

NON-PROFIT
ALL-INCLUSIVE 

Topic 2

STRATEGY, VISION & BRANDING



MIROMIDA



Co-funded by
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PLAN OR IMPROVISE?

**Non-profit purpose and
social commitment**



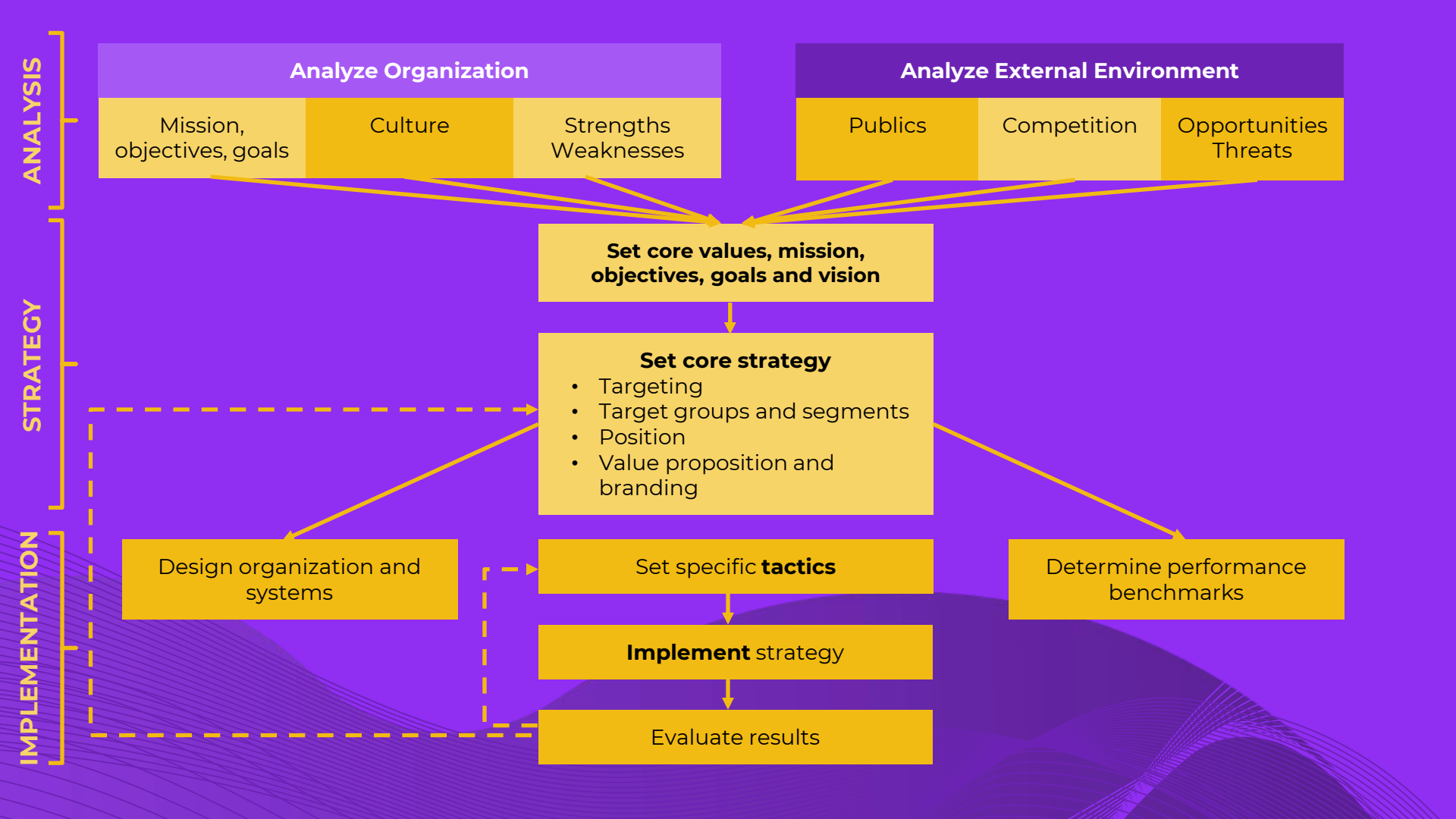
**Business acumen:
survival, financial
sustainability,
professionalisation**

Strategy formation



Strategy formulation

**Strategic
improvisation**



Analyze current state

Discuss the following questions with key people:

- What should be the organization's (movement's) mission?
 - How can we best achieve it?
 - Which methods should be avoided (ethical/efficiency reasons)?
 - What do you personally want to achieve in the organization (movement)?
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SWOT-ANALYSIS

Strengthes

What the organization / movement does well to meet challenges

Weaknesses

- 1) **Organizational constraints:** licenses, permits
- 2) **Limitations in structure, strategy or tactics**

Opportunities

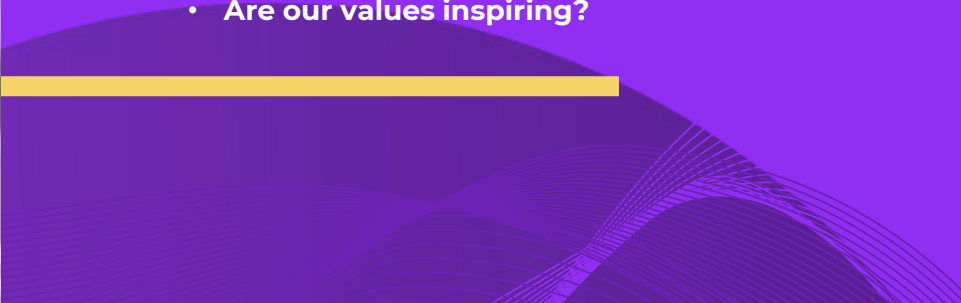
- 1) **Public environment:** General public, media, authorities
- 2) **Competition:** Other needs, behaviors, service forms and actors
- 3) **Macro environment:** Demography, economy, technology, politics, society

Threats



CORE VALUES

The fundamental values of the organization or movement guide our work and our choices:

- What is important to us?
 - What values guide our decisions?
 - How do we define and implement them?
 - Are our values inspiring?
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FIND OUT, DON'T GUESS

To make well-founded decisions, you need knowledge of:

- **Target groups**
- **Audience**
- **External environment**
- **Trends**
- **Competitors**
- **Collaborative partners**
- **Communication channels**

Low-cost or free options for finding out what target groups need:

- **Online surveys**
- **Interviews**
- **Experiments**
- **Recommendations**
- **Volunteers !**
- **Secondary sources (reports)**
- **Netnography (online observations)**
- **Data analysis**
- **Google Alerts**
- **Generative AI 😊**

MISSION – OBJECTIVES – GOALS

Mission	Objectives	Goals
The core purpose of the organization / movement	The overall direction of the organization / movement	Specific benchmarks
"How do we want to change the world?"	"Where are we going?"	"How do we measure success?"
<ul style="list-style-type: none">• Focus on what we want to see happen, not just what we do• Target groups and the value we create for them	<ul style="list-style-type: none">• Focus on social impact, reputation, and other important variables	<ul style="list-style-type: none">• Specific, measurable, time-bound (SMART)

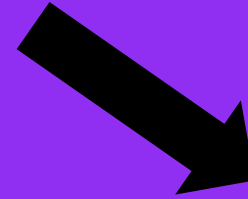
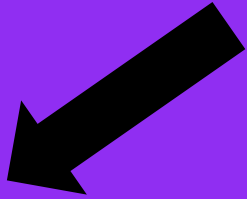
VISION

An inspiring and credible picture of the future success of the organization or movement, which both arouses emotions and presents a realistic way forward

“Where are we going?”

- What does our success look like?
- How will the world change if we succeed?
- What makes us unique?

Choose core strategy



Differentiation

Offer something unique (real or perceived differences)

Cost leadership

Offer the lowest cost among similar organizations

Focus

Focus on a narrow segment and serve it in unique ways



Ideally, only one of these strategies should be chosen, but both can be combined with focus

TARGETING

Choose based on chosen strategy

1

Undifferentiated

One offer for all target groups (popular with non-profit organizations but least effective)

2

Differentiated

Segment the target audience and create specific offers for each segment

3

Concentrated

Focus on one segment and create a customized offer (good for limited budget)

4

Mass Customization

Customize offers for each individual or organization

MAIN TARGET GROUPS

Donors

Members

Volunteers

**Target
groups**

Beneficiaries

SEGMENTATION

	General measures	Behavior-specific measures
Objective measures	<p>Simple variables: age, gender, income, geography, language</p> <p>Complex variables: profession, education, lifestyle, family situation</p>	<p>Behavior based on</p> <p>Occasion: at home, at work, on a trip</p> <p>Degree of commitment: actively engages, sometimes engages, disengaged</p>
Psychological measures	<p>Personality: personality traits, tastes, preferences</p> <p>Values: what is important</p>	<p>Behavior based on</p> <p>Decisive factors: benefits, costs, environment, self-confidence</p> <p>Attitudes: skeptics, the curious, enthusiasts</p>

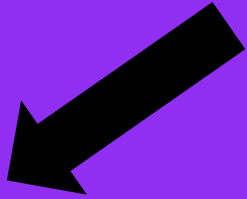
Positioning

Positioning is the process of finding the organization's (movement's) unique place compared to others. It's about identifying what sets you apart and makes you attractive to the target group or segment.

Effective positioning:

1. Understand your current position
2. Analyze the positions of competitors and similar organizations
3. Decide how to differentiate yourself

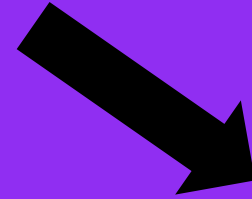
Options for positioning



Build on your strengths



Find a niche



Reposition competitors

Result of the positioning: a clear value proposition that shows the target audience what benefits they get and what costs arise if they perform a certain behavior

VALUE PROPOSITION

Value proposition – that which is unique, and which gives the organization value among the target groups. It also provides an answer to the question of what should be communicated and why the target group should choose your particular organization or movement

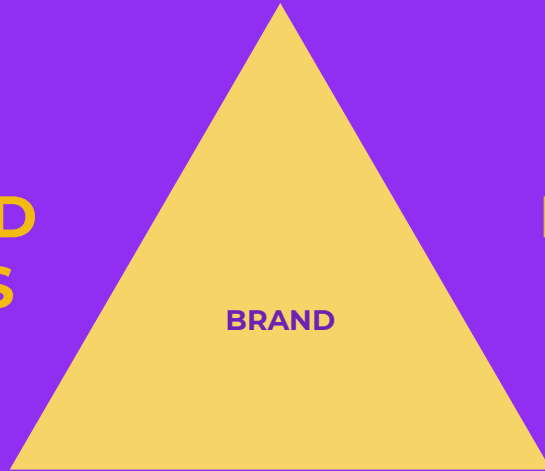
Strategy

VALUE PROPOSITION

Communication

BRANDING

**NAME AND
SYMBOLS**



**EXPERIENCE at
contact points**

CONCEPT
value proposition

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THANK YOU!

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