by brand revitalization?

A discipline for the way we think, act and communicate



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Brand is not...

A logo and tagline

An advertising campaign

A "marketing" issue

A naturally occurring phenomenon

Brand is...

A discipline for the way we think, act and communicate.

Brand is the sum of an organization's parts and can have a real impact on an organization's success...



Because revitalization DRIVES MEMBERSHIP. AARP grew at a record pace following their revitalization.

Notes on S + G assignment with AARP:

Revitalizing an American Icon

Few people understood the full breadth and depth of AARP's capabilities.

Specific objectives

Realize potential beyond "retirement" and become more relevant to a diverse membership and a changing audience

Enhance and protect AARP's leadership position and tell a unified story



Revitalization DRIVES INTERNATIONAL GIVING as it did for UNICEF.

Emphasize point:

Whether through cost savings attributed to organizational efficiencies to increased public awareness and financial support – these examples clearly demonstrate the internal and external benefits of a strengthened brand.

Revitalization Increases Revenue

Five years following launch:
Increased revenue from 3B to 9B



Revitalization SHAPES PERCEPTION and INCREASES REVENUE.

This Indian consulting firm reinforced the concept of “excellence” among their key audiences...and drove a threefold increase in revenues.



Revitalization Expands Partnerships

Following the 2003 revitalization:
Increased visibility by working with a record-high 116 partner organization in 2005 alone

skoll
FOUNDATION

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Revitalization ATTRACTS STRATEGIC PARTNERS.

Agenda

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Why revitalization matters

Key findings

We conducted an unprecedented evaluation of Rotary

- + Surveyed **10,000** Rotarians, **700+** Rotaractors, **400** Staff, **167** countries on 6 continents: **Africa, Asia, Australia Europe, North and South America**
- + Reviewed existing RI research, strategic materials and **400+** pieces of communications
- + Assessed macro trends in social and business sectors
- + Conducted proprietary quantitative research to explore underlying motivators of giving (time/money) and engagement—globally
- + Completed **150+** interviews, **20+** club visits and **5** Zone Institutes

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According to our project team at Rotary, the research conducted by Siegel+Gale was the most extensive in Rotary's history.

- Quantitative research obtained responses from 10,000 Rotarians in 167 countries.
- Reviewed Rotary's existing research and over 400 pieces of communications materials
- Assessed macro trends in social and business sectors
- Conducted proprietary quantitative research into the underlying motivators of giving—the first donor research ever conducted for Rotary
- Qualitatively we completed more than 150 one-on-one interviews. And visited Rotary Clubs and Zone Institutes around the world.

Without getting into detail there are really three key findings.

FINDING 1

**We have the
strengths
necessary
for greatness**

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We have the strengths necessary for greatness...and those strengths help set Rotary apart from any who would be our competition.

Our core strengths afford us the unique ability to:

1. A multidisciplinary perspective allows us to see challenges in ways others can't → **See differently**
2. The ability to apply best-in-business thinking to social issues → **Think differently**
3. The passion and perseverance necessary for lasting change → **Act tenaciously**
4. The collective impact of our global community → **Impact globally**

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Our multidisciplinary perspective, ability to apply best-in-business thinking to social issues...our passion and perseverance...and the collective impact of our global community allow us to:

- See** differently...
- Think** differently...
- Act** tenaciously...
- and **Impact globally**.

FINDING 2

**Audiences want
what we offer;
we just need to
help them
understand**

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Audiences want what we offer, but they're not associating us with our strengths.

For donors, it's not about the assets we have...

Common global non-motivators

Areas of focus	Leader in advancing peace/conflict prevention/resolution Dedicated to providing access to water/sanitation Leader in promoting basic education/literacy Leader in fostering economic and community development Leader in disease prevention/treatment
Seen as an influencer	Elite Authoritative Public policy makers/influencers turn to for input Partner of choice for corporate responsibility initiatives
Personal connection/participation	Strong presence in my local community Puts my skills to use to create a positive impact Opportunities for professional/personal networking Gives me opportunities to lead Positively affected someone close to me
Approach	Provides programs that fulfill unmet community needs Attracts business leaders who want to contribute to the greater good

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It's not about the assets we have...

Our research showed **16 shared global non-motivators** in four categories.

...but how we make them understand, feel and believe

Shared global motivators

Approach

- Has a clear focus
- Transparency/Good governance
- Uses funds wisely
- Attracts people of the highest ethical standards
- Unites different skills/perspectives to solve issues
- Engages people of all ages
- Proactive
- Friendly/Accessible
- Can mobilize quickly in times of crisis

Personal connection/participation

- Feels like part of something meaningful
- Helps me set a positive example
- Would be proud to be associated with/part of
- Inspiring donation options
- Keeps me informed on program progress/initiatives
- Opportunities for involvement fit my schedule

Measurable impact

- Has a long track record of success
- Is in need of donations
- Produces measurable results
- Has global reach and impact

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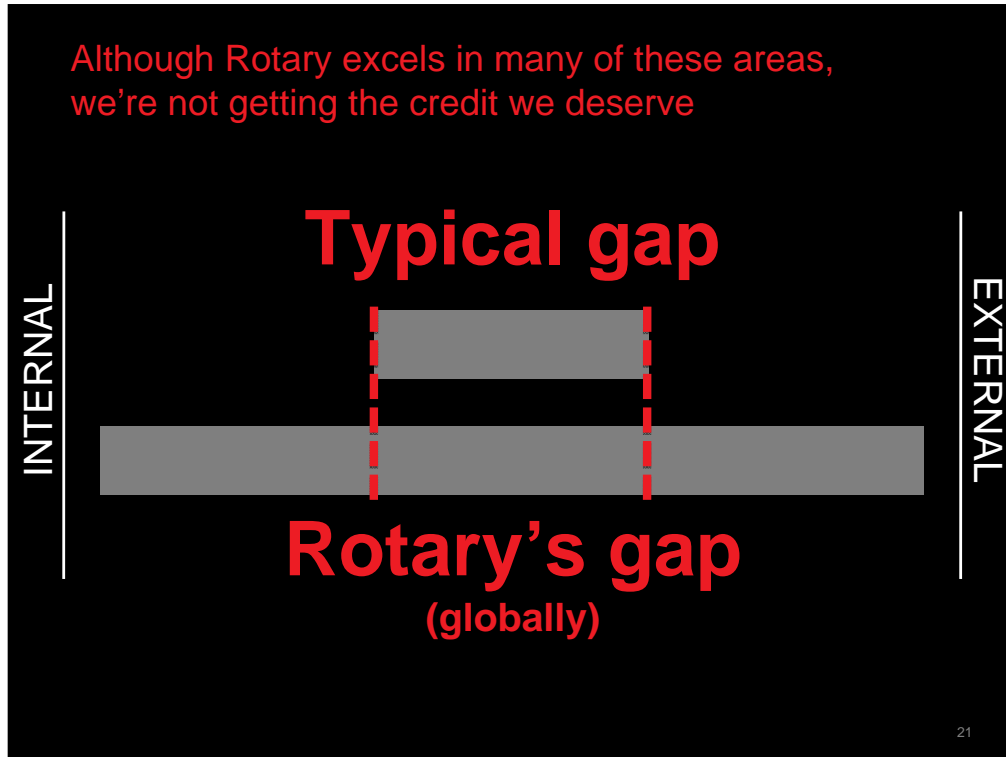
but how we make our key audiences understand...feel and believe.

Research found **19 shared global motivators** in three categories.

•**Approach:** Things like transparency, attracting people of the highest ethical standards, and uniting different skills and perspectives to solve issues

•**Personal connection/participation:** Things like feeling part of something meaningful, setting a positive example, and an organization with which you can be proud to be associated.

•**Measurable impact:** Things like having a long track record of success, producing measurable results, and having global reach and impact



This is the size of the typical perceptual gap between what an internal audience knows about an organization and what an external audience knows...and there is always a gap.

The perceptual gap between when Rotarians know and what the general public knows is TWO...and...THREE times larger.

This is not a good position. We've been talking to ourselves for too long. Our messages have not been consistent.

By the way, do you know the number one response from Rotarians...including some of our senior leaders...when asked during the research, "What is Rotary?"

Ummm?

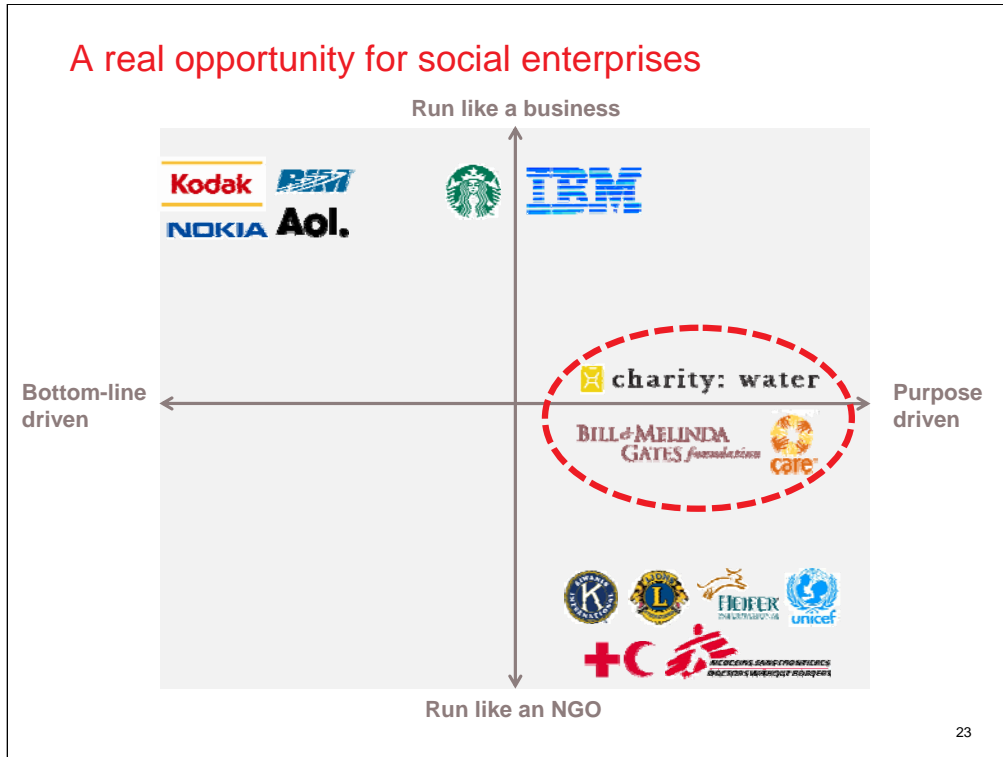
There's a pause...a hesitancy...and that just shouldn't be...not for an organization as powerful as Rotary. This underscores the importance of clarity and focus as critical components of Rotary's future success.

FINDING 3

**The world is
moving in
our favor**

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Macro trends among global nonprofits show that the world is moving in our favor.



Stand-out nonprofits are now also blending SOCIAL MISSION with BUSINESS PRACTICE. Pioneering FOR-PROFIT corporations are also taking on causes that can drive brand engagement—and profits.

According to Starbucks...“While our business contributes to the communities we serve, we recognize that in this time of crisis, we can and must do more—especially when the **small business community, where Starbucks has its roots**, is so challenged.

That’s why **Starbucks has teamed up with the Opportunity Finance Network (OFN) to create and sustain jobs**. We...**will provide financing to underserved community businesses** which include small business loans, community center financing, housing project financing and microfinance.”

Rotary’s Boards will determine your exact position on this chart.

From Siegel+Gale’s experience you are well positioned to succeed because of what Rotary has *a/ways* been: a powerful combination of 1) Business, professional and community leaders who are 2) dedicated to the ideal of service.

Try to peel either of these apart and what you have left is not as strong. And it’s not Rotary.

The time to act is now



In our research, 4 in 10 Rotarians indicated that the pace of change within Rotary was too slow. Only 3.4 percent of the 10,000 Rotarians who responded said the pace of change was too fast. That's a strong indication of Rotary's sentiment.

The time to act...to revitalize Rotary...is now.

The aim of revitalization is not to reinvent Rotary. You're awesome already. The aim is to get back to Rotary's roots, clarify and focus your messages, and revitalize and inspire your entire organization.

+ siegel
gale

simple is smart

Thank you.