

Marketing your Program to Collaborative Partners and Other Stake Holders

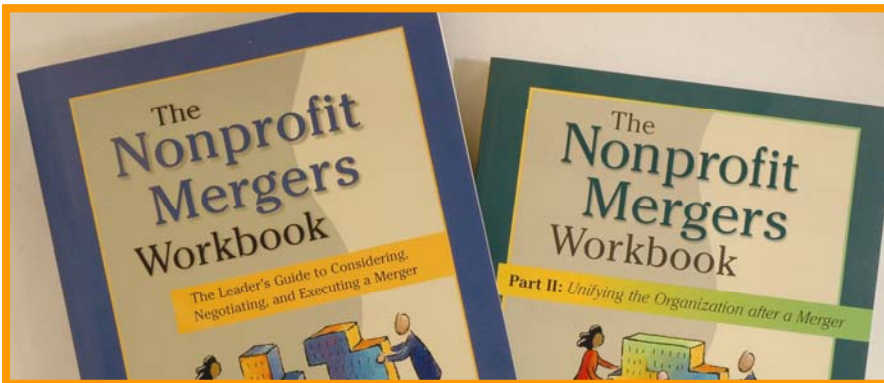
Presented by
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About Us



- Consulting, Training, and Research
- Strategy
- Strategic Restructuring
- Leadership

Welcome

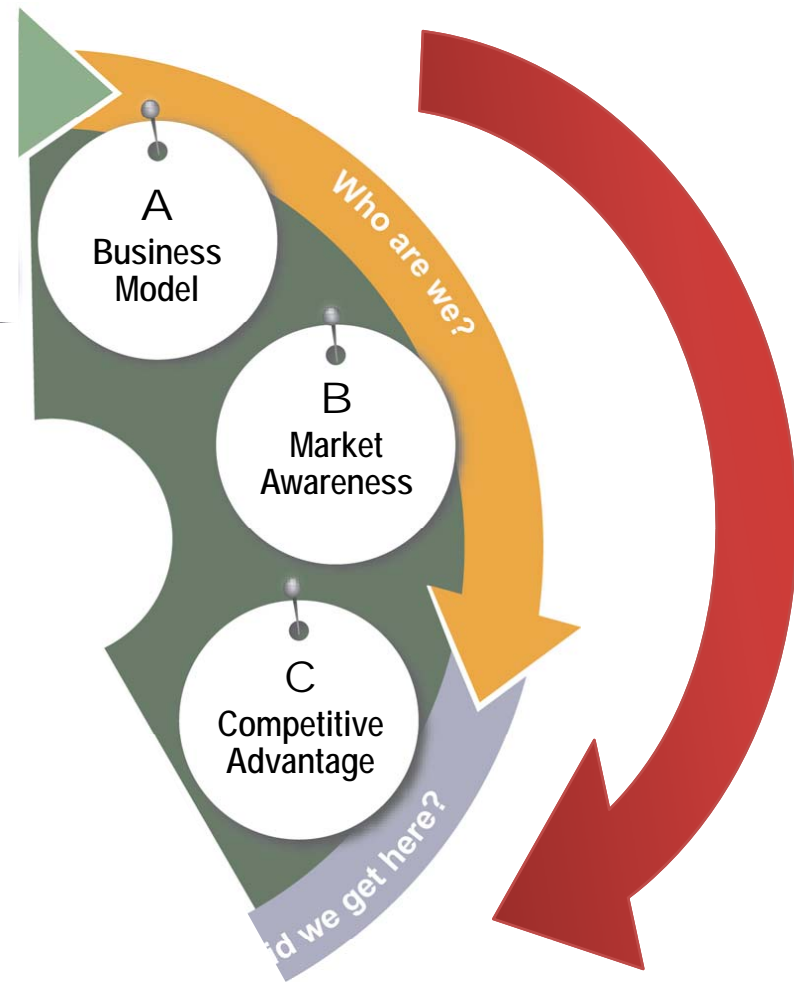
Today's Session

- Marketing your program begins with self-knowledge
 - Who are we?
 - What do we do?
 - How do we do it?
 - What differentiates us and makes us better?

- Explicit understanding of what you want from partnership?
 - Capacity to address critical community issues?
 - Gain complementary skills or knowledge?
 - Compensate for weaknesses?

Creating your organization's

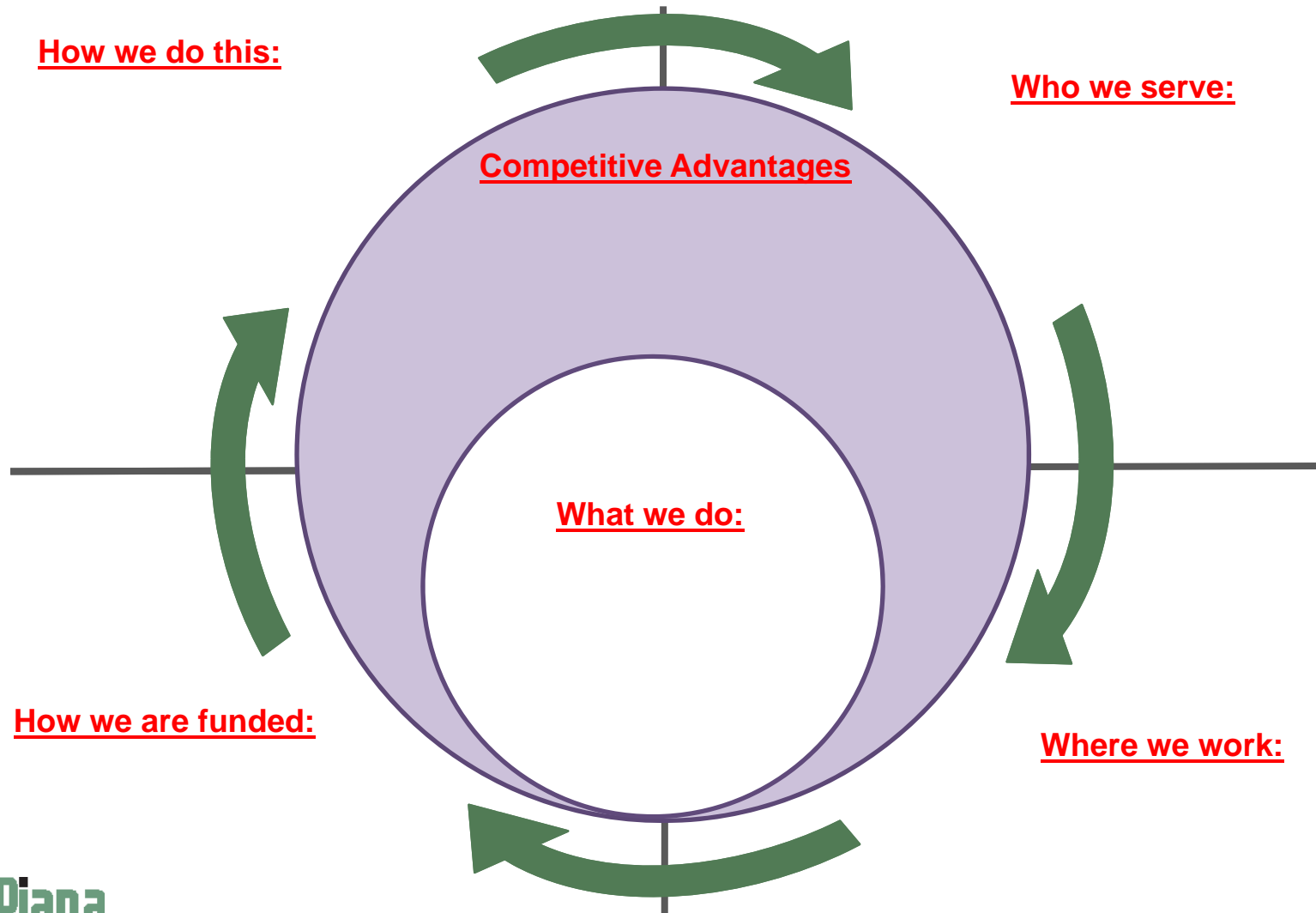
Identity Statement



Identity Statement

- Concise explanation of “who we are”
 - Reflects organizational self-knowledge
- Captures business model in explicit format
 - Fosters decision making
 - Communication tool
- Keeps your competitive advantage front and center

Identity Statement



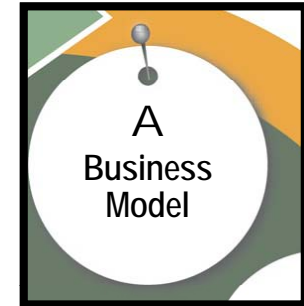
Step A: Business Model

Steps

- Who you are: *your mission and brand*
- Scope: *geography, activities, customers*
- Sources and distribution of funding

Purpose

- Strong foundation
- Unified leadership



Define Your Business Model

	Elements of Our Business Model
Programs and Services We Offer	
Consumers or Constituency We Serve	
Where We Do Our Work	
How We Fund Our Work	

Step B: Market Awareness

Being aware of . . .

- The market, your current place in it, and how you got here
- Others in the market—their strengths and weaknesses
- The forces—social, economic, technological, political—that have created your current position

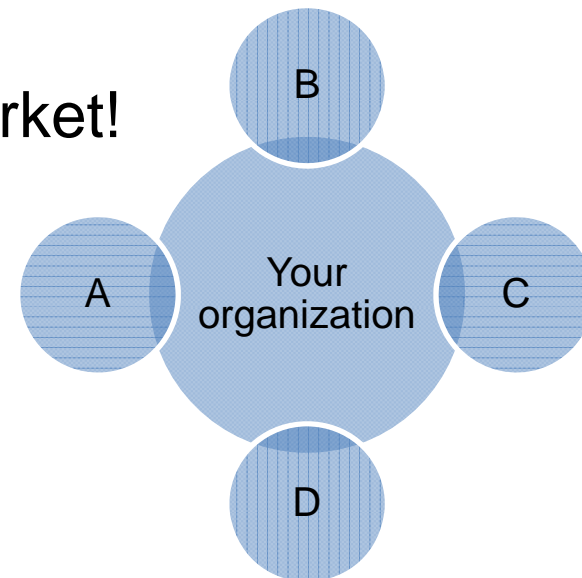


The Market in Which You Operate

- Market
 - Your field of work
 - Has geographic boundaries
 - Has other participants

You may be in more than one market!

- Large organizations may operate in several markets with different competitors in each



Step C: Nonprofit Competition

What do nonprofits compete for?

- Customers
- Human capital (board members, staff, volunteers)
- Third party payers
- Attention/media
- Funding



Know Your Competition

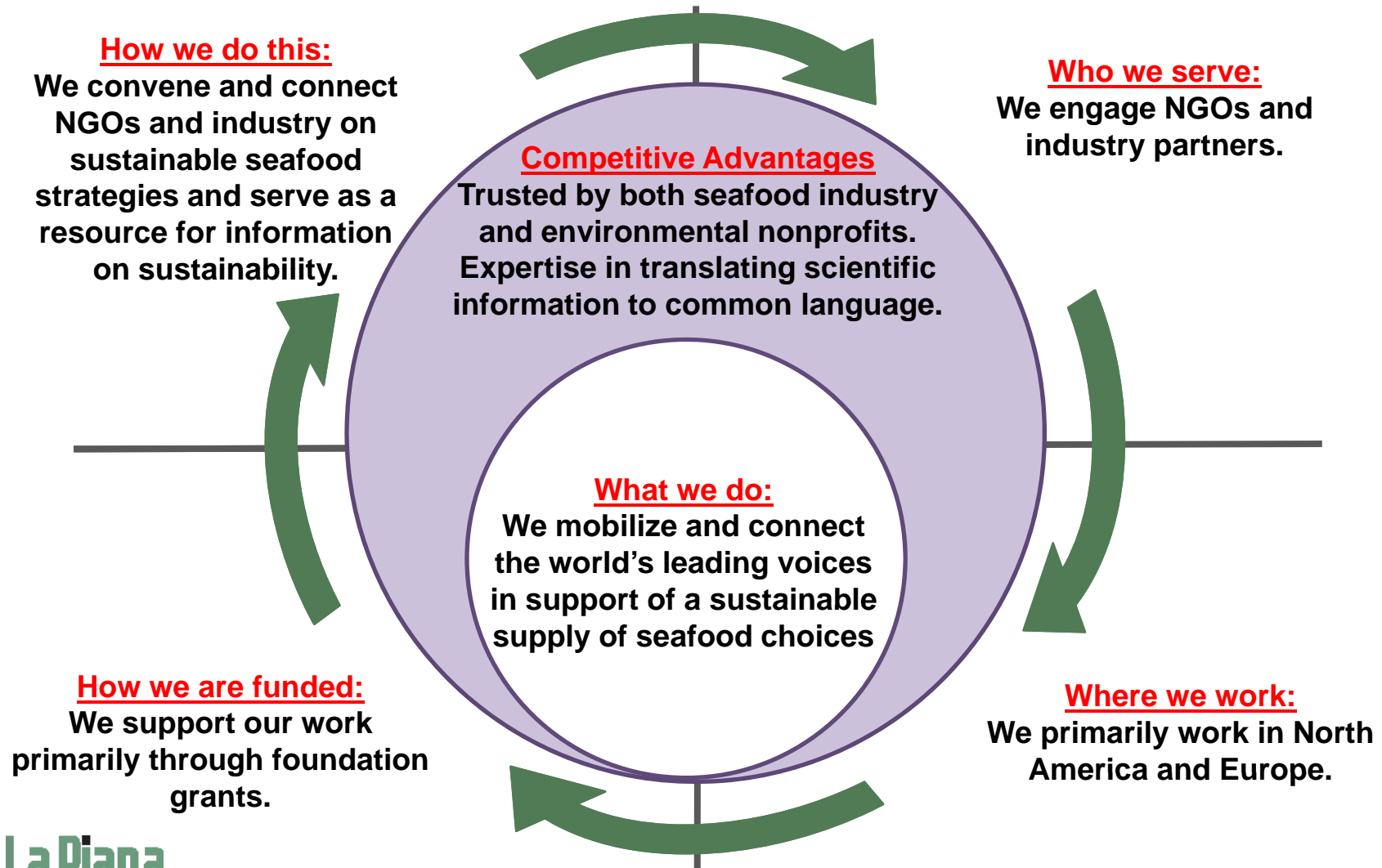
Direct Competitors	Substitutable Competitors	Resource Competitors
Those organizations with the same market focus as your nonprofit – they do what you do (<i>that is, they have a similar program</i>) within the same geographic area, for the same types of customers.	Those organizations that meet the same need that your nonprofit meets, but in a different way.	Those organizations that do not compete with your nonprofit for customers, but do compete for other resources such as, funding, board members, other volunteers, paid staff, and media attention.

Defining Competitive Advantage

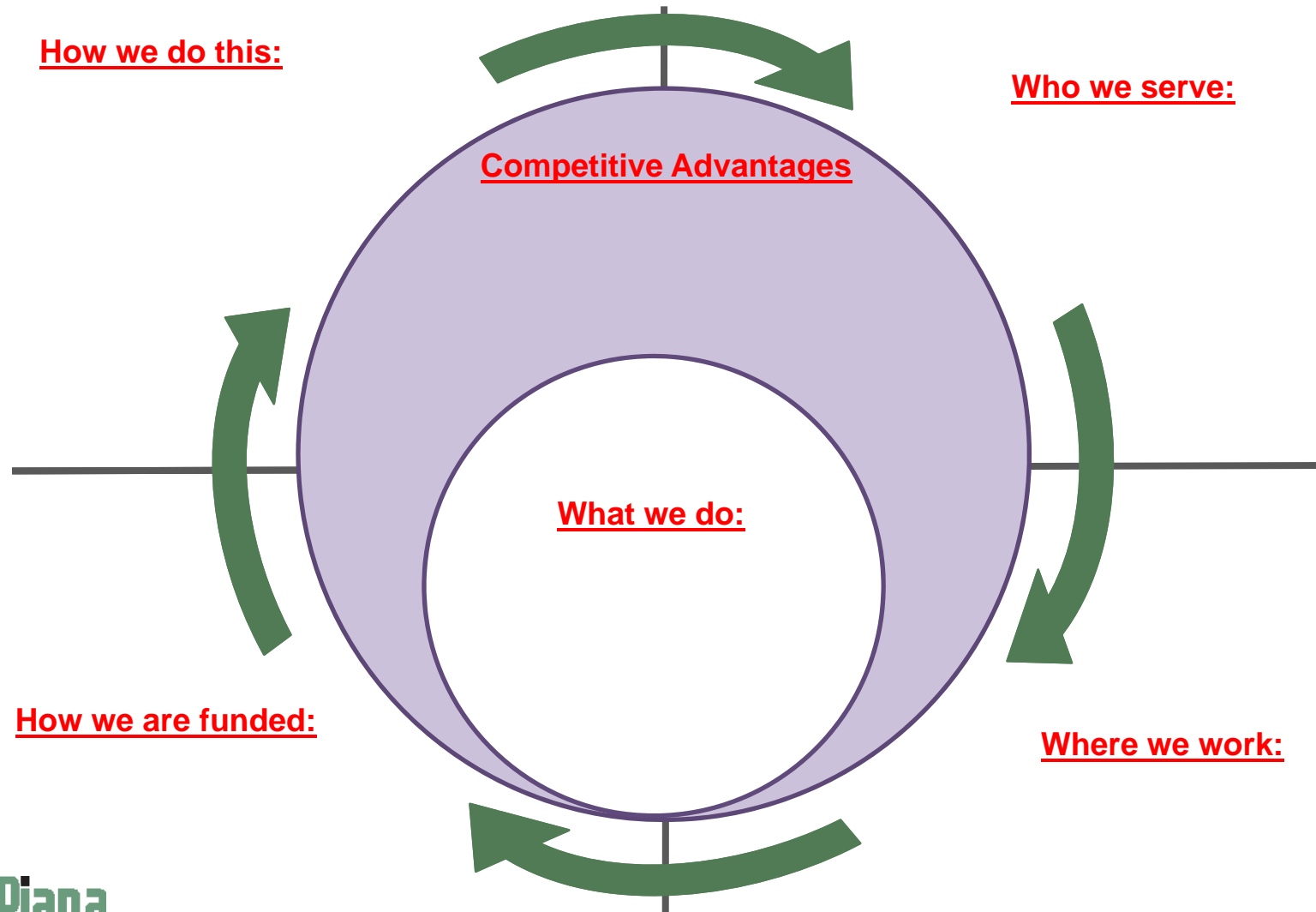
- *Your ability to produce social value using a unique asset, outstanding execution, or both.*
- *Leverage what sets your organization apart.*



Example Identity Statement: Save the Fish



Identity Statement



Value of an Identity Statement

- Organizational clarity
 - Everyone is on the same page
 - Engage your board in the discussion
 - Heightens staff awareness that you have competitors (even if you consider them collaborators)
- Communication
 - Improves your ability to communicate who you are (not just a list of programs)

Seeking Partners

- What are the most critical issues you are currently facing?
 - From the board's standpoint? CEO? Management team? Program staff?
- What is motivating your interest in partnership?
 - Funder expectations? Respond to competitors? Not effectively achieving mission? Issues too big to tackle alone?
- What other organizations operate in your "space" with which you could partner?

Assess Yourself

- What do we have to offer?
 - Begin with identity statement
 - Assess organizational assets
- What is our experience with partnerships?
 - What has worked or not worked?
 - What would we do differently?
- What is our culture?

Assess Prospective Partners

- Do we have any experience with this partner?
- What do we know about this partner?
 - Do your homework – web search, review web-site, ask others in your community/field?
 - What are their skills, networks, knowledge, access to key stakeholders?
- What do they have to offer us?

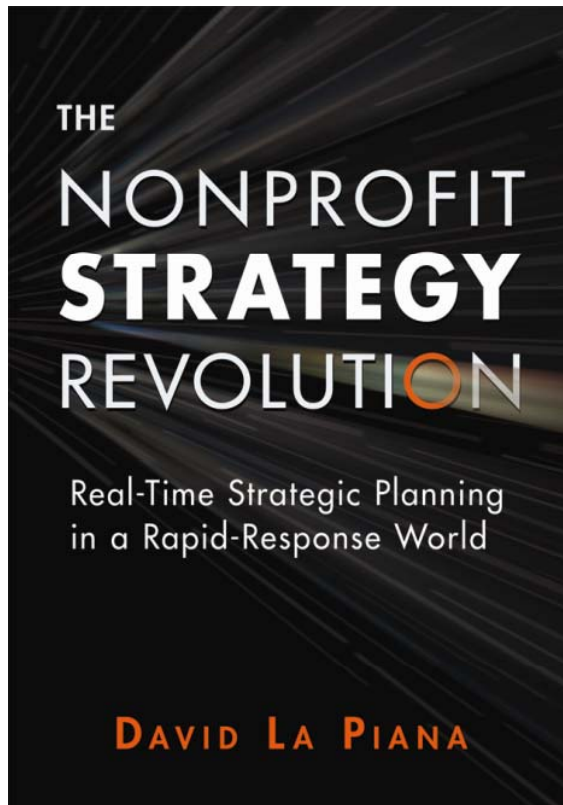
Approaching Partners

- Work together to expand an existing program to reach a new or larger “audience”
- Work together to improve an existing program to attain more significant outcomes
- Work together to develop a new program that will solve a critical community problem

“Screen” Partnerships

- Establish criteria against which you will evaluate opportunities to partner:
 - Helps us achieve our mission
 - Consistent with our identity
 - Furthers our competitive advantage
 - Consistent with our values
 - Can vouch for the integrity and quality of the partner
 - Have clear, measurable outcomes for the partnership
 - Have the capacity to work with us – time and commitment to plan, communicate often, evaluate results

Get Started Today!



The Nonprofit Strategy Revolution

Real-Time Strategic Planning in a Rapid-Response World

By David La Piana

Published by Fieldstone Alliance

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