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9 Digitize LACAAW
10 December 21, 2012
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I: Brand Audit and Research

who are you?

what do you say?

to whom do you say it?

how do you say it?

History
Attributes
Values
Culture
Organization Structure
Business Practices
Competition (Direct and Indirect)
Visual Identity
“We don’t give up. We turn obstacles into opportunities, and we recognize our limitations. We don’t rely on ourselves; we identify those who are the most credible and authentic representatives of the community and offer them the opportunity to work outside the box as part of our movement.” — PATTI GIGGANS

**History:**
“In 1971 a group of volunteers set up a crisis hotline in response to a friend who had been raped. As a response to community demand other services were added; volunteers took victims of sexual assault to hospital emergency rooms and supported them through medical exams, police interviews and trials. From intervention came prevention. Community education and self-defense workshops began; special services for battered women and deaf and disabled women were implemented. LACAAW has 40 people on staff and 3 offices in Los Angeles.”

**Findings:**
Grass roots action is fundamental to LACAAW’s existence.

**Attributes:**
“LACAAW is a non-profit, multi-cultural, feminist, community-based volunteer organization. Our mission is the elimination of violence against women, youth and children through working toward social change, equality and social justice.”

**Findings:**
“Action, Advocacy, Healing.” — Leah Aldridge
In a time of crisis LACAAW is there as a guide and ally.
To end violence at its root LACAAW is there as a trainer and mentor.
In society at large LACAAW is there as a teacher and community safety net.
LACAAW wishes to be a culture-defining brand, with a national influence.

**Values:**
Timeless and intrinsically true values that you are committed too, which shape your day to day actions, and are the underlying tenets, the moral compass, guiding principles.

**Findings:**
These are the values the board of directors defined among each other.

<table>
<thead>
<tr>
<th>Diversity</th>
<th>Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellence</td>
<td>Integrity</td>
</tr>
<tr>
<td>Collaborative</td>
<td>Perseverance</td>
</tr>
<tr>
<td>Inclusivity</td>
<td>Progressive</td>
</tr>
<tr>
<td>Learning</td>
<td></td>
</tr>
</tbody>
</table>
“Where men tend to be ‘transactional’ leaders — handing out rewards or punishments — women are ‘transformational’ leaders, who encourage people to transform their self-interest into that of the group as a whole. Men use power based on title, authority and status (structural power). Women base it on charisma, interpersonal skills, hard work or personal contacts (personal power).” — Judy B Rosener

Culture:
The values above are the filters of your actions and create your culture, the one you wish to identify with and belong too.

**Findings:**
LACAAW is solid, wise and together. It has survived and flourished in its 34 years, and runs like an efficient engine. There is a seemingly effortless elegance to how the organization is run, in all its facets. There is very clear sense of mission, which keeps focus sharp and directed.

Organizational Structure:
“LACAAW management utilizes a shared leadership model that encourages leadership on all levels, within the organization, with the board of directors, and in the partnerships it creates with other organizations. Each of the leadership’s four members, as well as half the staff, joined LACAAW as a volunteer.”

Business Practices:

**Findings:**
1. Social Care: Violence Intervention Programs
2. Social Education: Violence Prevention Programs
3. Social Policy: Leading coalition partner

Your currency are the programs and policies you develop. Your sub-brands, like In Touch With Teens, Deaf and Disabled Services and Women Warrior Weekend. These need to be re-packaged, redesigned and marketed wholesale to the social violence market place. Your profit is not counted in money, but by the amount of people you reach. So “Think Give To Get” and make your assets attractive and freely available. Write “best of practice” studies, publish them.

Competition:

**Findings:**
Q: What business are you (really) in?
A: “Over three decades of Social Service & Social Change”

If railroad companies would have understood they were not just in the business of rail travel, but in the business of transportation, they would have owned airlines.
You are leaders in the field of social service. You are in the business of social change, which means you are involved in a debate over who controls the (intellectual) territory of human behavior.

"Women see things in a much bigger context than do men," says Judith Rosener, a professor at the University of California at Irvine. In "Ways Women Lead," a 2002 Harvard Business School e-book, Rosener proclaims that a woman’s way of leading—interactive, cooperative, inclusive and personal—is profoundly different from the traditional male way of leading, which she calls "command and control."

Drawing on a study she conducted for the International Women’s Forum in 1989, Rosener discusses the difference in male and female respondents’ assessment of their leadership and influencing skills. Whereas men tend to be “transactional” leaders—handing out rewards or punishments—women are “transformational” leaders, who encourage people to transform their self-interest into that of the group as a whole.

**Social change is transformation.**

**You are in the business of transformation.**

*Your competition, but also partners, are politics, law, religions and social change advocates.*

The current name and visual identity no longer represent who you are and want to be. You want to be a culture-defining brand. The few genuinely culture-defining brands resolve a paradox. Nike, between potential and performance. The Gap, between real and cool. IBM, between fear of the new e-world and safety, certainty.

LACAAW resolves the paradox between peace and violence, creating a haven of peace amid the trenches of violence.
2: Brand Positioning

Vision
Objectives
Mission
Core Values
Brand Experience
Opportunities
Possibilities
Affinities
Implications
Brand Persona—identity and Behavior
Tone of Voice—attitude

Brand Promise
Local/Global
Vision: [Message on home page]  
“Our vision: To One Day No Longer Be Needed. A World Without Violence.”

Objectives:  
Findings:  
End to interpersonal and social violence.

Mission: [Message on home page]  
“Our mission: The elimination of sexual and domestic violence”

Findings:  
Shorten to: the elimination of social violence

Core Values:  
Findings:  
5 words that turn strategy (always rather generic) into story (always alive and emotional).

movement  
elegance  
mother  
partnership  
one on one | one by one

I: movement:  
Diversity + Collaborative + Inclusivity = a community of empowered and awakened people.  
A social force of skilled warriors, active citizens, a close sisterhood, feminist ideals at work,  
women ‘r us, leading role models, personal power.  
Action, Advocacy, Healing = Movement
2: **elegance:**
Excellence and Integrity + Perseverance = Shibumi = Effortless Perfection, silent determination, great refinement underlying common place appearances; authority without domination, profound common sense, eloquent elegance.

3: **mother:**
Learning + Empowerment = Mother = an ally, a guide, a trainer, a mentor, a provider, a catalyst, an incubator.

4: **partnership:**
Progressive = Grassroots, bottom up/top down, social change, idealism attached to pragmatism = “liberty, equality, partnership.”

5: **one on one | one by one:**
Intervention + Prevention = one on one | one by one = is personal and transformative. It shows how the priority always lies with the individual seeking guidance, it shows how we all (can) make a difference.
(http://www.oneononeonebyone.org or http://www.1on1_1by1.org)

**Brand Experience:**

**Findings:**
The book “Experience Economy” charts “valuable intelligence” in the following progressions: Noise - Data - Information - Knowledge - Wisdom. We add “Transformation” as an additional level.

**Noise - Data - Information - Knowledge - Wisdom - Transformation**

Intervention Experience: When a rape victim calls LACAAW they are in shock and confused. Everything is noise. The moment they call they become acknowledged as data, another statistic. They receive information on what their options are. They can opt to apply the knowledge of the judicial and counseling services. The wisdom of going from victim to survivor transforms them to thriver and/or warrior.
Prevention Experience: When a parolee teen attends the In Touch With Teens program they come in from the noisy street, barely able to survive in every day life. They receive the data about the (violent) society they inhabit. They embark on a discussion, an exchange of information. They receive direction, knowledge of a better path to follow. The conclusions of the course give them the wisdom to deal with violence in their life. They are “hit by the light,” and transform their life away from violence.

Conclusion: LACAAW offers services with the whole experience of “valuable intelligence.”

Possibilities:

Findings:
When the hotline rings and there is an accompaniment to the hospital, the volunteer is a first responder. Much like the police or firemen. You could be called part of Homeland Security, fighting not violence, but sexual terrorism, domestic terrorism, dating terrorism etc. You would not be far of the mark. Your fight is against the terror of (the fear of) violence in any interpersonal form.

Applying the much maligned homeland security chart to LACAAW’s organization one first needs to add a sixth color, that of white, which stands for peace, to contain the vision of “A World Without Violence,” as LACAAW has higher aspirations.

Charting the Homeland Security colors with LACAAW’s services would look like this:

<table>
<thead>
<tr>
<th>severity</th>
<th>color</th>
<th>service</th>
</tr>
</thead>
<tbody>
<tr>
<td>severe</td>
<td>red</td>
<td>Rape Crisis Hotline</td>
</tr>
<tr>
<td>high</td>
<td>orange</td>
<td>Counseling Services</td>
</tr>
<tr>
<td>elevated</td>
<td>yellow</td>
<td>Judicial Services</td>
</tr>
<tr>
<td>guarded</td>
<td>blue</td>
<td>Prevention Services</td>
</tr>
<tr>
<td>low</td>
<td>green</td>
<td>Self Defense</td>
</tr>
<tr>
<td>base</td>
<td>white</td>
<td>Organization Vision</td>
</tr>
</tbody>
</table>

noise
data
information
knowledge
wisdom
transformation
Opportunity:
What is the unique brand advantage(s).

Findings:
Ask the American public if they are for or against sexual and domestic violence and a percentage in the high nineties will respond that they are against. It is a cause that knows no bipartisan divide. Since 9/11 many people have larger empathy for living life in fear. They want to help, they want to make a difference, they want change. LACAAW helps, makes a difference and enables change. Many will want to identify with such a community.

If LACAAW provides services to 55,000 people, and if Los Angeles has 12 million people, and if 1 in 3 women experience a sexual assault, how many people in LA need to know about you? And in the United States? The World?

Digitize LACAAW.

Offer an online version of your services. To LA, the US, the world.

Implications:
Once you make a choice, there are implications to that choice. consequences. ‘If you choose to align with feminism, some people will not want to associate as they have a TV superficial understanding of feminism. It’s implied.

Findings:
To openly adopt and adapt a controversial symbolic chart from the public / political realm is to seek confrontation, to provoke a discussion. By adapting an existing system to create your own, you make it your own. You make it smarter, by adding the higher aspiration of Peace. You make clear that Homeland Security starts in the home of every citizen.
I am convinced that the American T-shirt was probably first. Yet, it is not that appropriate. It reads as a provocation. The Dutch design places the statement on exactly the right spot, making it much less offensive, and much more of a scar of awareness. Where the American version shows it as a badge of honor, the Dutch one shows it as a fact of life.

Good design delivers the right awareness.

**Affinity:**
Feminism. Compassion, Empathy.

**Findings:**

<table>
<thead>
<tr>
<th>More like:</th>
<th>Less like:</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Way Interpersonal Violence Center</td>
<td>Arnold Schwarzenegger Hasta la Vista Center</td>
</tr>
<tr>
<td>Validate</td>
<td>Violate</td>
</tr>
<tr>
<td>moveon.org</td>
<td>whitehouse.gov/homeland</td>
</tr>
<tr>
<td>Barbara Bush</td>
<td>Ann Coulter</td>
</tr>
<tr>
<td>Hillary Clinton</td>
<td>Barbara Boxer</td>
</tr>
</tbody>
</table>
Brand Persona:
The brand persona represents an organization’s cultural identity—it’s mind, whereas the image is it’s visual presence—it’s body. In this stage we define the brand persona clearly so that in the Brand Design stage we create a visual image to accurately represents this identity.

Positioning Statement (draft):

Findings:
“Violence is Preventable” is the motto of LACAAW, a social change services agency that leads by example through excellent programs. The organization is directly and deeply involved in the debate what kind of society America should be; one without sexual, domestic, dating and youth violence. With their violence intervention and violence prevention programs they work to end violence at its root, changing points of view; one on one, one by one; supplying their audience with the alternative of peace.
3: Audience

- who are you?
- what do you say?
- to whom do you say it?
- how do you say it?

Audience
who are they
what do they do
behavioral patterns
aspirations
key audience definers
where are they now
3: Audience

“What is needed now is a wholesale transfer of knowledge about interpersonal violence and its prevention to everyday opinion leaders, also known as your neighbors, parents, children, friends, educators, administrators, and business associates. We need a transfer of knowledge that motivates action at every level of public life toward the abolition of attitudes, ideas and activities that promote violence against women. And, that transfer of knowledge must be done in a way to allow each of these opinion leaders to buy in to the process of advocating against violence in our everyday lives.” — JEAN MORRISON

Audience: Who are they?

Findings:
The audience consists of:

 Victims of Violence
 Volunteers
 Students
 Staff
 Boards
 Sponsors
 Supporters
 Peer Groups
 Foundations
 City, State, Federal Government

Public at large

Aspirations:

Findings:
All people hearing about the work and cause of LACAAW have immediate sympathy for the organization. The most conservative estimates speak of 1 in 6 women suffering sexual assaults in their life; all women live in fear of it, it is a daily awareness. With their contribution the community of LACAAW wishes to make a difference towards eliminating violence.
4: Brand and Communication Strategy

who are you?
what do you say?
to whom do you say it?
how do you say it?

Naming & Verbal Identity
Brand Design
Brand Integration
Media
Brand Management
4: Brand and Communication Strategy

Brand Strategy:
Brand strategy is the assimilation of data into the functional, inspirational and aspirational benefits of the brand. We then help articulate that positioning through a clear and codified brand architecture system.

Findings:
In the first meeting we had the vision and goal presented of LACAAW having its own building, a flagship center that is recognized locally and globally as the premier interpersonal violence prevention center.

Tactic:
Findings:
Hearing the goal of the building we knew our commitment would have to be for the 5-8 years it will take to achieve that building. Our contribution toward this goal will be to engage the design and architecture community with the goals of LACAAW.

Communication Strategy (draft):
Considering resources, create a plan for deploying communications in the appropriate media. Internal / external. Local / Global.

Findings:
1. Monday March 14 was the deadline for the Innovation grant from National Endowment of the Arts. RMCD in collaboration with LACAAW submitted a proposal for 2006 to receive matching funds of $69,800.00 for redesigning all existing communication materials. The project description reads: “The project will implement a brand design of artistic excellence into the communication strategy of a local non-profit, an environment that often does not have the luxury to deploy such techniques. Project goals are to successfully introduce and implement a visual identity system to enhance the communications and further the mission of LACAAW.”

2. Three students at UCLA Department of Design | Media Arts have requested to spend their final term (this upcoming Spring term, April to June) on an independent project in the Social Topics class. They will assist RMCD in further research to chart the organization to create a detailed communication strategy.

“The conveyor belt needs to be built to distribute our knowledge” — CATHY FRIEDMAN
3. Supplementary project activities mentioned in the NEA grant are the involvement of UCLA’s School of Arts, Department of Design | Media Arts, where Professor Rebeca Méndez and Visiting Lecturer Willem Henri Lucas will research in their courses “Brand Class” and “Social Topics” LACAAW’s brand strategy and visual identity design, from both an academic point of view, as from the strategic and tactical implementation of the new name and identity.

4. The LA Forum for Architecture and Urban Planning, a 501(c)3 organization, has discussed in their board LACAAW’s desire to have their own building. LAForum can help this process by helping LACAAW (through a workshop) define the architectural program for the building, and can organize a design competition soliciting entries from the worldwide architecture community. They would independent from LACAAW submit a grant proposal with the National Endowment of the Arts (next deadline August 14).

**Naming & Verbal Identity:**
Organization’s name, signature/tagline/slogan/motto, product + Service nomenclature. See nomenclature chart.

**Brand Design:**
Visual Identity, Image, photography, color system, symbols, typography—house style. Guidelines. A list of our deliverables. This is what you need. this is what you have paid for. this is what we will do if we get the grant.

**360° Branding:**
You build your brand by communicating it 360º in every way that you can, at every point of contact, to as many groups that touch it and that collectively reflect your brand. All your audience, all your relationships, every little bit modifies the impression. They are the collective images that, over time, add up to what your brand is. And the Brand is the single most important asset any company has.

—Shelley Lazarus, CEO, Ogilvy and Mather.
LACAAW 360° brand wheel:
**Media:**
Determining the most appropriate communication vehicle for a specific message and audience.

**Findings:**
When asked what cyberspace was, author William Burroughs answered: “It is the space between two phone receivers.” LACAAW was born in cyberspace! There is an incredible unexplored opportunity to create an interactive violence intervention and prevention environment on the Internet, through making programs available, publishing “best of practice” studies, by having chat groups and private counselling environments.

In addition, before you build the flagship center, you first build it virtually on your site. One can experience the building on the website, and following the example of moveon.org, it could become a major source of fund-raising through micro donations to realize the building. In order for LACAAW to become a culture-defining brand, it needs to have a prominent presence on the World Wide Web.

**Brand Management:**
Quote from NEA Grant: ... “In order to implement this brand successfully throughout all it manifestations, a 360 degree brand approach has been recommended. This translates for 2006 into redesigning all communication materials the organization currently employs. In addition, it will require workshops to teach the staff of the organization how to use the brand (“teaching them how to fish”), plus creating an electronic style guide holding all brand elements. Throughout 2006 RMCD will supply creative and strategic guidance and leadership to this project.”