

# Newsletter

ISRAELI CENTER FOR THIRD SECTOR RESEARCH

GUILFORD GLAZER FACULTY OF BUSINESS AND MANAGEMENT

BEN-GURION UNIVERSITY OF THE NEGEV

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## Young Adults Volunteering and Social and Political Engagement in a Time of Social Protest

ICTR's 15th Annual conference brought together issues that in the current social and political climate in Israel (and in other places throughout the world), make a great deal of sense. Following a summer of nation-wide protests and demands for social justice, an occurrence deemed unthinkable by many, including researchers, civil society and social change organizations, the private sector and the government, we focused on the intersection between young adults' social engagement and social change.

The conference was opened by Prof. Ayala Malach-Pines, Dean, Guilford Glazer Faculty of Business and Management, and Prof. Pierre Kletz, Director of the Mandel Social Leadership MBA. The first panel was Chaired by Dr. Hagai Katz, Director of ICTR who, with Dr. Uzi Sasson and Ms. Avital Schlanger presented ICTR's recent research on Social Engagement by Young Adults in Israel. The presentations discussed the motivations and recruitment of teen volunteers, young social entrepreneurs, and young mission-based communities.



From right: Prof. Ayala Malach-Pines, Prof. Yael Yishai and Dr. Danielle Shani

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A second panel on young people and social change "Young Persons and Social Change – Bottom-Up? Periphery vs. Center?" was chaired by Dr. Varda Shiffer, then President of the Mandel Foundation, Israel. Discussants included MK Gila Gamliel, Deputy Minister in charge of young persons at the Prime Minister's Office, Dr. Ronit Amit, CEO, Gandyr Foundation, Mr. Safi Ibrahim, CEO, Horizons to the Future, Mr. Alon-Lee Green, the New Social Movement, of the summer protest leadership, and Mr. Nitai Schreiber, Co-Executive Director, Gvanim

Conference keynote speaker was Prof. (Emeritus) Yael Yishai, from the School of Political Science, Haifa University. Discussants were Dr. Danielle Shani, Staff Member and

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# Director's Column

Dr. Hagai Katz

The next few weeks will conclude yet another academic year, the university's hallways will once more be deserted while work turns from visible to invisible, from classes filled with students and conference rooms with heated discussions, to the relative coolness of work under the air-conditioning at home, to global conference trotting. This is also the time in which we sum up our academic year at ICTR.

At the Annual Spring Conference, we presented findings from a series of research on the social involvement of young people, a research funded by Yad Hanadiv Foundation. One paper from this series has been published and is available for downloading from ICTR's website, others will be published in the coming months. If we try to establish common denominators from the research we will see that they indicate that social involvement of young people in civil society and in the community is more established than we tend to credit it, and that it is escalating despite of the few available financial and organizational resources.

Secondly, the research highlight the importance of "training" for social leadership, whether entrepreneurial, community or political leadership. The values and psychological (for good and bad) guidance one receives at home, the ideological training provided in formal and informal educational frameworks such as youth movements and pre-army frameworks, social entrepreneurship and active participation – are all corner stones of the future social leadership.

These days we are in the midst of a research funded by the

Samuel Sabba Charitable Trust, on 'learning through service', another aspect of social involvement of young people in the framework of their academic studies. While working on the research we are busy analyzing data which has been obtained from the Israeli Central Bureau of Statistics, on the labor market of the Third Sector. A grant from the Shallem Foundation for the development of services for the mentally challenged in the Local Authorities, will enable us to research the way in which mentally challenged are incorporated in the third sector work force, in the private sector and in hybrid social business frameworks. We are working on research proposals in collaborations with researchers from other academic institutions in Israel.

Those who participated in ICTR's conference may recall that we indicated that we are preparing to integrate our work with the new MBA program in social leadership, in the framework of a new institution which will enhance the synergies between research and teaching, lecturers, researchers and students. As the nature of such changes, especially in the academy, they transform slowly. We foresee that the plans will evolve in the coming academic year. I will report the progress in the next newsletter.

On a completely different level, a loved and highly appreciated colleague has passed away recently, Prof. Joseph Kattan. Prof. Kattan accompanied ICTR and the nonprofit management program for many years. Joseph Kattan's modesty, his intellectual and personal contribution as a researcher and lecturer, and his

goodness of spirit can be model to all. Joseph Kattan was always willing to lend a hand, take part in a mission big or small, in a doctorate or thesis, as a member of a committee, on an academic journal, through the evaluation of an academic program. He will be sorely missed.

## Center and periphery

Often we look to the center as a starting point with which to examine happenings in civil society and the third sector in Israel. Plenty of these occurrences were to be found last summer; they are currently in stages of returning to the public scene the coming summer. They are to be found in every public space; the street, organizations, philanthropy, the Knesset and the private sector. Our regular readers might remember our [last newsletter](#) in which I voiced my reservations about our ability to predict social changes. Therefore I shall not venture to do so, but point to some events that mark the turbulence in third sector, during this past year.

The most striking event is the social protest that made headlines, dictated and encompassed our public agenda last summer. Since this is continuously evolving it is too soon to either sum it up or characterize it. But even without doing so, one can note the dynamics or the relationship between the organized third sector and the public protest.

The protest in the summer began with exclusion of the established social change organizations from the leadership of the protest, or at least from its visible front. What their real position and role was behind the scenes, is debatable, ▶

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## Director's column

but clearly the organizers staunchly refrained from being identified with the organizations, while stressing the importance of mass mobilisation.

That said, during the winter a change in the characteristics of the protest occurred, rising from an understanding of the importance of organized, planned protest through organizations, movements, working plans and setting a clearly stated agenda.

The social protest put civil society in the center of public awareness. This can be seen in two separate processes, one in the established political circles – Knesset sessions

and government activities. The strengthening of civil society always carries a reactionary response – the hegemony reacts in different ways, for example politicians trying to use, coopt or recruit the new agenda to fit their own.

The second process is in the academic sphere. This could be seen in the annual conference of the Israeli Society of Political Science (ISPSA) which [convened on May 30th 2012 \(see here, Hebrew\)](#). Civil society was the main discussion theme of the conference; at least 20 of the 87 research papers presented dealt directly with civil protest, civil society, and third

sector organizations.

The private sector's reaction was also to relate to the third sector as a major issue. The Marker's (one of the major newspapers in Israel), [Israel 2012 national conference clearly illustrates this \(see here, hebrew\)](#), for the major part the discussion in the roundtables were on social projects and nonprofit organizations, from youth villages, informal education, foundations and social entrepreneurship to the social responsibility of the private sector and social businesses with a triple bottom line.

Investments are also gaining a social face, in a session in the framework of a "laboratory" at the annual Milken Institute [Global Conference held in Los Angeles in April this year](#), a social investment and investment policies for Israel were discussed. The discussion was held at the request of the Israeli National Economic Council at the Prime Minister's office, participants included representatives of the three sectors, government, investment firms, private investors, academics, philanthropists and social entrepreneurs.

In the era of the modern state, struggles for setting a public agenda, as Antonio Gramsci, the renowned Italian theorist explains, do not occur in a quick revolution (war of maneuver). In the modern era hegemonic forces of combined state and capital have a substantial stake in civil society, through indoctrination, funding and other means.

The endeavor to articulate and formulate a resistance to the public agenda is a long and tedious mission, based mostly on coalition building and common agenda settings. To this I would like to quote Dr. Nissim Mizrahi, a scholar and social activist, who wrote an excellent article which was published in Ma'asei Mishpat, the ▶

### The Nonprofit management program, Guilford Glazer School of Business and Management, Ben-Gurion University of the Negev congratulates

The Programs 24 M.A. Graduates and wishes them a long and successful career in the leadership of the Israeli non-profit sector



Two of the program's graduates. From right: Edward Zensker and Hila Paz with Dr. Hagai Katz

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## Director's column

first law journal in Israel dedicated to law and social change: "[Beyond the Garden and Jungle: The Social Borders of the Discussion on Civil Rights in Israel](#)". This is what he writes:

"...I will place a question mark regarding the assumption shared by social activists and liberal scholars in Israel, about which the key to social redemption lies in the universal logic of social justice and equality. I will claim that from the viewpoint of several groups in Israeli society this universal theme is the problem and not the solution. That is to say that what is deemed from the point of view of activists as a liberating message is perceived in many Jewish circles as a severe threat to identity. In this light I will claim that an ongoing blindness to the liberal threat is both academic and activist circles – could lead to a severe conflict between a declining liberal minority and growing opposing factors which are gaining power."

Dr. Mizrahi reminds us that the ability to bring on change, change in the social agenda and in the social forces cannot grow solely from one doctrine, and one must try to find common denominators that allow real meeting of interests. These cannot develop in a state in which one group, significant as it may be and blessed with good intentions, assumes its ideological and particular methods are universal in their appeal. This is the place in which a deliberative [model mentioned in previous articles](#) is suitable. Deliberative governance is multi-dimensional and layered, includes numerous participants and the process and outcomes are inclusive to all participants and are a basis for social solidarity which allows for an extensive coalition and mutual consciousness imperative for creating a change in the hegemonic powers. ●

### In Memory of Prof. Yossi Katan



#### Yossi my friend,

I am writing this to you and not about you, in the hope that in some transcendental dimension or means you will be able to read this, and if it is not so, others will, and they will learn about you and about how much I miss you.

Of your academic contribution to the development of social welfare, gerontology, social policy and other similar fields, and your teaching, much has been said and documented and does not need repeating.

We have known each other for many years. If one would count the number of hours we have spoken, planned and consulted each other (I consulted you more) – the count will be of many hundreds of hours. I have always admired your ability to stand in the other person's shoes, both when you listened and when you gave advice. Add to that your willingness to take part in every mission – whether as a guest lecturer or as a speaker in a conference. In most cases you did that without asking for anything in return and when offered, you donated that too, and embodied the very values that you taught.

Your personality shone altruistically through your work; you were always willing to help, which often was the case in your role as an editor of academic journals ("Social Security", "Social Welfare"). Your role as an editor was to choose between articles, but you saw this as your opportunity to assist doctoral candidates and students to take their first steps in the academic publishing world, and by doing so assisted immensely in launching many academic careers. You sat for endless hours with a student to help him or her improve their article so that it could be published. I have never seen an editor devote so much time for such a mission. Many faculty members in the social welfare field in Israel owe their first publications and their academic careers to you.

I want to believe that in addition to your academic and scientific legacy, your teaching gift will forever be a beacon and a value of academic teaching.

**Benny Gidron**

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## Young Adults Volunteering and Social and Political Engagement in a time of Social Protest

Program Development, Mandel Foundation and Dr. Noam Hofstadter, ICTR. Prof. Yishai analysed the protest of summer 2011 in light of a research paper she composed on the decaying state of the Israeli civil society. Her keynote speech "Is Israeli civil society crumbling? What's changed since summer 2011?"

was a self-critique of the paper which she wrote before summer 2011. According to Prof. Yishai, the protest was not supposed to happen, and could not be foreseen by any research or other indicator ever published. In the neo-liberalized Israel, not unlike many other western countries, it has become difficult for a

vibrant civil society to exist, in the face of a governance crisis and welfare state privatization. Civil society, said Prof. Yishai, has in turn, undergone an NGOization process, taking over many government services, and relying heavily on government and donor funding, crippling its protest capacity. Hence the ▶



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## Young Adults Volunteering and Social and Political Engagement in a time of Social Protest

summer protest's paradox, says Yisahi, is that people actually left their TVs and computers and filled the streets. The questions now, said Prof. Yishai, are whether the

protest will last, and whether it possesses the prerequisites of sustainability and vitality required to fuel on-going protest.

As in every annual ICTR conference in the past 15 years, the conference featured parallel sessions where new research on the Third Sector in Israel was presented. The papers presented covered a diverse set of topics: Third sector organizations as social bridges and junctions; From vision to results – paths towards effectiveness; Philanthropy – now and then; and Dependence, control and legitimacy in civil society organizations

An example for the presented research is the paper by Ms. Shany Horowitz-Rosen and Prof. Ethan Gilboa from the School of Communication at Bar-Ilan University. They presented a research paper on the press

coverage of the third sector during the Second Lebanon War, "Framing the Third Sector in Israeli Media: The Case of Second Lebanon War". The research combines for the first time theory and research in communications and philanthropy. The research is based on the Framing Theory, which examines the way the press mirrors reality to the public, and its commentary on activities, analyses them and offers value based justifications and solutions. The findings from this research show how in an emergency situation philanthropy is portrayed as a part of a cohesive society, and the press portrays itself as a partner and active mediator. The coverage ranges from seeking the connection between government activities or lack of and the third sector, to the human face and patriotic facets of giving. ●



Prof. Yael Yishai

# New and Forthcoming Publications



## Philanthropy and Social Engagement of Young Adults in Israel 2008

Dr. Debby Haski-Leventhal, Ms. Hila Yogev-Keren and Dr. Hagai Katz

The report summarizes the findings from a comprehensive survey comparing the patterns of giving, volunteering, social engagement and organ donations of young adults in Israel with their older peers. The survey also analyzed school age volunteering, attitudes towards volunteering education, social values and more.

This is the first in a series of publications (in Hebrew) dealing with the social engagement of youth and young adults in Israel.

[The report is available online](#)

## Forthcoming publications on social engagement of youth and young adults in Israel:

### Young Social Entrepreneurs

Ms. Avital Schlanger and Dr. Hagai Katz

An in depth qualitative study examining factors allowing for early identification of young social entrepreneurs and the instruments that may help promote them and their enterprises.

### Young Mission-Driven Communities

Ms. Shelly Sharon and Dr. Hagai Katz

A qualitative study based on in-depth interviews and focus groups, examining processes and dilemmas of training, identification, boundary-spanning, mission, ideology and solidarity in the new phenomenon of young mission-driven communities in Israel.

### Teen Volunteering – Motivations and Recruitment

Dr. Uzi Sasson and Dr. Hagai Katz

This report summarizes the findings of a survey conducted within a group of teens volunteering in organizations dedicated to the promotion of teen volunteering, in comparison to a control group of non-volunteer youth. The study discusses differences in their motivations, values and socio-demographic characteristics. Motivations and models for teen volunteer recruitment are discussed in light of these findings.

## Additional forthcoming publications:

### Corporate Social Responsibility in Israel

Ms. Inbal Abbou and Dr. Hagai Katz

This report summarizes the findings of a major survey of publicly traded firms in Israel, focusing on their CSR practices, and particularly on two aspects – community engagement of the firm and Corporate Social Responsibility management in the firm.

### Corporate Social Responsibility and Firm Performance

Prof. Rami Yoosof, Dr. Hagai Katz, Dr. Ilanit Madar-Gavious and Mr. Zvi Amrusi

This report examines the relationship between the adoption of CSR policies by firms and their financial performance. It features an analysis of stock performance in the MAALA index in the Tel Aviv Stock Exchange as well as the Dow Jones Sustainability Index at the New York Stock Exchange, using both econometric and event analysis tools.

### The Third Sector Workforce

Dr. Hagai Katz and Ms. Hila Yogev-Keren

This report provides a first-ever scrutiny of the third sector workforce in Israel. It is an analysis of 10 years of comprehensive employment data in third sector organizations, using individual income tax and census data, looking at employment and wages in the third sector in the years 2000-2009.

# ISTR's first PhD Seminar 10th International Conference, Siena Italy

The 10th ISTR biennial conference, on the year of ISTR's 20th anniversary, taking place in the beautiful city of Siena, is probably the central event and gathering of the third sector research community worldwide. The conference this year has witnessed peaking interest with record numbers of paper submissions and conference registrations. Over 800 research papers were submitted and near 500 will be presented, next to a fascinating keynote lecture by Professor John Keane, titled *After Capitalism, Socialism and Democracy*. John Keane is Professor of Politics at the University of Sydney and at the Wissenschaftszentrum Berlin (WZB). He is the Director of the recently founded Sydney Democracy Initiative (SDI). During his many years in Britain, *The Times* ranked him one of the country's leading political thinkers and a writer whose work has 'world-wide importance'. He is author of notable books such as *Democracy & Civil Society*, *Global Civil Society*, and most recently the acclaimed *The Life and Death of Democracy*.

In best ISTR tradition the conference will include many social functions, panels and other venues to meet new colleagues, make new friends, and start new collaborations.

The new addition to the ISTR tradition is the first ISTR PhD Seminar preceding the Conference in Siena. The seminar, organized by an academic taskforce and chaired by ISTR board member, Prof. Lesley Hustinx (Department of Sociology, Gent University, Belgium), will be a recurring event that takes place bi-annually in conjunction with the international conference. The Seminar is open to all doctoral students in the field of third sector and civil society research, across

the different regions in the world, and at all stages of their doctoral research. The aim of the workshop is to provide doctoral students with the opportunity to receive extensive intellectual and methodological advice on their doctoral research, to introduce them to main theories and developments in the field, to reflect upon publication and career strategies, and to provide a unique opportunity to network with junior and senior scholars in the international ISTR research community.

More specifically, the seminar will consist of both plenary sessions with presentations by leading scholars in the field, and parallel group sessions in which the participants have the opportunity to present and discuss their doctoral research with peers, junior and senior faculty. Participants are grouped thematically, but the groups' composition is heterogeneous in terms of concrete research topics, disciplinary background, research stage, method, and regional affiliation.

The seminar is limited to a group of up to 50 doctoral students. Applicants must be members of ISTR and register to attend the conference. Participants are covered by ISTR for two nights of accommodation as well as coffee breaks and meals during the Seminar. Travel costs, though, are paid by the attendants. Participants are also offered conference registration subsidies.

The interest in the first seminar was phenomenal. We had 81 applications from 29 countries, and had to decline a dozen more applications that arrived after the deadline. The reviews process of the applications took a month and involved the Task Force Members and the President of ISTR, who engaged in

a double review (a third review in case of disagreement), making sure that reviewers don't review applications from their own country. The 50 best reviewed applicants, including two Israeli students, were notified, and a short waiting list helped substitute for those that couldn't make it to Siena.

The fifty invited participants, representing 25 countries from five continents will take active part in six discussion groups of 8-9 students each, adjoined by 12 faculty members from 12 different countries and different disciplines (Including Dr. Hagai Katz, director of ICTR), two in each group. The sessions, structured in an egalitarian and semi-formal style, will permit each student about 50 minutes for presentation and discussion of his or her doctoral research. In addition to that the seminar includes a keynote address by Prof. Steven Rathgeb Smith, Senior Associate Dean for Academic Affairs and Nancy Bell Evans Professor of Public Affairs, University of Washington. Semi-plenaries are also scheduled, focusing on the more practical issues of writing, publishing and career strategies.

The application for the Siena conference's PhD seminar is obviously over, but PhD students studying all and any aspects of the third sector, civil society, philanthropy, social enterprise and entrepreneurship, etc., can and should plan ahead to apply for the next PhD seminar, on the event of ISTR's 11th international conference in July 2014 in the lovely old town of Munster Germany. ●





# Strategic Branding for Nonprofits

Branding in the third sector has reached a crossroads. On the one hand it is considered a set of fundraising, marketing and trust-raising tools which also work to differentiate the organization from its competitors. On the other hand it is often portrayed as a vanity that might antagonize other organizations and make collaborations difficult in an already ego-packed environment, and a waste of resources. Amid this debate, a new trend is budding, the use of branding as a strategic tool to advance the organizations' mission.

Under this new approach the nonprofit brand is used to advance mission and long term social impact, and strengthen identity and cohesion. Lately prominent

organizations such as the Bill and Melinda Gates Foundation, Oxfam and WWF hired professional brand managers from the private sector to examine the uses of branding as a strategic tool. The focus in these cases is on how the organization's brand can be used to leverage the goals of the organization and impact the public discourse and agenda.

Currently the use of branding in third sector organizations is mostly for communications and ultimately fundraising. The strategic use of branding as a tool which conveys goals and values internally and externally vis-à-vis the organization's stakeholders and the general public, shifts the responsibility for branding from the director of communications to

the management and board of the organization.

Unlike branding in the private sector, in which products and services are visible and easily explainable, nonprofit organizations services and products are difficult to visualize and evaluate. The research shows that serious branding and brand maintenance are closely related to a clean administration and a clean public image.

Building a nonprofit Brand which is capable of leveraging the organization's cause is a strategic decision and long-term process. The following is an article by Shai Waxman Abramson which describes the importance, the steps and the process.

## Branding as an all Encompassing Tool

By Shai Waxman Abramson

Nonprofits often hire consultants to "do their branding." In most cases, what they are seeking is a new name, logo and look for their communications materials. More often than not, what they don't realize is that every organization that's been around for a while already has a brand. The reason of course is that a brand is how the organization is perceived by both the outside world and those on the inside.

- If your staff is known for running a tight ship...
- If your executive director is recognized as visionary...
- Alternatively, if she drives a Mercedes...

- If your organization is perceived as bureaucratic...
- If you have a high employee turn-over...
- If your board is weak...
- If your marketing efforts are forgettable...
- From quality of service, level of professionalism and staff attire to how the phone is answered – all these are your brand.

The following are a few real-life examples of branding gone wrong:

Setting: The mahogany-walled penthouse offices of a mega-donor. Seated in the lobby, on furniture custom-designed by the mogul's wife, are three, heavily perspiring men in ill-fitting suits. When the potential donor enters the room they jump to their feet and one crushes him in an exceedingly wet bear hug exclaiming, "I've waited all my life for this moment!" The donor raises his arms as if to ward him off. The meeting hasn't even begun, yet, this nonprofit has already lost. To make matters

worse, when asked during the meeting whether they had prepared any materials, the nonprofit executives excitedly presented a plastic envelope with shoddily copied pictures of the multi-million dollar equipment they needed. For this mogul, the organization's branding is unprofessional, cheap, disrespectful, and an utter waste of his precious time.

A donor informs a particular hospital that he would like to make a multi-million dollar gift and asks them to prepare a contract. Three months pass and still no contract. Four months. Five. After a whopping 13 months the hospital sends a draft agreement. By then, the donor has decided that they are jokers and rescinds his offer. This organization's branding is unserious.

The Director of Resource Development for a leading nonprofit organization travels to New York to meet with potential donors. During one of those meetings the potential supporter

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## Strategic Branding for nonprofits

asks a few simple questions such as: What is the annual budget? What percentage of that budget comes from government funding and what has to be raised? How many people does the organization provide service for on an annual basis? The Director

doesn't know his numbers. He starts making things up. The business man hones in on the inconsistencies. The meeting is a failure. This organization's branding is unprepared and untrustworthy.

Note: in only one of these

cases the organization's logo and materials may have made a significant difference in how the organization was perceived.

### What is branding?

In many ways, an organization's brand is its covenant both with the

### The branding process

#### Step 1 The Big Picture

The first step is to get the big picture of the organization's current branding. Start by interviewing donors, senior staff, administrative staff, volunteers and service recipients.

- Ask the 5 W's: Who are we; what do we do; where are we making a difference; when are we most needed; why we do what we do?
- Then take it to a deeper level by doing a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The internet is an excellent source for information on how to conduct the SWOT analysis.
- Often employees are not forthcoming with what they consider to be negative comments. You may want to consider creating a message box where people can anonymously leave comments and recommendations.

#### Step 2 Strive to be Better and Make it Part of the Institutional Norm

Setting out on a real branding process is an unnerving, challenging, exciting, and sometimes scary endeavor. All the strengths and weaknesses and quirks of the organization come to surface. It is not a time for attacking those in charge for their flaws or Achilles' heel, rather a time to recognize that every organization can be better. Moreover, recognizing that in today's rapidly changing world, the nonprofit that doesn't constantly evolve will get left behind. Branding causes disruption of the very best kind. It forces people in the organization to analyze, recognize, lead and drive improvement.

Branding is not a quick fix but an ongoing process that requires time, effort and collaboration. Create a core branding committee comprised of staff, board members, and volunteers that will be responsible

for moving the process forward. Understand that each step demands dedication and careful consideration.

First, review the mission, vision, and values of the organization. Do they accurately reflect the organization? If not, consider the changes and shifts the organization needs to make in order to stay true to the original charter.

Next, review the insights gained in Step 1. Do your various constituencies perceive the organization in the same light? Are you pleased with their view of the organization or are there issues that need to be addressed, corrected or updated? Note: the branding process will undoubtedly expose the organization's strengths and weaknesses. Grasp this opportunity to define the core essence of your organization and adopt best practices.

Define your key messages and ensure that they follow the 3 C's and are clear, concise and compelling. Create visuals that are bold, powerful and set you apart from the others.

#### Step 3 Ensuring Branding Uniformity

Branding is not the secret domain of the marketing department. To be successful, branding has to be adopted throughout the organization.

Embrace your branding. Celebrate it. Look for every opportunity to put it forward. Consider painting the organization's values in the entrance lobby. Live those values. Create an annual award for the employee who best embodies the organization's brand. Drive home the key messages in every speech, presentation and publication. Publish a branding manual and distribute it to the entire staff, board and volunteers. Hold branding educational days and turn your entire staff into ambassadors for your cause.

Don't forget branding is part of your organization's ongoing work and mission. Lead by example.

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## Strategic Branding for nonprofits

people who are already part of the endeavor and the population at large. It is a living, breathing and constantly evolving process that conveys the heart and soul of the organization. Branding happens with every contact and interaction between the organization and the outside world, as well as within the office walls.

If branding is all-encompassing then how can an organization create effective branding that accurately communicates who they are? The key is to internalize the concept that branding is an inclusive, ongoing process that can only succeed with broad-based

buy-in. It is about understanding where you are, where you want to go, and how you want to get there. ●

### References:

The Role of Brand in the Nonprofit Sector By Nathalie Kylander & Christopher Stone.

Branding for Nonprofits: New Research, New Insights, Rahim Kanani.

## “Superbrands” Top Israeli nonprofit brands\*

### 2010

ILAN  
AKIM  
Zaka  
Variety  
Yad Vashem  
Latet  
Magen David Adom (Israeli Red Cross)  
KKL (Keren Kaymet L'israel)  
Weizman Institute  
Ezer MiZion  
Israel Cancer Association  
Association for the Wellbeing of Israel's Soldiers  
Society for the Protection of Nature in Israel

[www.superbrands.co.il/superbrandsList.pdf](http://www.superbrands.co.il/superbrandsList.pdf)

### 2011

ADI  
Association for the Wellbeing of Israel's Soldiers  
Magen David Adom (Israeli Red Cross)  
Ezer MiZion  
Israel Cancer Association  
Society for the Protection of Nature in Israel  
YAD SARAH  
ZAKA

[www.superbrands.co.il/superbrands2011.pdf](http://www.superbrands.co.il/superbrands2011.pdf)

The original listing includes public, government and national institutions, for our purpose these were eliminated from the list. To see whole list in the category please follow the links at the bottom of the list