



# *Santa Claus*

A N O N Y M O U S

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EMDesign

Process Book

Design Business Link / Fall 2015



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## **Executive Summary**

Santa Claus Anonymous, a Maryland-based, volunteer non-profit 501(c)(3) organization, has enabled thousands of Baltimore-area families in need to participate in the holiday season for 81 years.

Recent institutional struggles (including decreased participation in the organization, inadequate messaging, poor product circulation, and decrease in donations) led Mr. James Russell—former board member with over 20 years' experience with the organization—to approach the University of Baltimore's Design-Business Link students for fresh perspective and new ideas to help boost community awareness and engagement with Santa Claus Anonymous.

A three-phase brand implementation and deployment strategy proposal follows from Emma Hagen and Maureen Regan (EMDesign), Fall 2015 Design-Business Link students.

## **SANTA CLAUS ANONYMOUS BACKGROUND**

### **Santa Claus Anonymous Background**

According to their website, Santa Claus Anonymous is a Maryland-based, volunteer non-profit 501(c)(3) organization, founded in 1934 by former Baltimore mayor Theodore R. McKeldin.

For 81 years, Santa Claus Anonymous has enabled thousands of Baltimore-area families to give, receive, and share in the holiday spirit by purchasing gift certificates for families in need. The families, in turn, redeem the certificates at area retail partners for holiday gifts for their children. Santa Claus Anonymous then reimburses the retail partners for certificates redeemed at 85 percent of the certificate face value.

Santa Claus Anonymous partners with local Departments of Social Services (or equivalent agencies) in Baltimore City and seven neighboring counties (Anne Arundel, Baltimore, Carroll, Cecil, Harford, Howard and Frederick) to both accurately identify eligible recipients and distribute gift certificates.

Over the last few years, Santa Claus Anonymous has seen decline in its organization. According to the Baltimore Sun, Santa Claus Anonymous “mailed roughly 15,000 gift certificates to Maryland families [in 2013] — well short of its annual goal of 30,000” and has brought in about \$275,000 in contributions each of the last several years.

With the exception of one paid part-time employee, Santa Claus Anonymous is entirely volunteer run.

## Project Objectives

Mr. James Russell—a former board member with over 20 years' experience with the organization—expressed Santa Claus Anonymous's organizational struggles, citing the following:

- 1) Decreased participation in the organization;
- 2) Inadequate messaging;
- 2) Poor product circulation; and
- 3) Decrease in donations.

Mr. Russell provided resource material to demonstrate present branding and marketing strategy, in addition to structural information related to stakeholder roles and business models. Based on expressed frustration and review of available resources, EMDesign determined the following objectives:

- Rejuvenate Board of Directors
- Unify messaging
- Increase vendor/in-kind participation
- Differentiate from other non-profits
- Increase participant certificate redemption
- Increase organizational awareness

### Research

Research in each of the six separate project objective areas culminated in a single, unifying objective: create a comprehensive brand strategy.

EMDesign's comprehensive brand strategy recommendations largely results from analyzing Santa Claus Anonymous's current brand practice against two sources:

- *Zag: The Number One Strategy for High-Performing Brands* by Marty Neumeier; and
- "The Role of Brand in the Nonprofit Sector" by Nathalie Kylander and Christopher Stone, as published in *Stanford Social Innovation Review*.

First, EMDesign attempted to analyze Santa Claus Anonymous's brand using Marty Neumeier's seventeen checkpoints for strong branding from *Zag: The Number One Strategy for High-Performing Brands*:

- Who are you?
- What do you do?
- What is your vision?
- What wave are you riding?
- Who shares the brandscape?
- What makes you "the only?"
- What should you add or subtract to create focused alignment?
- Who loves you?
- Who's the enemy?
- What do they call you?
- How do you explain yourself?
- How do you spread the word?
- How do people engage with you?
- What do they experience?
- How do you earn loyalty?
- How do you extend success?
- How do you protect your portfolio?



Upon initial attempt, EMDesign was unable to complete analysis for Santa Claus Anonymous beyond the third question, "What is your vision?".

To avoid speculating, EMDesign issued a brand identity survey based on Neumeier's seventeen checkpoints to the Santa Claus Anonymous Board of Directors:

- What is the most important thing that Santa Claus Anonymous does for the community?
- Describe Santa Claus Anonymous's work in a single sentence.
- What is unique about Santa Claus Anonymous?
- What five adjectives best describe the spirit of Christmas?
- What five associations does the word "anonymous" bring to mind?
- Complete this sentence: Santa Claus Anonymous is the only \_\_\_\_\_ that \_\_\_\_\_.
- What does donation to Santa Claus Anonymous offer that no other charity does?
- Where do you think Santa Claus Anonymous has the greatest potential for growth?
- What is Santa Claus Anonymous's greatest accomplishment to date?
- What is your "blue sky" vision for how you see Santa Claus Anonymous operating in 5 years? In 10 years?

The survey returned only two responses,<sup>1</sup> both of which indicated differing views about Santa Claus Anonymous's mission, vision, core values, and goals for the future. The limited and disparate survey responses indicated that Santa Claus Anonymous needed branding to both create internal organizational cohesion and promote the organization externally.

Published in the spring 2012 edition of *Stanford Social Innovation Review*, "The Role of Brand in the Nonprofit Sector" describes IDEA (integrity, democracy, ethics, and affinity) brand framework application for non-profit organizations.

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<sup>1</sup> A third response came too late to be included as part of brand analysis. It's worth noting, however, that the additional response reinforced the apparent need to create internal organizational cohesion.

Developed with the Rockefeller Foundation and Harvard University's Hauser Center for Non-Profit Organizations, IDEA criteria is the product of examining both non-profit brands as entities and branding's evolving role in nonprofit organizations.

Authors Nathalie Kylander and Christopher Stone explain how a growing number of nonprofit organizations are developing a broader, more strategic approach to branding. Instead of limiting brand deployment to fundraising, nonprofits are managing their brands to create tighter organizational cohesion, cause greater social impact, and encourage more meaningful public discourse:

Nonprofit Brand IDEA (in which "IDEA" stands for brand integrity, brand democracy, brand ethics, and brand affinity) emerged from the distinctive sources of pride that nonprofit leaders expressed in what they do—pride in the social mission, participatory processes, shared values, and key partnerships—and from the distinctive role that they said brand plays to create greater cohesion inside their organizations.

According to Kylander and Stone, a decade ago, "the dominant brand paradigm in the nonprofit sector focused on communications" (i.e., successful fundraising was believed to be a direct result of increased visibility, favorable positioning in relation to competitors, and recognition among target audiences).

The emerging paradigm, however, sees brand as being much, much more.

Brand not only has a "broader and more strategic role" in a non-profit organization's core performance, but also has an "internal role in expressing an organization's purposes, methods, and values." Without a strong brand, the organization cannot see itself as authentically internally while representing itself authentically externally. A strong brand is critical in "helping to build operational capacity, galvanize support, and maintain focus on the social mission"—for everyone.

Kylander and Stone continue:

Strong brands in all sectors **help** organizations acquire financial, human, and social resources, and build key partnerships. The trust that strong brands elicit also provides organizations with the authority and credibility to deploy those resources more efficiently and flexibly than can organizations with weaker brands.”

To that end, a brand is so much more than a cohesive visual identity; a brand is, in the words of Kylander and Stone, “a psychological construct held in the minds of all those aware” of the branded entity. Further, nonprofit brands are “most powerful when internal identity and external image are aligned, both with each other and with an organization’s values and mission,” resulting in “clear brand positioning and increased cohesion among diverse internal constituencies.” For nonprofit organizations, it’s increasingly becoming about working the brand both from the inside out and the outside in.

According to Kylander and Stone, unified cohesion contributes to both greater organizational capacity and greater social impact:

...a cohesive organization is able to make more efficient and focused use of existing resources, and high external trust attracts additional talent, financing, and authority. This increase in organizational capacity enhances an organization’s social impact. By leveraging the trust of partners, beneficiaries, and policymakers, an organization can make greater strides toward achieving its mission. On the flip side, those organizations that face challenges in terms of internal organizational coherence, or the erosion of trust held by external constituencies struggle to build organizational capacity and impact.

## RESEARCH

Now, onto IDEA: the framework itself. Nonprofit Brand principles under IDEA framework, as described by Kylander and Stone are brand integrity, democracy, ethics, and affinity:

*Brand integrity:* the organization's internal identity is aligned with its external image and that both are aligned with the mission.

*Brand democracy:* the organization trusts its members, staff, participants, and volunteers to communicate their own understanding of the organization's core identity.

*Brand ethics:* the brand itself and the way it is deployed reflect the core values of the organization.

*Brand affinity:* the brand is a good team player, working well alongside other brands, sharing space and credit generously, and promoting collective over individual interests.

Deploying both brand affinity and brand democracy will be especially important to help Santa Claus Anonymous both distinguish and manage its brand externally. Maintaining both brand integrity and brand ethics will help achieve universal impact, but will be critical in ensuring that Santa Claus Anonymous is internally unified.

EMDesign also conducted research about marketing and social media leverage for nonprofit organizations. Findings are included under marketing recommendations, "Phase Two: Deploying the Brand."

## **Recommendations**

Based on research and Santa Claus Anonymous brand analysis, EMDesign recommends a three-phase brand deployment strategy to take place over the next year. The phases include:

1. Adopting the brand
2. Deploying the brand
3. Leveraging the brand

### **Phase One: Adopt the Brand**

By adopting and employing the brand guide included here, Santa Claus Anonymous will increase brand ethics and brand integrity by creating more internal, organizational cohesion.

This is the “E” and “I” aspect of IDEA in action.

EMDeisgn recommends taking 3-6 months to review and begin to adopt the brand.



# SANTA CLAUS ANONYMOUS

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## Logo & Brand Identity Guidelines





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# 1 Brand Identity

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Santa Claus Anonymous's brand identity expresses our promise: to bring the magic and joy of the holiday season to thousands of area families in need.

This branding guide is strategy for expressing our culture, enhancing our ability to deploy our mission according to our vision and core values. Coupled with an annual deployment strategy, our brand reflects our work attributes: bringing hope, joy, and magic to area families in need during the holiday season.

### **VISION**

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To ensure that every family experiences the magic of the holiday season.

### **MISSION**

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To give area families in need the means to provide their children with holiday gifts.

### **CORE VALUES**

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**We love our community.** Everything we do is right here at home. We are Baltimore-based. We serve regional families in need. We partner with local departments of social services, retailers, businesses, and media outlets to advance our mission.

**We thrive on giving.** We're a volunteer-run organization. We deploy our mission through community partnerships and donations. We give to families in need so they may give unto their children. Our work is driven by a circle of giving.

**We furnish the holiday spirit.** We don't just give Christmas presents to children. We ensure that parents or guardians in need know the dignified joy of giving. We ensure children know the whimsical wonder of Santa Claus. We bring families closer together through a shared sense of hope, cheer, and wonder—all part of the magic of the holiday season.

## 2 Logo Specifics

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Logotypes, or “logos” are symbols that identify an organization. Logos may be a mark or an icon; they may also include text. Logos convey a succinct but particular message about a brand.

Our logo is comprised of a single Santa hat on top of our organization’s name. Whoever “wears” the hat fills the role of Santa Claus. From our organization to our donors and service recipients, everyone, at some point, assumes the role of Santa Claus. Afterall, we all share Santa’s goal: to ensure that every child feels the magic of the holiday season.

### Logo Clear Space

Grey dotted lines indicate Safe Zone. Other graphical and visual elements can be safely positioned outside this zone.

The minimum required Clear Space is defined by the measurement 'X' (equal to the height of the lowercase "a").

(The width is equal to the height.)



# 3 Logo Styles

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The logo is available in full tone, grayscale, reverse, and icon options.

Depending on the publication format, we want to use the appropriate version of the logo.

**Primary Full Tone Color**

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Full tone means all the colors are included in the logo format. The full tone logo option is the default logo.



**Reverse**

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Reverse means inverted color format, meaning—you have an all-black logo option and an all-white logo option.

Use the black logo option a white or light-colored background.

Use the white logo option on a full-color or dark background.



**Icon (Social Media)**

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Icons are a symbol representative of something. In this case, our icon is representative of our logo—which is representative of our brand.

Use the icons for small-format contexts, particularly for social media presence or email correspondence.



# 4 Logo Best Practices

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Our logo iterations are available in a few different file formats. Use different logo file formats according to specific publication needs.

For high quality printing, use EPS, or “vector,” formats.

For electronic presentation--including PowerPoints or use on the web—use JPEG or PNG formats.

Never distort or scale our logo. Do not change the type. Do not change the image. We need our mark to always be as universally recognizable as possible; so never stretch, crop, or otherwise compromise the logo.



### Do Not: Logomark

To ensure your brand logo is not the victim of aesthetic vandalism, the general rule to abide by is: do not change, alter, modify any part of the logo.

Some examples of logo misuse are shown below.



### Do Not: Logomark

Do not resize or change the position of the logomark.



### Do Not: Fonts

Do not use any other font, no matter how close it might look.



### Do Not: Color

Do not change the color of the logomark.



# 5 Typeface Details

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Also called “fonts,” typefaces are the design of type. Typefaces not only convey information through words, but they also convey personality through form. Brand type selections should achieve balance in both objectives.

Our logo’s typefaces are Pacifico and Futura; together, they relay both our whimsy and our professionalism.

Pacifico is the script face that says “Santa Claus.”

Futura is the sans serif face that says “Anonymous.”

## The Typeface Family

Only two font styles are used for the logo Pacifico, and Futura Bold.

### In Use

Typefaces must be appropriately applied to all our publications.

For headings, use Futura Bold.

For body text, use Scala Pro.

If Futura and Scala Pro are not available, use Open Sans instead.

Pacifico (Regular)  
A B C D E F  
a b c d e f 1 2 3 4

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z  
a b c d e f g h i j k l m n o p q r s t u v w x y z  
1 2 3 4 5 6 7 8 9 0 ! @ # \$ % ^ & \* ( )

FUTURA LT (BOLD)  
A B C D E F  
a b c d e f 1 2 3 4

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z  
a b c d e f g h i j k l m n o p q r s t u v w x y z  
1 2 3 4 5 6 7 8 9 0 ! @ # \$ % ^ & \* ( )

# 6 Color Specifications

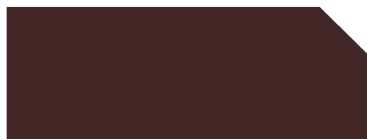
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Color is another component of a brand's visual identity. As people are programmed to respond viscerally and intellectually to color, color helps distinguish a brand more than any other element of visual identity.

Our refreshed brand color palette is recognizable, yet unconventional. Our palette is an enhanced version of our historical palette, but imbues more rich and modern aesthetic. The cool blues and whites are based around the season; the warmer reds are reminiscent of Santa himself.

Our primary colors are Kringle Red and Christmas Coral; secondary colors are Icicle Aqua and Gift Wrap Blue.

It is utterly important that our colors are reproduced identically every time they are presented. For that reason, color model codes are included below the palette selection.



**SANTA BOOT BROWN**  
PROCESS C52 M73 Y65 K64  
SCREEN R66 G39 B39  
WEB HTML #422727



**KRINGLE RED**  
PROCESS C25 M87 Y80 K17  
SCREEN R165 G60 B55  
WEB HTML #A53C37

### Accents

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Accent colors are used to create definition and emphasis. You can use accent colors as overlays, but you should stick to using accent colors for small design elements that need a pop of color (e.g., text headings or lines used to separate elements of designs).

Use Christmas Coral and Present Pink as accent colors.



**CHRISTMAS CORAL**  
PROCESS C0 M80 Y8773 K0  
SCREEN R240 G89 B74  
WEB HTML #F0594A



**PRESENT PINK**  
PROCESS C10 M42 Y29 K0  
SCREEN R224 G160 B157  
WEB HTML #E0A09D



**ICICLE AQUA**  
PROCESS C88 M46 Y33 K5  
SCREEN R20 G113 B140  
WEB HTML #14718C



**GIFT WRAP BLUE**  
PROCESS C75 M27 Y14 K0  
SCREEN R52 G151 B190  
WEB HTML #3497BE



**COAL GRAY**  
PROCESS C66 M59 Y58 K40  
SCREEN R73 G73 B73  
WEB HTML #494949



**SLED STEEL SILVER**  
PROCESS C11 M8 Y9 K0  
SCREEN R224 G223 B222  
WEB HTML #E0DFDE

# 7 Photos & Overlays

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In order to maximize impact in marketing materials, photos must sincerely reflect our mission, vision, and core values.

When photos are not appropriate, overlays can be used to provide additional texture, provided that the following guidelines are observed.

### Full Color Photos

When using full color photos either in promotional materials or on social media, they must include children opening presents. Photos may also include parents, but it is important to steer clear of generic family photos. The ideas portrayed should be relevant to Santa Claus Anonymous's Mission; providing gifts to children.



Photos to the right are examples: when used in actual promotional photos must have no watermarks and be 300 dpi. 72 dpi may only be used on the web.

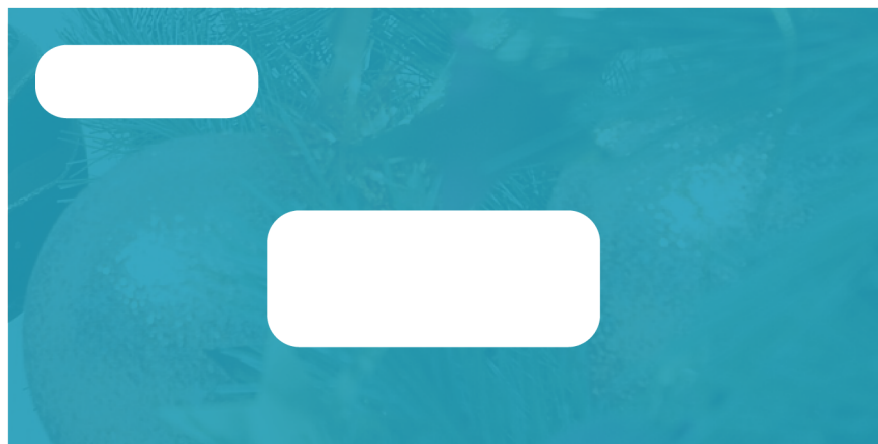


### Photo Overlays

An overlay is a semi-opaque layer of color placed over a graphic element (in our case, it will almost always be a photo). Overlays are used simply to create texture. If you use an overlay, you must ensure that the overlay does not clash or overwhelm other elements of the design.

Overlay photos in either Icicle Aqua or Gift Wrap Blue. Overlay colors must not have an opacity less than 70 percent.

Example: The Santa Claus Anonymous Envelope has an opacity of 90 percent:



# 8 Editorial Guidelines

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It's essential that all publications, correspondence, and external communications reflect our brand in writing as much as they do visually. We call personality-in-writing "voice." Voice isn't exclusively about what you say, but more about how you say it.

Our brand voice is friendly, a little whimsical, not too formal, but passionate and direct:



## **Name and Use**

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Use our full name—Santa Claus Anonymous—in all publications, correspondence, or external communications. Do not abbreviate to “SCA.” Abbreviating may cause confusion with other area or national non-profit organizations. Plus, acronyms are jargony, and aren’t as descriptive—saying “Santa Claus Anonymous” says so much more than “SCA”.

## **Sample Language**

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Below is a sample Donor Letter that reflects voice and tone.

Dear [Dr.][Mr.][Mrs.][Ms].

You know the magic the holiday season brings—the cheerful sensibility; the rush of excitement; the whimsy of wonder. But to those for whom the holiday season brings something less merry and bright—the wish for better circumstances; the longing to give or receive gifts; the hope for better things to come? That’s where you and Santa Claus Anonymous can help.

For 81 years, Santa Claus Anonymous has enabled thousands of Baltimore-area families to give, receive, and share in the holiday spirit. We purchase gift certificates for families in need, who, in turn, redeem the certificates at area merchants to present their children with gifts.

When you give to Santa Claus Anonymous, that circle of giving begins. Your gift ensures parents and guardians know the dignified joy of giving. Your gift ensures children know the whimsical wonder of Santa Claus. Your gift brings families closer together through a shared sense of hope, cheer, and wonder.

[Your previous \$\_\_\_\_\_gift enabled Santa Claus Anonymous to \_\_\_\_\_ this year.] This year, your gift will help us serve more children\_\_\_\_\_.]

Santa Claus anonymous envisions a world where every family shares the magic of the holiday season. We thrive on giving, and the circle of giving begins with you.

Cheers,  
Board President, Santa Claus Anonymous

## **TIPS**

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- Think about our core values as you write—are they coming through in your “voice”?
- Keep sentences short and to the point; paragraphs should be no longer than 3-5 sentences.
- Avoid making “I” statements when speaking on our behalf; your experience is important and powerful, but we want to make it part of our story!
- Use inclusive language--say “chair” instead of “chairman”, etc.
- Spell out numbers one to nine; anything 10 and over, use numerals.

Use active voice:

**Active:** “Santa Claus Anonymous purchases gift certificates for families in need.”

**Passive:** “Gift certificates for families in need are purchased by Santa Claus Anonymous.”

### Phase Two: Deploy the Brand

Deploying brand affinity and brand democracy as marketing tactics will not only help distinguish Santa Claus Anonymous within the nonprofit sector, but will help them become more engaging.

This is the “A” and “D” aspect of IDEA in action.

The most accessible and affordable way to leverage both brand affinity and brand democracy is by increasing online presence and enhancing user online experience.

Santa Claus Anonymous’s current marketing strategy is fairly typical within the non-profit paradigm. Santa Claus Anonymous currently employs direct mailing as primary means of engagement. Direct mailing may be somewhat effective in increasing awareness and soliciting support, but the community needs enhanced access to Santa Claus Anonymous’s story. In return, Santa Claus Anonymous needs to engage more with the community (including other nonprofits, as well as potential independent supporters). Therefore, EMDesign recommends increasing online presence and electronic marketing efforts.

#### **Email**

Email is one of the primary tools for nonprofit fundraising, as it helps both solicit donations and keep the audience in the loop about events and other programming. Email not only encourages donation to Santa Claus Anonymous, but also connect recipients with Santa Claus Anonymous’s goals and vision. By being as aesthetically pleasing, concise, and friendly, Santa Claus Anonymous’ emails are more likely to result in enhanced engagement, which will result in enhanced support.

Though Santa Claus Anonymous already uses email, email correspondence must be enhanced to meet Santa Claus Anonymous’s brand guide parameters (see both graphic and editorial section in the branding guide for email guidance).

## **Social Media**

According to *Business for Community*:

- Half of nonprofits spend 2 hours or less per week on social media
- Marketing (whereas half of for-profit businesses spend at least 6 hours per week);
- Facebook (98 percent) and Twitter (70 percent) are used most often on social media; and about 47 percent of non-profits find that the pinnacle of engagement is a donation.

By leveraging various social media platforms, Santa Claus Anonymous has incredible potential to engage new audiences, and speak across communities.

According to the Case Foundation's *Social Media for Nonprofits*,

Santa Claus Anonymous should aim for:

- 60 percent re-posts (other's content);
- 30 percent original content (e.g., impact stories that support Santa Claus Anonymous's narrative); and
- 10 percent promotional (event information). paths to direct potential supporters to Santa Claus Anonymous's website.

Whether in signing up for a newsletter or being redirected to the website, social media is a critical tool for Santa Claus Anonymous. Social media platforms will help Santa Claus Anonymous connect not only with potential donors and volunteers, but also with other non-profits. During this second-phase marketing roll-out, EMDesign recommends the following social media as starter platforms for Santa Claus Anonymous:

## PHASE TWO: DEPLOY THE BRAND

### Facebook

According to “The Individual Donor Benchmark Report”, “each Facebook fan is worth \$20 to a nonprofit, and around 17 percent of individual donor revenue is generated online (of the 36 percent of individual donor revenue).”

Though using Facebook does not require a full-time hire, using Facebook still requires promotional strategy. Santa Claus Anonymous’s Facebook account must be dedicated exclusively to Santa Claus Anonymous. Facebook posts should promote both Santa Claus Anonymous stories, statuses, and event information, and posts from other organizations in Baltimore.

Santa Claus Anonymous’s Facebook posts must be engaging. Posts should ask questions, and include words like “should” and “would” to create conversation on the page and in the community. Posts should also include visuals.

All posts on Santa Claus Anonymous’s Facebook page—whether graphic or straight text—must follow brand guidelines.

Santa Claus Anonymous will gain new followers on Facebook by asking people to “like” Santa Claus Anonymous on Facebook through hyperlinks in every form of correspondence sent from Santa Claus Anonymous.

### Twitter

Santa Claus Anonymous should use Twitter for short blurbs of directive information (no more than 140 characters), intended primarily for people who are already familiar with Santa Claus Anonymous. For this audience, Twitter is more a means to ‘remind’ them to engage Santa Claus Anonymous by tweeting call-to-action posts (e.g., “Buy your wine tasting event tickets now” or “Tell us how we’re doing with this new brand strategy”), or, by tweeting links to relevant stories and news; everything to redirect recipients to your website. All Twitter posts must follow brand guidelines.

Santa Claus Anonymous will gain new followers on Twitter by retweeting other organizations’ messaging and by asking people to follow Santa Claus Anonymous on Twitter through hyperlinks in every form of correspondence sent from Santa Claus Anonymous.

## **Instagram**

Santa Claus Anonymous should use Instagram primarily for visual content. Instagram can be used to both engage with donor and volunteer audiences and follow other organizations or local businesses that can contribute to Santa Claus Anonymous's community engagement and awareness. Santa Claus Anonymous should post photos of events, promotional items for events, and success stories based around Santa Claus Anonymous. All Instagram posts must follow brand guidelines.

You will gain new followers on Instagram by engaging with other users and by asking people to follow Santa Claus Anonymous on Instagram through hyperlinks in every form of correspondence sent from Santa Claus Anonymous.

## **Website**

EMDesign created the website to tell the story of Santa Claus Anonymous.

The simplified, one-page layout enables the audience to scroll through the website with ease, learning more about the organization without really having to navigate. The new format makes it more likely that Santa Claus Anonymous will hold a captive audience, rather than having to click around to get information.

The website begins with most important information ("about"), is followed by technical points ("how it works") and moves on to Santa Claus Anonymous' current happenings ("events"). Guests to the website can easily purchase tickets or browse current news. In closing, the website asks for newsletter sign-ups and donations. The navigation system in the footer allows visitors to jump back to an area they previously visited if they want more information.

## PHASE TWO: DEPLOY THE BRAND

Social Media is fully integrated on the website, both so that potential followers can easily find Santa Claus Anonymous on other platforms, and follow events and announcements. Social Media will also be key in to directing people back to this website. The website is where donations are made. According to the Case Foundation's *Social Media for Nonprofits*, 47 percent of people access websites from their mobile devices. Therefore, the new Santa Claus Anonymous website is mobile responsive.

### **Electronic donation**

EMDesign recommends setting up donations through PayPal, a third party website that allows for secure processing and is a reputable donation platform. PayPal is a recognizable, trusted method of online payment. Also, because Paypal users already have their payment information in their account, it is a faster way to make donations.

In the future, if Santa Claus Anonymous is interested in doing a crowdfunding campaign, EMDesign recommends websites such as Gofundme or Fundly, which allow users to set a goal that the audience can follow and feel invested in.

## **Phase Three: Leverage the Brand**

Finally, Santa Claus Anonymous must leverage the brand. Leveraging the brand is translating marketing strategy, putting IDEA into action.

In light of expressed desire to bring in a new generation of board members and contributors to the nonprofit, EMDesign recommends Santa Claus Anonymous focus new marketing efforts in university engagement. Students or former students are also likely to be part of organizations with whom SCA may already partner, including the Baltimore Sports and Social Club (BSSC).

### **University Engagement**

EMDesign encourages Santa Claus Anonymous to get engage with Maryland Universities. Universities foster community and involvement, and students are often looking to become more engaged. Santa Claus Anonymous can reach out to Student Life programs or Greek Life organizations to be involved in campus events, fairs, festivals, and fundraisers.

### **Greek Life**

Sororities and fraternities provide opportunities for leadership and community involvement. These organizations often run their own fundraisers on campus, and are always looking for new ways to be involved in their communities. Students involved in Greek Life often feel lifelong ties to the organizations they become involved in - both to their sorority or fraternity itself, as well as philanthropic ties they make while they are students.

### **Student Life**

Student Life organizations run many events on campus. Santa Claus Anonymous can either get involved by contributing something to these events (e.g., a donation in exchange for being able to collect money for donations to Santa Claus Anonymous at the event) or setting up a table at campus events. By coordinating with Student Life organizations, Santa Claus Anonymous will not only gain more exposure on college campuses, but will also have the potential to get involved in student organizations that have shown interest in event

## PHASE THREE / CONCLUSION

programming and community involvement, which could be an indispensable resource to Santa Claus Anonymous.

Having a strong online presence will be critical to achieve success in this phase. Campus advertising often runs through social media involvement. Individual students are likely to share posts and photos of an organization they feel involved with online. Student organizations will also promote Santa Claus Anonymous's presence at events. A strong online presence will ensure that Santa Claus Anonymous gains presence on campuses, both virtually and in-person.

### **Rewards**

Rewards Systems give donors perks based off the amount of money that they donate to an organization. A basic donor may receive an ornament or t-shirt; a mid level donor may receive discounted event tickets or drink tickets; and a premium donor would be given the opportunity to attend all events and have perks as an event VIP. Today, crowdfunding campaigns often offer perks to those who share an interest in the cause—think about NPR. Santa Claus Anonymous donors will know that their support is mutual; they support Santa Claus Anonymous, Santa Claus Anonymous supports them back.



## **Conclusion**

Based on research and brand analysis, EMDeisgn recommends a three-phase brand implementation strategy, based on IDEA brand framework for nonprofit organizations, over the next year. The phases include:

1. Adopting the brand
2. Deploying the brand
3. Leveraging the brand

Branding can mark or cause a significant shift in organizational culture; therefore, EMDesign recommends Santa Claus Anonymous invest significant time and collaboration while considering this proposal. For successful brand implementation, Santa Claus Anonymous must adopt cohesive mission, vision, and values in addition to cohesive aesthetics, both within the institution and outside, in the community.



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