



humanity in motion

rotary international in great britain and ireland

# memorandum

## The RIBI Marketing Strategy.

23<sup>rd</sup> May 2006

### The Background

The RIBI Marketing Strategy is primarily aimed at the need to arrest the ongoing decline in membership. There has been a net loss of 600 a year for the past 5 years and even in the Centenary Year the loss continued with only 4 out of 29 Districts showing a net membership gain. A demographic showed the likelihood of an expected acceleration of the trend, unless significant action was taken. Other evidence confirming the need for action included a MORI poll, a post-graduate study, internal satisfaction survey, a General Council Working Party and a professional consultancy that included holding a number of workshops.

In 2004 the Council on Legislation approved the Rotary International 7-goal Strategic Plan which has defined the overall goals and objectives on a wide range of topics. With many cultural differences throughout the Rotary world there is clearly a need for a range of local strategies to achieve the objectives. Specifically Goals 6 and 7 of the Plan relate to membership and increase public awareness issues. These have a clear synergy to the RIBI Marketing Strategy which has received the support and approval of relevant policy makers in RI.

### The use of Consultants vs Rotarians

Since the Marketing Strategy was launched a common question has been ".....why has money been spent on external consultants rather than in house expertise....?". There are a number of reasons but principally the need for a very objective view. The future development of the Strategy will rely more heavily on the support and advice of Rotarians with the necessary skills with the use of external consultant restricted to very specialist areas.

### Socio-Economic Factors

Nationally there is a recognition that the proportion of people, especially working people, who have an instinctive commitment towards service has been falling for some time. Additionally Clubs are aware that many people have problems in participating in Rotary for a number of reasons which includes the attendance requirements.

The membership challenges to RIBI are similar to other volunteering and service organisations. Whilst identifying similar trends there are opportunities for Rotary which have been identified by our research.

The Marketing Strategy is clearly based on a better understanding of our "customer" and the need to reinforce to Rotarians a requirement for active marketing to "attract" rather than "recruit" new members.

### The Internal and External Aspects of the Strategy

The Strategy initially concentrated on the need to increase membership by increasing public awareness. It soon became obvious that it is necessary to make a number of cultural changes within RIBI at Club, District and RIBI levels. Without action on these internal matters success with the outward facing aspects of the Strategy is likely to be limited with the strong possibility that the whole Marketing Strategy could fail.

## **The Budget**

A number of important aspects of the Marketing Strategy have already been paid from existing funds; in particular the re-branding exercise and the use of external consultants to complete the research and implementation plan.

At the Business Session of the RIBI Conference, an increase in membership dues was approved to cover a planned expenditure, for the further development of the Marketing Strategy, of around £120,000 (plus VAT) during Rotary Year 2006-07. The planned spend for 2006-07 covers:

- Brand maintenance
- Website update and maintenance
- Design and printing of corporate prompters
- Completion and printing of Presidents' and Members' handbooks
- Design, production and sending of mail-shots to new prospects
- Design, production and sending of mail-shots to alumni including Rotaract members past and present
- Design and production of positioning and support literature
- Promotional campaign
- Membership database gathering

There is no current commitment to any contract with external consultants and the potential spend in this area will be limited.

## **Why was there so much secrecy about the strategy?**

- The District Governors of 2004/05 & 2005/06 approved the development of a marketing strategy for RIBI. Many DGs were involved with the development of that strategy and both General Councils regularly gave their approval to the plan.
- As the plan evolved over time, it was not believed useful to publish it until it had been finalised.
- Were the plan to be released before its completion there was concern that clubs and districts might implement it in an inconsistent manner.
- There was a need to arrange and confirm the synchronisation of the RIBI marketing strategy with the RI strategic plan before publication.
- It was thought best not to publish the plan in advance of the official launch of the brand in order to maximise the impact of that launch.
- The implementation of the plan is continuing and regular briefings will be issued within RIBI.

## **What is the thinking behind the new branding?**

- RIBI last carried out an official rebranding exercise about 20 years ago. That image is now tired and needed to be updated.
- The new image is fresh, young and contemporary. Lower case is widely used in contemporary branding, including some organisations that Rotary works with such as "sportscotland" and "lifesavers". RI has confirmed that the use of a lower case letter "r" is permitted. RI uses it in this format in some of its publications, see "rotarian", the official magazine of Rotary International and the publication "this is rotary" (001-EN-(1203)).
- The purpose of the corporate branding is to ensure that we have a common and consistent public image. While we recognise that clubs wish to retain their own unique identity we would encourage them to adopt the new styling to help promote this corporate identity.
- The colours used are the official Rotary colours that were adopted by the Council on Legislation in 1980. Differences that appear in colour tone when they are printed out are the result of using different printers. The official pantone numbers of the colours are; - For Rotary Blue - PANTONE 286, for Rotary Gold - PANTONE 129 and for Rotary Gold Metallic - PANTONE 871. For further information

on the colours please see the Rotary International publication “Visual Style Identity Manual” available from ROSS (Rotary One Stop Shop).

- “Humanity in Motion” was selected as the strap line because it has been developed by RI to indicate to the non-Rotary world what the organisation is all about, it is an outward looking strap line. “Service above Self” is one of Rotary’s mottos as well as the current RI theme, but only has real meaning for Rotarians, it is an inward looking strap line. “Humanity in Motion” has been used by RI on its publications, particularly those for marketing and public relations, since at least 2005.
- Like all Rotary marks, when the new image is used (either in the form of a logo or in the new style letterhead etc) it must always be accompanied by the relevant club or district qualifier. The version of the new corporate image currently on the RIBI website is for use on RIBI approved projects etc. Versions including the district number have now been created and have been sent out to current district governors. Anyone else wishing to use a district version can contact Anna Smithies, at the Secretariat, and she will email it to them. Please note that the file is large – 3mega bytes! We are now working on a version that can be used by any club, with the addition of the club name. This will be published on the website in the next couple of weeks.
- We will be producing branding guidelines to help clubs and districts use the new identity. These will be sent out to clubs in due course.
- We are developing various different documents using the new style and as these become available they will be posted onto the website for clubs and districts to download. They will also be available in hard copy from ROSS. (Contact the Secretariat for details). Items currently in the pipeline include forms for press releases, memorandums, the RIBI club mailing bulletin and PowerPoint slide templates. We have been asked for a template for a letter that covers two or more pages. We are working on this and will publish a design as soon as possible. If there is a particular item that you would like, please let us know and we will take them into consideration.
- The RI theme logo may be inserted in the bottom right hand corner, diagonally opposite the Rotary wheel and “humanity in motion” strap line. It should be the same size as the Rotary wheel and strap line.
- RIBI will continue to use the new style letterhead and compliments slips with lower case text. However, if a club wished to use mixed case in the address and details of the meeting venue this is acceptable. To maintain the style no other changes should be made.
- Again, for those clubs that wish to include them, we have made provision to include a club’s charity number and meeting place details on the template which is now available via the website. Clubs and districts may also include additional material (such as details of other officers or events) to suit their needs using the same font and style. Generally these should be included at the bottom of the letterhead.
- The RIBI version of the new letterhead style is slightly different from that designed for use by clubs and districts. Since this is the official writing paper of the Association it is necessary to be able to distinguish it from that of clubs and districts. The RIBI version has a wavy line at the bottom rather than a simple straight line. Like all uses of the Rotary marks it includes its qualifier – in this case RIBI.
- Clubs and districts can purchase the branded letterhead and compliments slips for them to personalise to their club, from ROSS at a price of £3 each for 50 sheets of letterhead or 50 compliments slips. Clubs can also use the template to prepare their own letterhead and contact a local printer to have it printed.
- Finally, please note that the new branding is only a small part of the overall marketing plan.

Mike Webb  
President, 2005/2006.

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