

This is where your story gets good.

 **CHANGEeffect**

What We Do

## This is where your story gets good.

CHANGEeffect is made up of storytellers, strategists and designers who are passionate about designing brands that connect with culture and reach people's hearts to make this world a better place. There are three foundational truths that must be understood and woven together for this to be successful:

### **Compelling stories are magnetic.**

As human beings, story is a part of who we are. We communicate with stories. We share values through stories. People are drawn to stories that move them at an emotional level.

### **Culture speaks louder than words.**

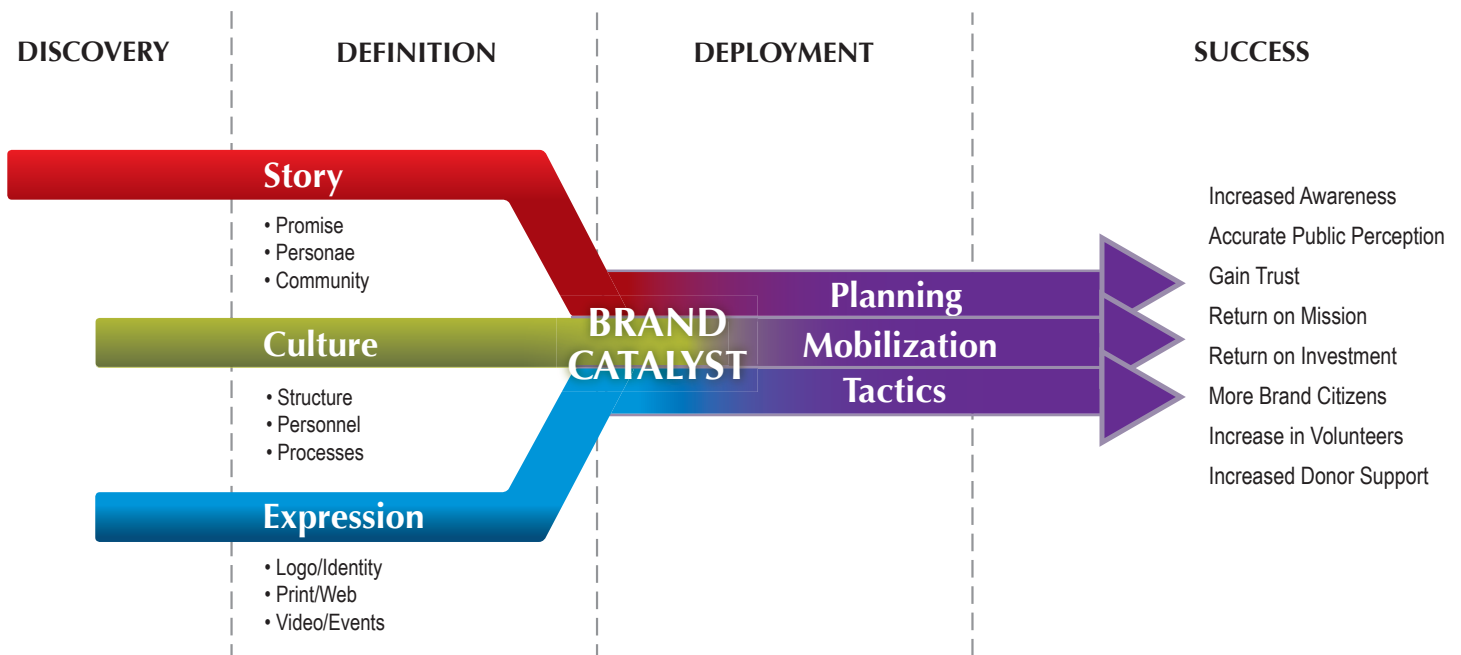
"Who you are shouts so loud I can't hear what you're saying." Brand rituals, internal processes and organizational structures are incredibly important to delivering on the promise of your story.

### **Both good and bad design get noticed.**

Your story must be expressed...and it must be expressed well. When the words are combined with images in counter-intuitive and unexpected ways they reach into and stir the hearts of the audience, motivating them to be a part of your story.

### **THE CHANGEFFECT 3-STRAND PROCESS**

Based on the above principles, CHANGEeffect approaches an organization's brand in three distinctive strands: its story, its culture and its expression. When all three strands are woven and pulled together the brand becomes strong and is able to effectively pursue its Return On Mission (ROM).



## Story

What business are you in...really? Most organizations define themselves only in terms of the products or services they provide using words that reduce them to a commodity. But the most effective organizations use unique language that tells a story. Defining your story distinguishes you from other organizations and connects with people. When you can clearly state what you do beyond the specific service or product you provide, your genuine brand will come alive.

### STORY DISCOVERY

Our experience has taught us that it is both dangerous and presumptuous to provide precise numbers or specific guidelines before we have had the opportunity to understand and address the many variables we may encounter along the way. Our past successes have been largely due to our ability to ask clients the right questions before suggesting any proposed solutions.

Any number of research tools can be employed depending on the project scope and budget considerations. Typical tools include interviews, surveys, focus groups, Internet research, ideation sessions and review of existing communication materials and strategic plans.

### STORY DEFINITION

The Story Definition ultimately serves as the organization's position relative to the other choices the audience has. This phase will result in the following deliverables:

- **Definition of Brand Personae:** Descriptors and characteristics that describe the personality of your organization and what it's like to experience your organization.
- **Definition of Brand Community:** Who are your audiences? Are they customers or citizens? What is it that motivates them?
- **Definition of Brand Promise:** What is the most compelling benefit or offering that will most clearly separate your organization from its competitors? This is also referred to as the Unique Selling Proposition (USP).
- **Brand Story:** This is a short one-page story that gives a voice to who you are. It takes into consideration the personae, people and promise of the brand and culminates with the organization's name and positioning tagline. It is a story that can then be used as the basis for messaging in all future communication strategies and tactics.

### STORY DEPLOYMENT

Based on the direction developed within the previous phases of work, CHANGEeffect will present specific 12 – 18 month strategic and tactical recommendations for implementing a fully integrated Brand Communications Plan. This plan will define qualitative and quantitative success measures, audience and messaging segmentation and possible brand rollout strategy.

# Culture

Is your organization structured for enduring brand success? CHANGEeffect looks at every aspect of your organizational culture (structure, processes and people) to determine if you have the interrelated components to live your brand over the long haul. If you can't live what your brand story promises, you're at risk. We will evaluate, recommend and guide internal adjustments so you're organized for effectiveness and sustained success.

## CULTURE DISCOVERY

The Culture Discovery is usually integrated with the Story Discovery process. It can include reviewing your organizational and governance structure, identifying key leadership dynamics, discovering internal processes and rituals, evaluating internal communication practices, assessing financial health and investigating the organizational growth history.

## CULTURE DEFINITION

Based upon the information gathered in the discovery phase and the overall brand story direction, we will provide an assessment of the culture and recommendations for adjustment. These recommendations might address any of the following questions:

- Does the current organizational structure fit and support the story?
- What changes to the leadership dynamics need to be adjusted to effectively lead the organization in living the story?
- Do organizational processes fit and support the story?
- What rituals of behavior could be implemented to better live the story?
- Do the internal communication processes fit and support the story?
- Is the organization missing anything to live the story?

## CULTURE DEPLOYMENT

We can walk alongside your organization as you begin to live out your story and apply the recommendations we develop by:

- **Providing brand training** – a hands-on process with your team to assure full buy-in, understanding of key talking points and effective implementation of the brand strategies and tactics. This usually involves on-site interfacing and interactive coaching.
- **Establishing brand rituals** – protocols and disciplines that foster dialogue and reinforce the brand story in a way that provides a unique experience to both internal and external audiences. This often involves setting up an internal brand catalyst team to guard the brand story and to innovatively look for ways to embed it into the culture.
- **Setting up checkpoints** – periodic dates where we ask the question, “Are we still on track?” This usually involves periodic interfacing with core leadership to evaluate the previously-defined success benchmarks. This then leads to refined action and mobilization to leverage areas of momentum.

## Culture (continued)

In addition to implementing the recommendations made during the Discovery and Definition phases over a period of weeks or months, CHANGEeffect can provide three areas of more long-term culture assistance, described below.

### ORGANIZATIONAL ORDER

There are times that your organization may face significant immediate challenges. Whether you are considering executive personnel changes, facing revenue shortages or other internal crises, CHANGEeffect can help. Our team will collaborate with your executive leadership to develop and implement appropriate crisis management strategies to restore order to your organization. Once order has been restored, other organizational infrastructure issues can be addressed to position the organization for a healthy future.

### LEADERSHIP SYSTEMS REFINEMENT

In order to reach their full potential, many organizations need assistance in executive leadership. Leadership systems refinement might include asking and working to effectively answer the following questions:

- Is your executive leadership structure congruent with your vision and goals?
- Is your leadership structure clear, especially in the area of roles and responsibilities for each executive team member? Do executive team members need to be repositioned for greater individual and team success?
- What is your leadership process for making decisions about the strategy and direction of the organization?
- How are leadership decisions communicated to the rest of the organization?
- Is there an appropriate process for soliciting feedback from the rest of the organization regarding key decisions?

Once these questions have been answered, CHANGEeffect can partner with you to implement a process of implementing strategic changes in your leadership systems.

### INFRASTRUCTURE ENHANCEMENTS

The third area of long term culture assistance offered by CHANGEeffect is in the area of infrastructure enhancements. Some of those enhancements include (but are not limited to):

- **Wage/Salary Assessment** – Is your current wage and salary system easy to administer and competitive in your market?
- **Benefit Assessment** – Are your current benefit packages communicating value to your team members? Are the benefits you offer easy to administer and competitive in your market?
- **Strategic Planning** – What are your long term goals? What specific steps do you need to take in order to achieve those goals?

## Expression

How do you communicate who you are? CHANGEeffect works with your team to translate your compelling story into words and images that speak to the heart and compel action.

The creative expression of your story should evoke both motion and emotion in your target audience. Creative expression is the easiest part of the CHANGEeffect process to quantify—it's the culmination of the work that happens throughout the other steps of the process. In fact, many organizations begin their process with us by asking for a website or some other creative tactic. In our conversations with them they realize that their biggest problem is that they need a compelling story.

Once the story is focused, unique and compelling, the creative expression of the story becomes easier and more effective. No longer are creative decisions made based simply on preference, they are evaluated by how well they tell the story of the organization.

### EXPRESSION DISCOVERY

What are you doing now? How's it working? Do all the different communication expressions of your organization look and feel like they are from one family? CHANGEeffect can provide an audit of your current communication materials, images and icons as it relates to your overall brand story.

### EXPRESSION DEFINITION

Along with a new brand story comes a new brand expression and sometimes a new identity. In the Expression Definition phase CHANGEeffect can provide:

- **Creative strategy** – palette development of images, graphics, fonts and colors combined to construct various representational pieces like a brochure cover, website home page, billboard or other identified core pieces.
- **Identity** – name, logo and tagline treatment.
- **Brand rationale piece** – a brochure or similar that expresses in words and images the rationale for the new brand story.

### EXPRESSION DEPLOYMENT

Based upon the overall brand story and creative strategy, CHANGEeffect creates or produces items that generally fall in the following categories:

- **Print design** – ads, brochures, graphic standards manuals, direct mail, billboards, etc.
- **Interactive media** – websites, CD-ROMs, HTML emails, Flash animation, videos, radio, etc.
- **Experiences** – conferences, retreats, seminars, ideation sessions, etc.
- **Photography**

# Philosophy

## **BRANDING IS STORYTELLING**

Branding may be a popular marketing term, but few people understand what it means. It's not the tag on the back of your shirt. It's not a logo, slogan or position. Actually it's all of that—and more. *Branding is the practice of creating an identity and an experience that reflects the mission, culture and personality of your organization.* This includes your communication tools, signage, logo, organizational behavior and what is said about your organization over the back fence.

## **GENUINE BRAND VS. LOGICAL BRAND**

What is a Genuine Brand? Why is it important? A Genuine Brand is not about the products you're selling or the services you're providing. That is called your Logical Brand. A Genuine Brand gets underneath the surface to identify the unique primal code of your organization and identifies its unique characteristics. It takes into consideration the feelings or emotions you want your customer to have when they think of your organization. Genuine Brands tell a story. Here are a couple examples of well-known organizations and their Genuine Brands.

### **STARBUCKS**

Starbucks has created an empire built on coffee. That's the Logical Brand. So what is their Genuine Brand? What do they want people to feel about Starbucks? They want to be "The Third Place." The first two places that people live their lives are home and work. Starbucks wants to be "The Third Place." You can see how this Genuine Brand has influenced everything in their organization down to how a Starbucks location looks and feels inside. The comfortable seating and cool music say, "Sit down for a while and hang out." It all says, "Make us your third place" without saying it verbatim.

### **FEDEX**

FedEx delivers packages overnight. But what is their Genuine Brand? They are in the business of "Don't worry about it." Once you've given it to FedEx, you can forget about it. It will get there. That's the real service they offer: we'll take care of it for you. This is why they believe that a partnership with Kinko's fits their Genuine Brand. You can do all the copying and collating right there before you give it to them to be delivered. "Don't worry about it." Again, they don't use it as a slogan in their advertising, but it is behind everything they do.

## Trends

There is a new paradigm emerging in some segments of the profit and non-profit sectors. This paradigm seeks to move customers from *awareness to advocacy*. As a part of this process, customers move from merely consumers to citizens of a brand.

We can witness this new paradigm most clearly among the 200 million members of the Baby Boomer, Gen X and Gen Y demographic groups. We can see these consumers being converted into citizens of brand's communities that have arisen around companies like Starbucks and Apple (creator of the iPod).

According to some of the leading thinkers in the field of branding, like Marc Gobé, this phenomenon is referred to as "citizen branding" and is built upon the ten commandments of emotional branding, which we have included below.

### **The Ten Commandments of Emotional Branding**

From *Citizen Brand* by Marc Gobé

*As consumers we are moving:*

- 1. From Consumers...to People**  
Consumers buy. People live.
- 2. From Honesty...to Trust**  
Honesty is expected. Trust is engaging and intimate.
- 3. From Product...to Experience**  
Products fulfill needs. Experiences fulfill desires.
- 4. From Quality...to Preference**  
Quality for the right price is a given today. Preference creates the sale.
- 5. From Notoriety...to Aspiration**  
Being known does not mean that you are also loved.
- 6. From Identity...to Personality**  
Identity is recognition. Personality is about character and charisma.
- 7. From Function...to Feel**  
The functionality of a product is about practical or superficial qualities only. Sensorial design is about experiences.
- 8. From Ubiquity...to Presence**  
Ubiquity is seen. Emotional presence is felt.
- 9. From Communication...to Dialogue**  
Communication is telling. Dialogue is sharing.
- 10. From Service...to Relationship**  
Service is selling. Relationship is acknowledgement.

## Leadership Team

### **TIM ELLENS**

#### **Senior Partner, President, Strategic Creative Guy**

Tim brings two decades of experience in branding and design mostly for faith-based ministries, schools and churches. He has consistently come alongside many non-profit organizations to help them understand how to discover their unique story and tell it in a compelling way. Some of these organizations include The Back To God Hour, Elim Christian Services, Rest Haven Christian Services, Earthjustice, Timothy Christian Schools and Barnabas Foundation.

### **JOE DASCENZO**

#### **Partner, Vice President, Mayor of Ideatown**

Joe's 14 years of experience in communications includes exhibit design at The Field Museum of Natural History, interactive media design at Harper Collins and eight years of agency experience. He has creatively solved communication design challenges for many organizations including Willow Creek Association, Moody Bible Institute, Trinity Christian College, Illinois Institute of Technology, John G. Shedd Aquarium and a variety of non-profit, faith-based organizations. Joe offers a unique combination of hard work and a love for communicating that has produced award-winning projects.

### **FRED VOJTSEK**

#### **CEO, Senior Leadership Consultant**

Fred has provided leadership, organizational management and counsel to executives and leaders in both for-profit and not-for-profit organizations. He has created and led small and medium sized businesses since 1972. He has served leaders and teams in times of change, transition and growth. He brings both business savvy and strong interpersonal and coaching skills that have made him a valuable asset to many organizations. He is known for his integrity and commitment to those in his life. Fred has served organizations like Willow Creek Community Church, ShoreBank, SN Perspectives, Goodman Audio, Christian Life Center, Oaks Fellowship, Pathway Community Church and Business Advisors.

### **BRIAN KAGAN**

#### **Brand Catalyst, Wizard of Wonder[ing]**

Brian brings three decades of experience in the areas of secular product development, retail and professional services and branding for institutions and entertainment figures and companies. In addition, he brings a decade of experience in the faith-based environment. Brian has repeatedly demonstrated his capabilities by helping organizations both small and large refresh and often reinvent their brands while upgrading their public image. Brian has built his successful career by focusing on what he refers to as Brand Convergence: the bringing together of the core elements pivotal to sustained success for any integrated branding initiative. Brian has led significant branding efforts with the Evangelical Free Church of America, The Worship Network, WaterStone, Gospel Music Association, Federal Express, Reba McEntire and Trammell Crow Companies.

# Experience and Clients

## **NON-PROFITS:**

AG Financial, Barnabas Foundation, The Back to God Hour, Bethshan Association, Camp Manitouqua, Christian Music Trade Association, Country Music Association, Discovery Education Center, DuPage County Children's Center, E3 Partners Ministry, Elim Christian Services, Evangelical Free Church of America, First Book/Washington D.C., Global Partners, Gospel Music Association, Koinonia House National Ministries, Harmony Foundation, John G. Shedd Aquarium, Leadership Catalyst, Mission to the Americas, Mission Year, Nashville Visitors & Convention Bureau, National Association of Evangelicals, New Leaf Resources, North Coast Training Network, PBS Television/Between the Lions, Porter's Call, Pastoring on Purpose Ministries, Rest Haven Christian Services, T.J. Martell Foundation, Spaulding Center for Transportation, United Methodist Volunteers in Mission, WaterStone, Willow Creek Association, The Worship Network, World Relief

## **SCHOOLS:**

Baylor University, Calvin Christian School, Daystar School, Fisk University, Illinois Institute of Technology, Christian Heritage Academy, Highland Christian School, Moody Bible Institute, Timothy Christian Schools, Trinity Christian College, Southwest Chicago Christian Schools, Westminster School

## **CHURCHES:**

Assemblies of God, Chandler Community Church (Chandler, AZ), Christ Fellowship (Palm Gardens, FL), Discover Church (MN), Elmhurst Christian Reformed Church (Elmhurst, IL) Horizon Community Church (Elmhurst, IL), First Presbyterian Church of Champaign (Champaign, IL), Hope Community Church (Palos Heights, IL), Living Waters Community Church (Bonita Springs, FL), Living Water Ministry (Knoxville, TN), Living Word Christian Center (Forest Park, IL), North Coast Church (Vista, CA), North Point Church (Springfield, MO), Oaks Fellowship (Red Oak, TX), Resurrection Life Church (Grandville, MI), St. John Lutheran Church (St. Louis, MO), Two Rivers Church (Knoxville, TN), Western Springs Christian Reformed Church (Western Springs, IL), Willow Creek Community Church (South Barrington, IL)

## **ENTERTAINMENT:**

*Artists:* Garth Brooks, Blackhawk, Steve Curtis Chapman, DC Talk, Duane Eddy, Jump5, Reba McEntire, Tim McGraw, Toby McKeehan, Relient K, Newsboys, Nicole Nordeman, Stacie Orrico, Kenny Rogers, Rebecca St. James, Tait, ZoeGirl.  
*Record Labels & Organizations:* Academy of Country Music, Breakfast Table Management, Capitol Records, Curb Records, EMI Christian Music Group, EMI Gospel, Festival Con Dios, Forefront Records, Gotee Records, InPop Records, Magnatone Records, Sparrow Records, Starstruck Entertainment, Virgin Records, Warner Brothers Records, The WoW Partnership

## **BUSINESS TO BUSINESS:**

Allied Waste Services, Canoe Bay, The Care of Trees, Goldstine, Skrodzki, Russian, Nemeč & Hoff, Graybill, Bartz & Associates, Enfinity Engineering, Evergreen Environmental Energy, Huizenga Capital Management, iStream Companies, ITW Ramset, Legacy Planning Group, Metavante, Raleigh Woods, SET Environmental, Suburban Bank & Trust, Silva International, Lost Creek Stone, Trivista Plastics, V3 Companies, VanderLaan Brothers, Waste Management

## **REAL ESTATE, FINANCIAL & PROFESSIONAL SERVICES:**

Alliant Advisors, Boyle Investments, Bunge & Associates, Centex Corporation, Crescent Resources, Ford Motor Credit Corporation, HOK Architects, International Capital Management Corporation, JJCA Architects, Primus Automotive Financial Services, Prometheus Development Company, Sierra Capital Management Corporation, Southern Land Company, Trammell Crow Company, Transwestern Property Company, The Weston Companies

## **HEALTHCARE:**

Hemophilia Health Services, Orthopedic Consultants, Trigeminal Neuralgia Association

## **HOSPITALITY:**

Westin Hotels

## **RETAIL & PRODUCT:**

ACA Joe, LTD, Federal Express, Oster, Pentax Corporation, Polaroid Corporation, Sara Lee Corporation/Socks Galore & More, Sebastian's Closet



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1510 Plainfield Road, Suite 1, Darien, IL 60561  
p 630.598.9898 / f 630.598.9899 / [CHANGEeffect.com](http://CHANGEeffect.com)