



# Extension Brand Value: **Lessons Learned from the Copernicus Study**

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*Fort Worth, Texas*

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# Thanks

The Task Force/Implementation Team and the Brand Value CoP Leadership are very grateful for the vision, encouragement, and support of the Extension Committee on Organization and Policy (ECOP) and the National Extension Directors and Administrators.

Without their support, this initiative would not be possible.

# Administrator Survey, 2007

Identified three top objectives for the Task Force:

- ***Position Extension as innovative, relevant, and engaged*** to our clientele. (76%)
- ***Position Extension as the choice provider*** of non-formal education. (48%)
- ***Provide a consistent message*** about Extension. (47%)

# Strong brands deliver strong benefits

- Strong funding.
- Differentiation from competitors.
- Greater customer loyalty.
- Greater flexibility and adaptability in a changing market.
- More-effective employees.
- Higher-quality job applicants.

# The two sides of brand perception

- **Brand communications:** what you promise.  
How you position, package, and present your brand through communications tools and media.
- **Brand meaning:** what you deliver.  
Consumers' perceptions and understanding of your brand, based on their experiences.
- ***If the two conflict, customers believe their experience, not your communications.***

# **Branding is not just a communications activity**

- **It is critically important that we understand what our brand means to our stakeholders.**
- **And that we align not only our communications but our policies, procedures, and personnel to deliver that meaning in every interaction.**

# How do you build a strong brand?

Building a strong brand takes:

- a clear and compelling message.
- validated by research.
- focused on the audience.
- consistently and repeatedly communicated, delivered, and experienced.



# Copernicus Study of Extension's Brand Value

The research conducted is a representative, 360-degree perspective on Extension.

- It covers both *internal* (employees, volunteers, Clients) and *external* (general market consumers) *points-of-view*.
- There was *broad participation* throughout the country.
- *Rigorous research protocols* were used to ensure a representative sample.

# General Market Research: Overview of Sample

The *General Market survey* was conducted online throughout the United States, including the territories.

- Total of 2,000 interviews were completed in June and July 2008.
- Each state had a minimum 15 interviews; additional interviews were allocated based on state population.
- In the territories, 50 interviews were conducted: 31 in Puerto Rico and 19 in all other territories combined.

# Stakeholder Research: Overview of Sample

The *Stakeholder survey* was also conducted online throughout the United States, including territories.

A total of 4,471 stakeholders completed the survey:

- 1,911 Employees.
- 1,300 Volunteers.
- 1,260 Clients.

# Lesson #1

Extension stakeholders agree that **better visibility/marketing of Extension** (or building brand value) is a major area that **needs improvement.**

# Stakeholder Research

According to Extension Stakeholders, improved visibility / marketing is the #2 area Extension must improve.

## Top Areas Extension Needs to Improve\*

	<u>Total</u>	<u>Employees</u>	<u>Volunteers</u>
<i>Number of Interviews</i>	3211	1911	1300
Human Resources / Training	36	43	28
<b>Visibility / Marketing</b>	<b>30</b>	<b>30</b>	<b>30</b>
Programs / Services	27	25	29
Education / Information	20	22	19
Internet / Technology	17	23	11
Community-Focus	16	18	15
<b>Communication</b>	<b>14</b>	<b>17</b>	<b>11</b>
Funding	13	13	13
Responsiveness / Organization	12	14	10
Reach New Audiences	10	10	10

# Stakeholder Research

Both employees and volunteers recognize that Extension can do better at increasing brand value. Employees are more likely than volunteers to recognize that Extension can be slow to change.

## Employee & Volunteer Agreement With Statement\*

	<u>Employees</u>	<u>Volunteers</u>
<i>Number of Interviews</i>	1911	1300
Extension often does not get due credit for the information/education it provides	90%	88%
Extension needs to do a much better job at communicating the value it provides the community	85	74
Extension as an organization is slow to change	57	34

Q1. How much do you agree or disagree with each of the statements below? (Strongly Disagree, Somewhat Disagree, Neither Disagree nor Agree, Somewhat Agree, Strongly Agree)

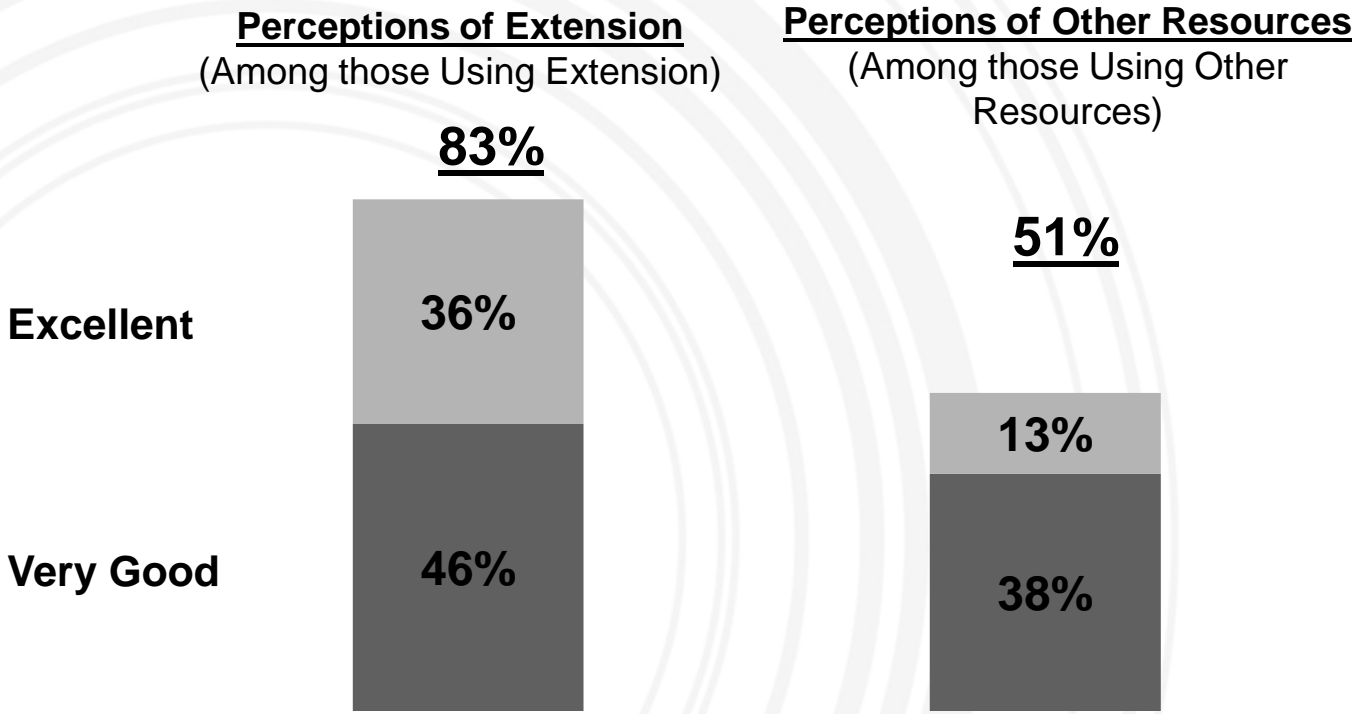
\*Percent Strongly / Somewhat Agree

# Lesson #2

Those who **know Extension really appreciate what it provides.** Having “great” service will make it easier to build brand value.

# General Market Research

**Extension delivers on its promise:** those who have used Extension give it very strong ratings.



Q22. How would you rate [STATE EXTENSION NAME] in providing the information / guidance you needed on [INSERT PROGRAM AREA]?

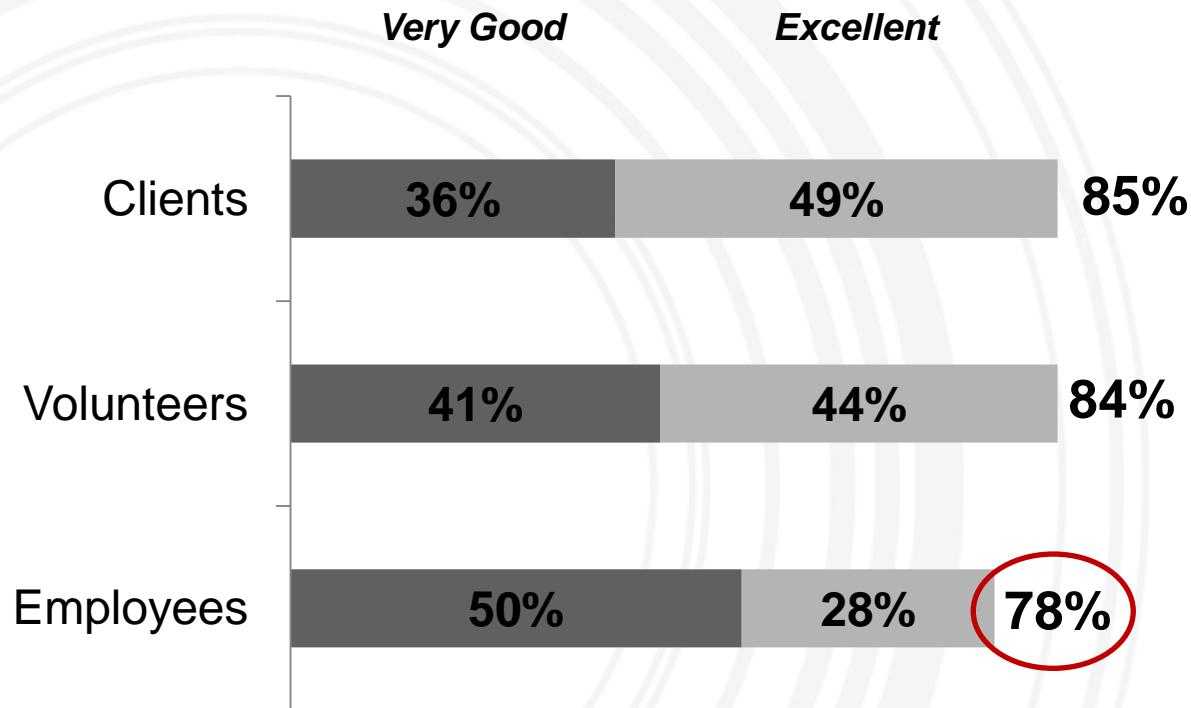
Q24. How would you rate these other source(s) in providing the information / guidance you needed on [INSERT PROGRAM AREA]?



# Stakeholder Research

Overall, **Stakeholders' impressions** of their state's Extension Service are **very positive**.

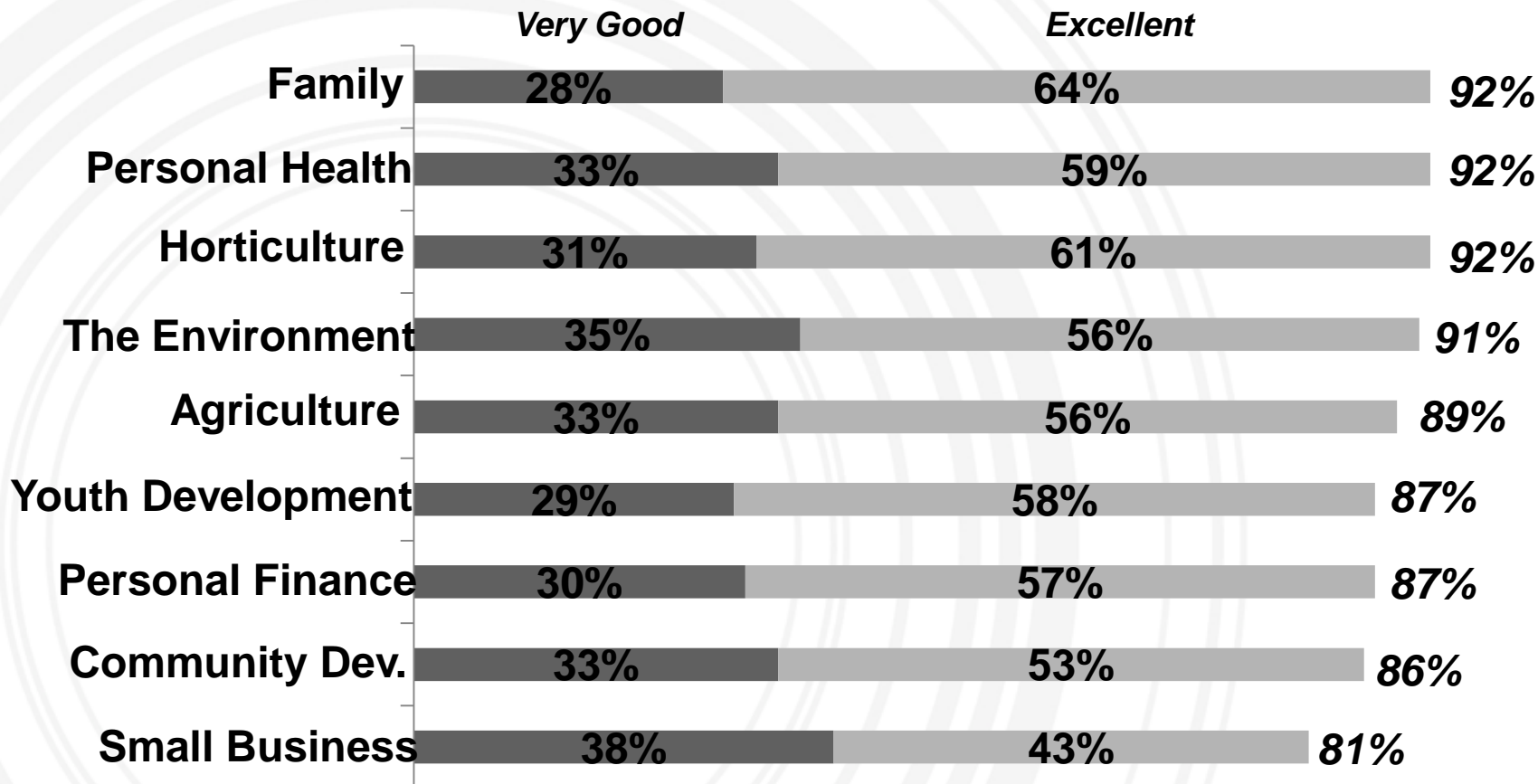
## Perception of State Extension Service



# Stakeholder Research

Clients have very positive perceptions of the programs they have used.

## Client Perceptions of Extension Program Area\*



Q22. What is your overall impression of the information, programs or services that are provided by [STATE EXTENSION NAME] in each of the following areas?

\*Among clients using each program area.

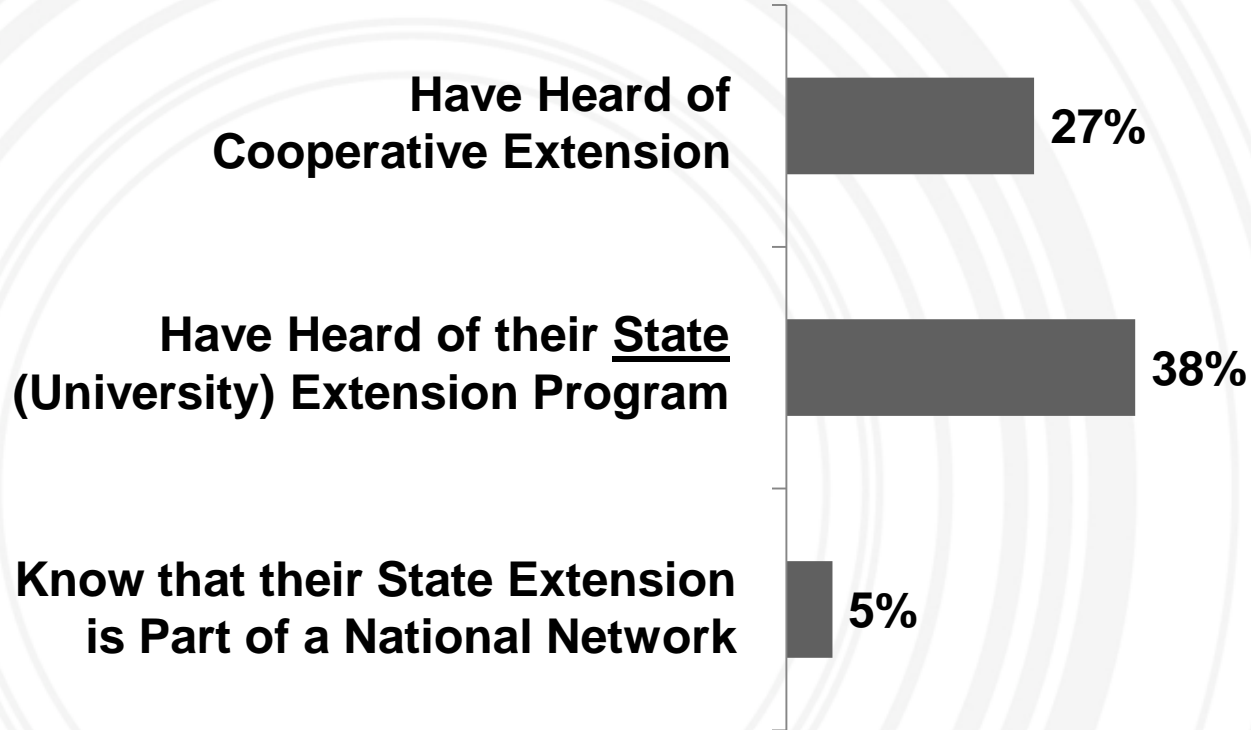
# Lesson #3

The major challenge for Extension – confirmed by this research – is that **very few people know about Extension and the service it provides.**

Bridging this “knowledge gap” is essential to building brand value.

# General Market Research

Awareness of Cooperative Extension is low. Very few people know that their State Extension service is part of a National Extension Network.



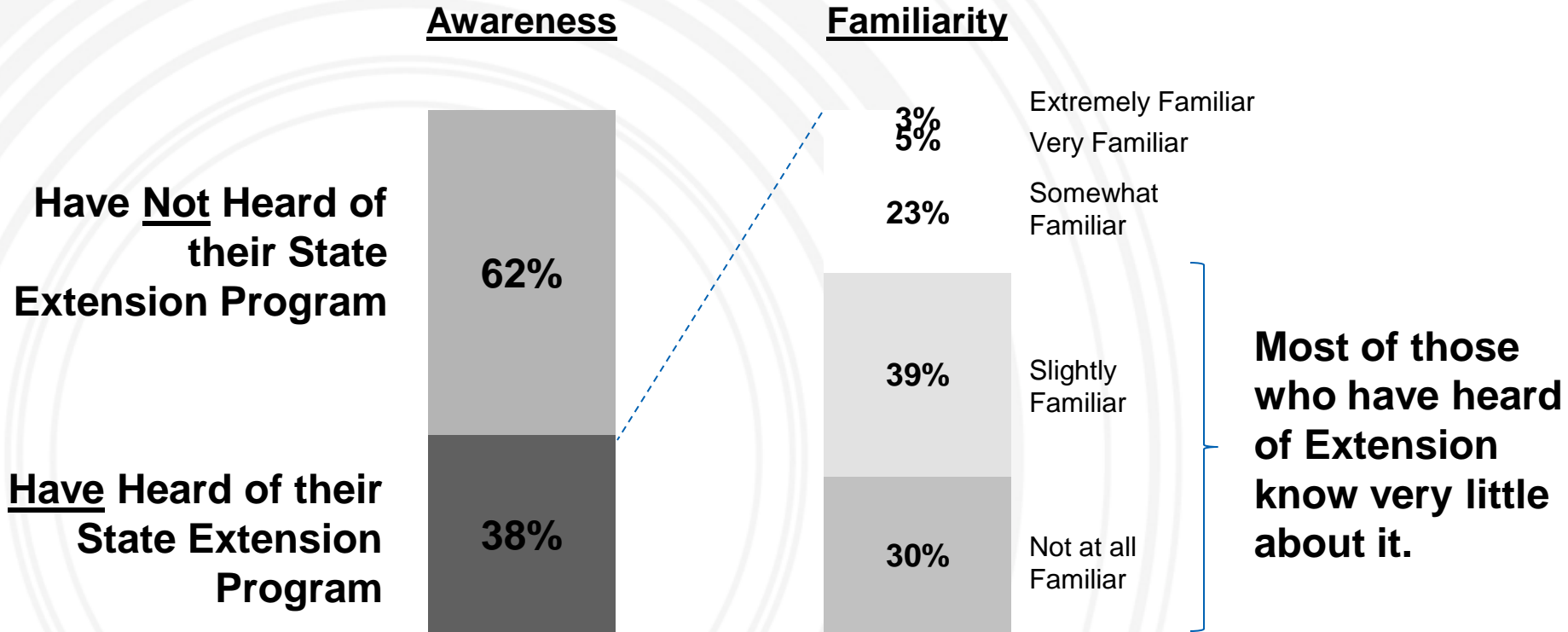
Q5. Have you heard of a community outreach program called "Cooperative Extension"?

Q6. Have you heard of [STATE EXTENSION NAME]?

Q12. Did you know that [STATE EXTENSION NAME] is part of a national network of universities called the "Cooperative Extension System"?

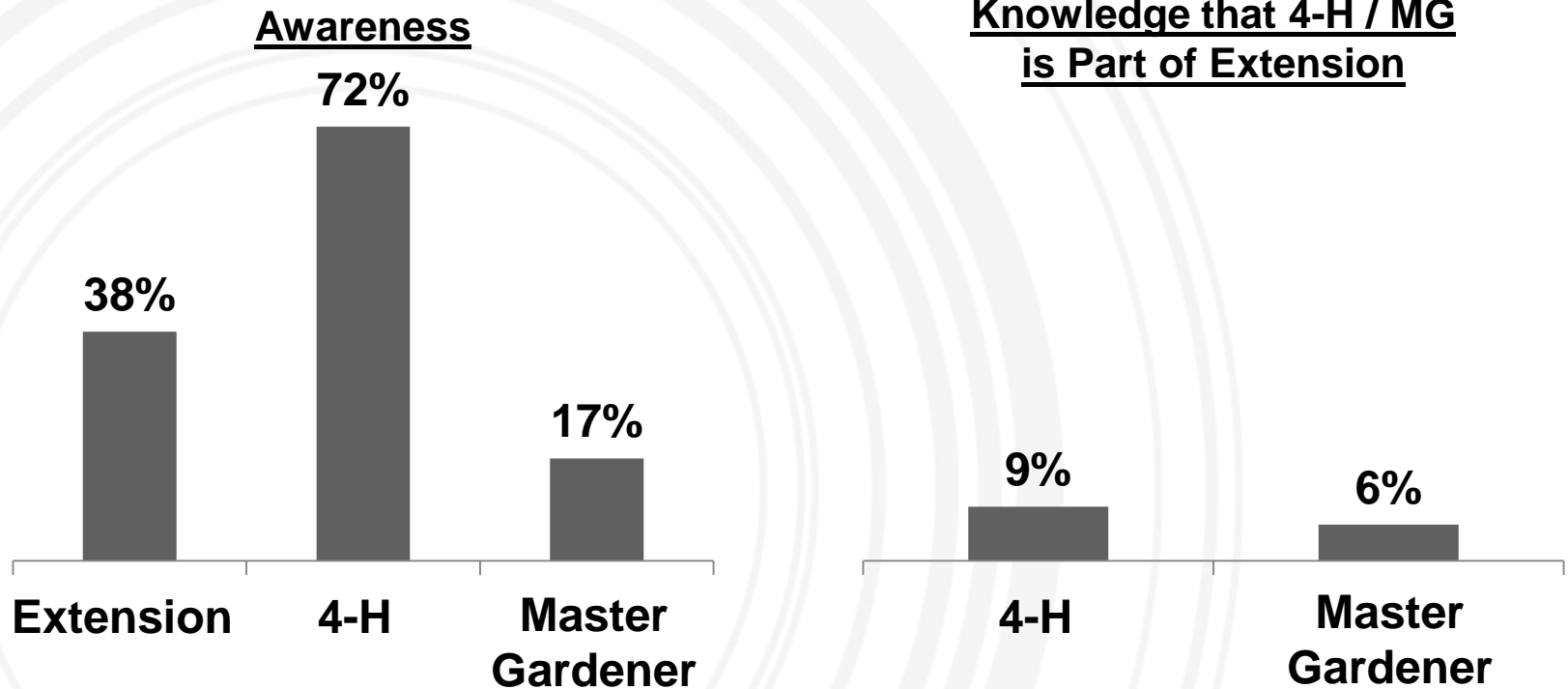
# General Market Research

Even among those who have heard of Extension, familiarity with Extension is very low.



# General Market Research

Awareness of 4-H is much higher than Extension; awareness of Master Gardener is lower. Very few people know that either is part of Cooperative Extension.



Q14. Have you heard of the 4-H Youth Development program?

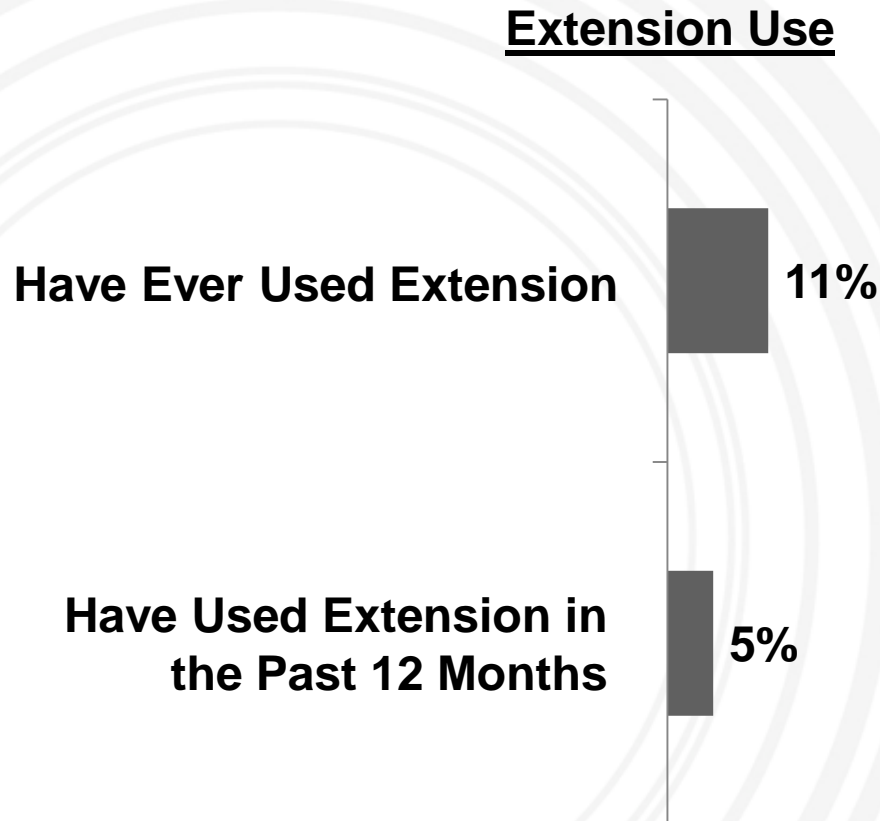
Q15. Is 4-H affiliated with [STATE EXTENSION NAME]?

Q17. Have you heard of the Master Gardener Program?

Q18. Is the Master Gardener Program affiliated with [STATE EXTENSION NAME]?

# General Market Research

Not surprisingly, given the low awareness and familiarity with Extension, very few have used Extension services.



# Lesson #4

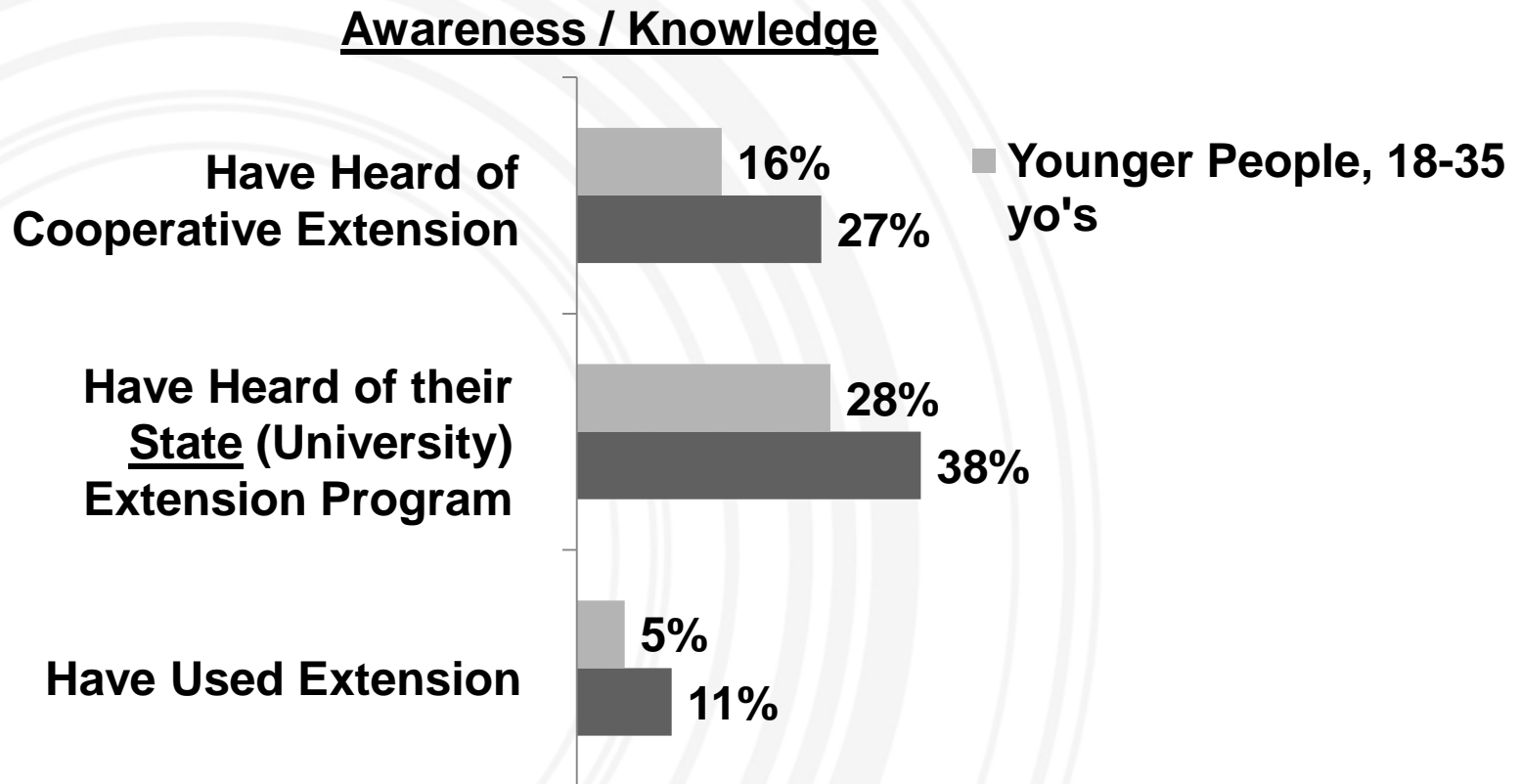
It is particularly concerning that **younger people** – Extension clients of tomorrow – **are the least likely to be familiar with Extension.**

It is crucial to take steps to improve Extension's relevance among younger people.



# General Market Research

Younger people (18-35) are much less likely to have heard of or used Extension.



Q5. Have you heard of a community outreach program called "Cooperative Extension"?

Q6. Have you heard of [STATE EXTENSION NAME]?

Q7. Have you ever used [STATE EXTENSION NAME] information, programs or services?

# Lesson #5

On a positive note, **Extension offers a range of program areas that people consider important.**

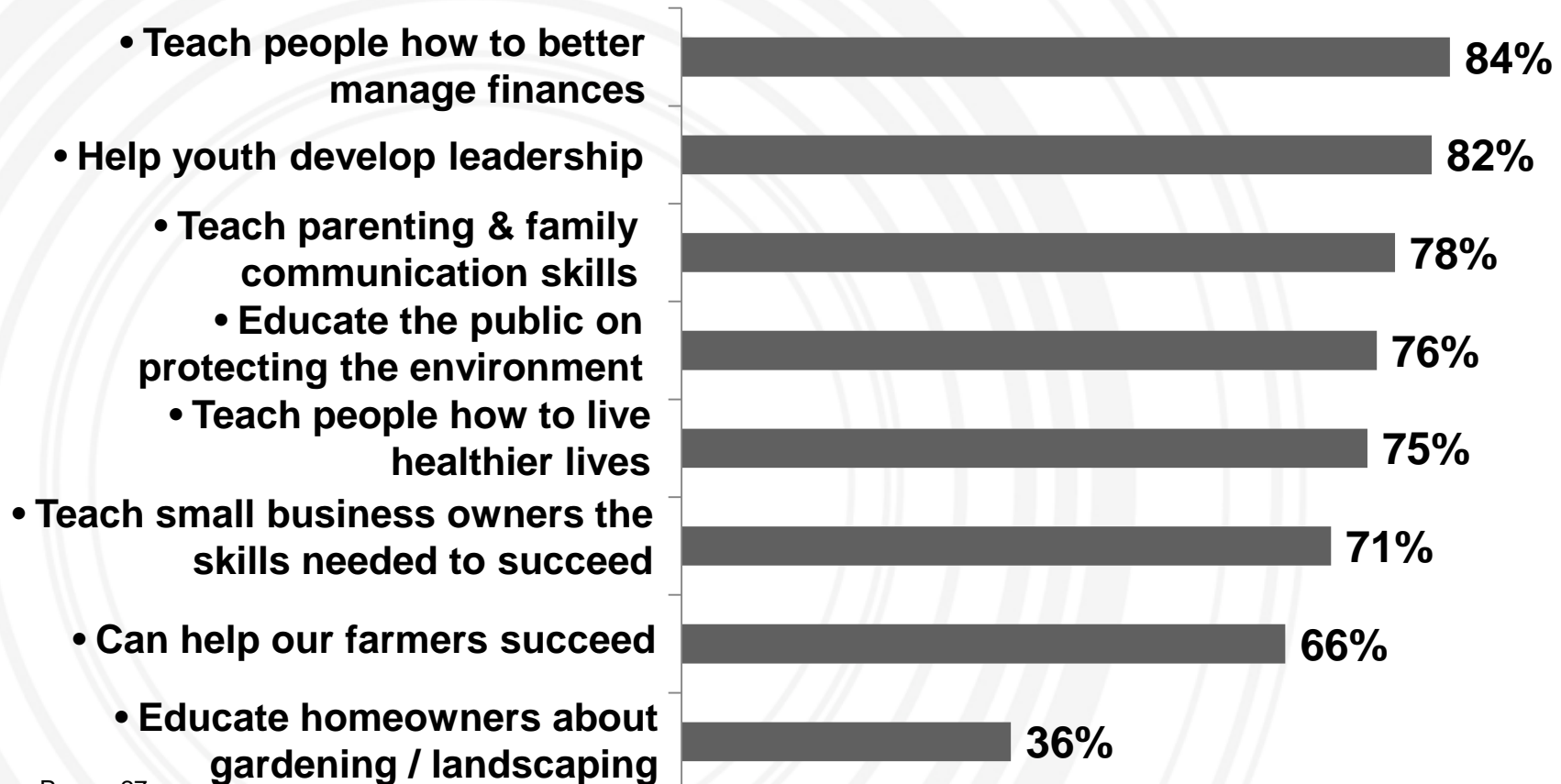
This will make it somewhat easier to improve brand relevance.

# General Market Research

Extension covers areas that are relevant – there is broad agreement on their importance.

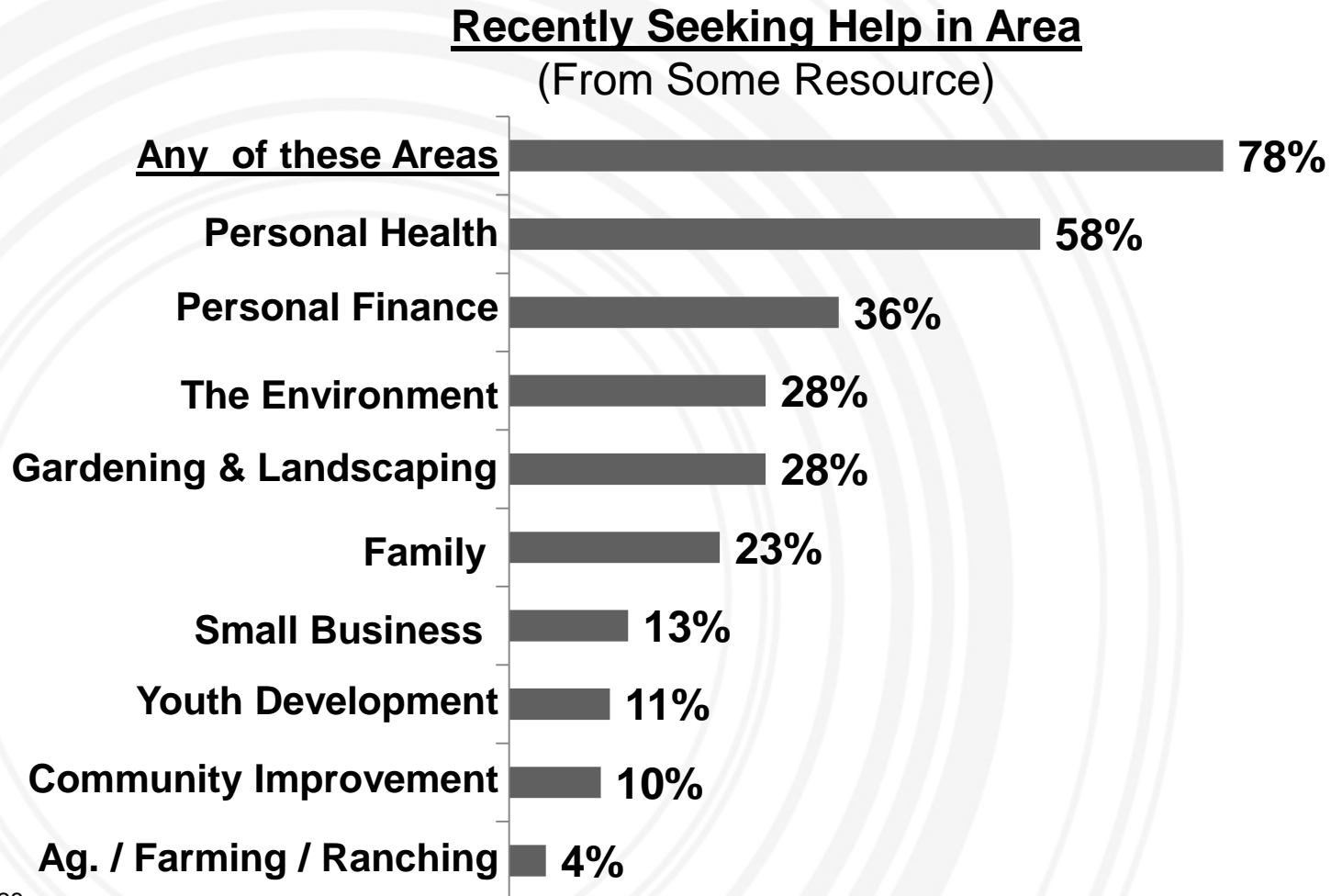
**We really need programs that:**

**Consumer Agreement with Statement**



# General Market Research

And many have sought help from *some* resource in the areas Extension focuses on.

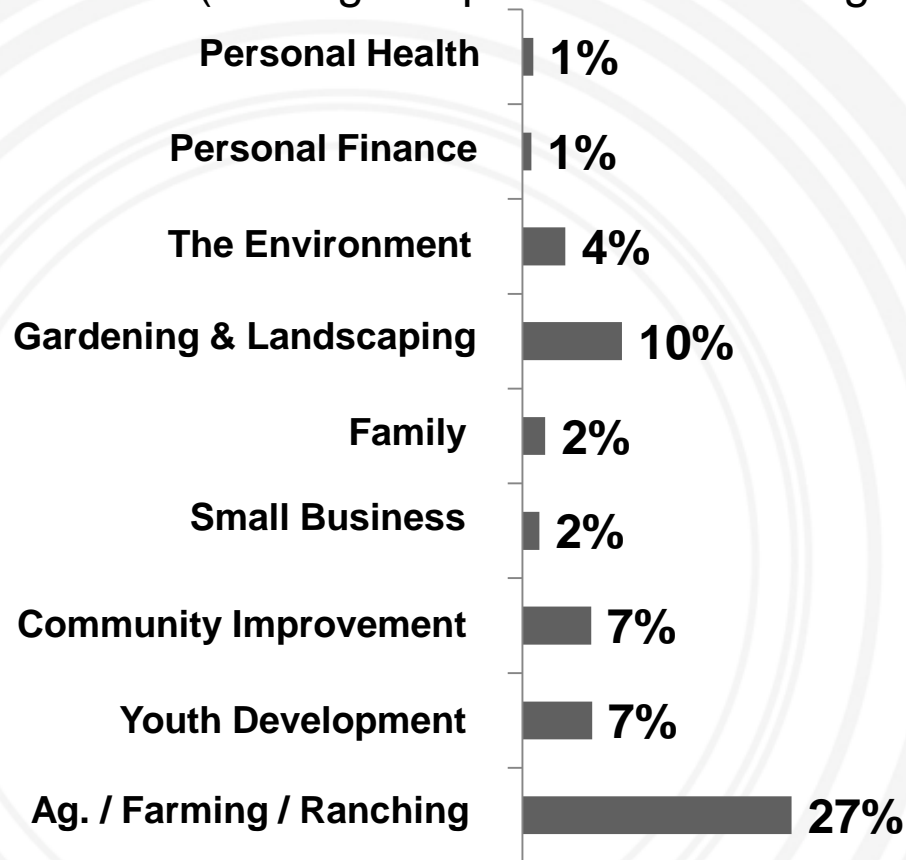


# General Market Research

There is **huge potential to be relevant to more people**: few seeking help rely on Extension.

## Use of Extension

(Among People who have Sought Help in Each Area)



# Lesson #6

Extension does have “competitors”: **most people who use Extension also use other resources for programs/services.**

Building Extension’s brand value is particularly important because people have alternatives.

# Stakeholder Research

Extension is stronger in some areas than others with Clients.

Client Usage of Extension & Alternatives (Past 12 Months)

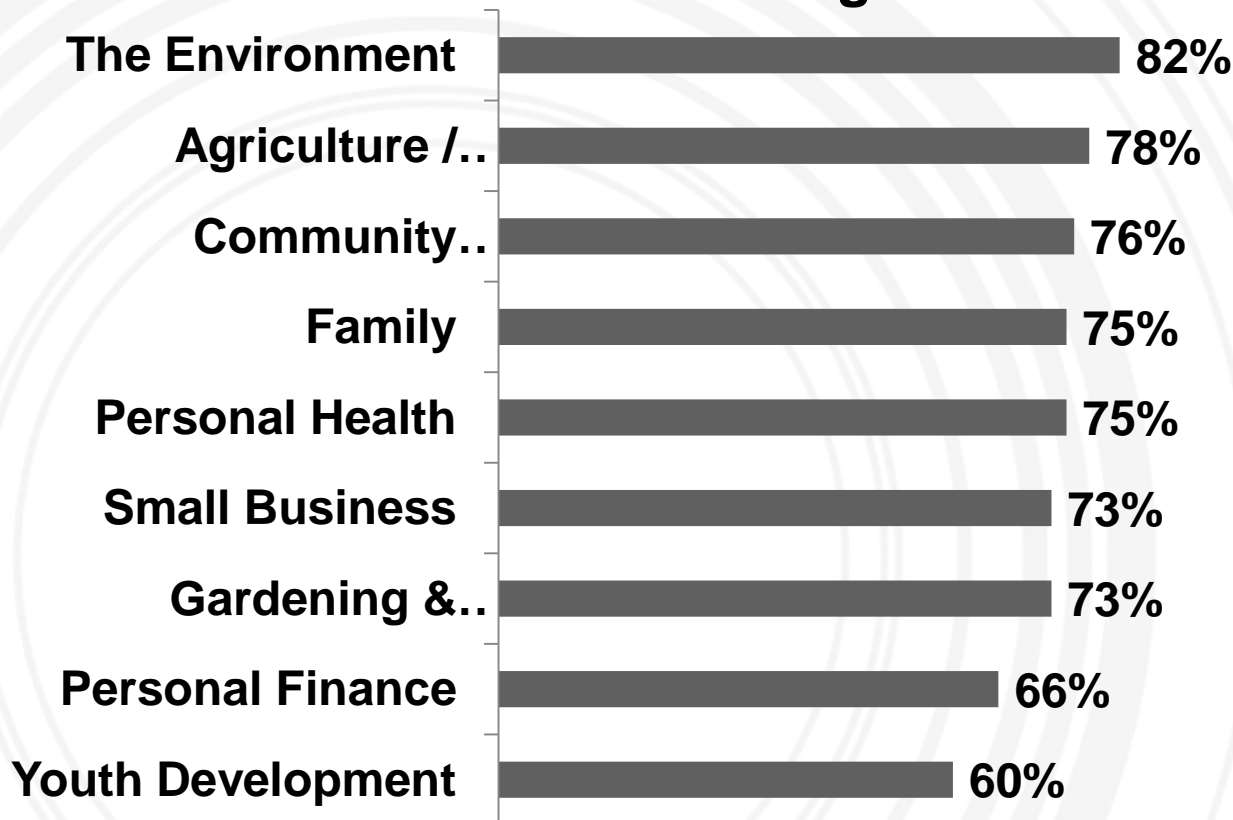
	<u>Extension</u>	<u>Alternatives</u>
<b>Unweighted Base</b>	1260	1260
<b>Agriculture / Farming / Ranching</b>	45%	40%
<b>Gardening &amp; Landscaping</b>	41	41
<b>Youth Development</b>	31	25
<b>The Environment</b>	28	38
<b>Personal Health</b>	25	42
<b>Community Improvement</b>	19	26
<b>Family</b>	11	22
<b>Personal Finance</b>	7	32
<b>Small Business</b>	5	12

Q16. Which of the following have you used in the past 12 months?  
 Q23. Did you use resources other than [STATE EXTENSION NAME] for information, programs or services on each of the areas below?  
 Q25. Earlier you had indicated that you did not use [STATE EXTENSION NAME] for any of the following in the past 12 months. Did you by any chance use some other resource for any of these in the past 12 months?

# Stakeholder Research

Most Clients do not rely solely on Extension, primarily to ensure they're getting all the help they need.

## Clients Also Using Alternatives\*



### Main Reason for Using Alternatives

“To be sure I was getting everything I needed.”  
(Reported by 86% of Clients)

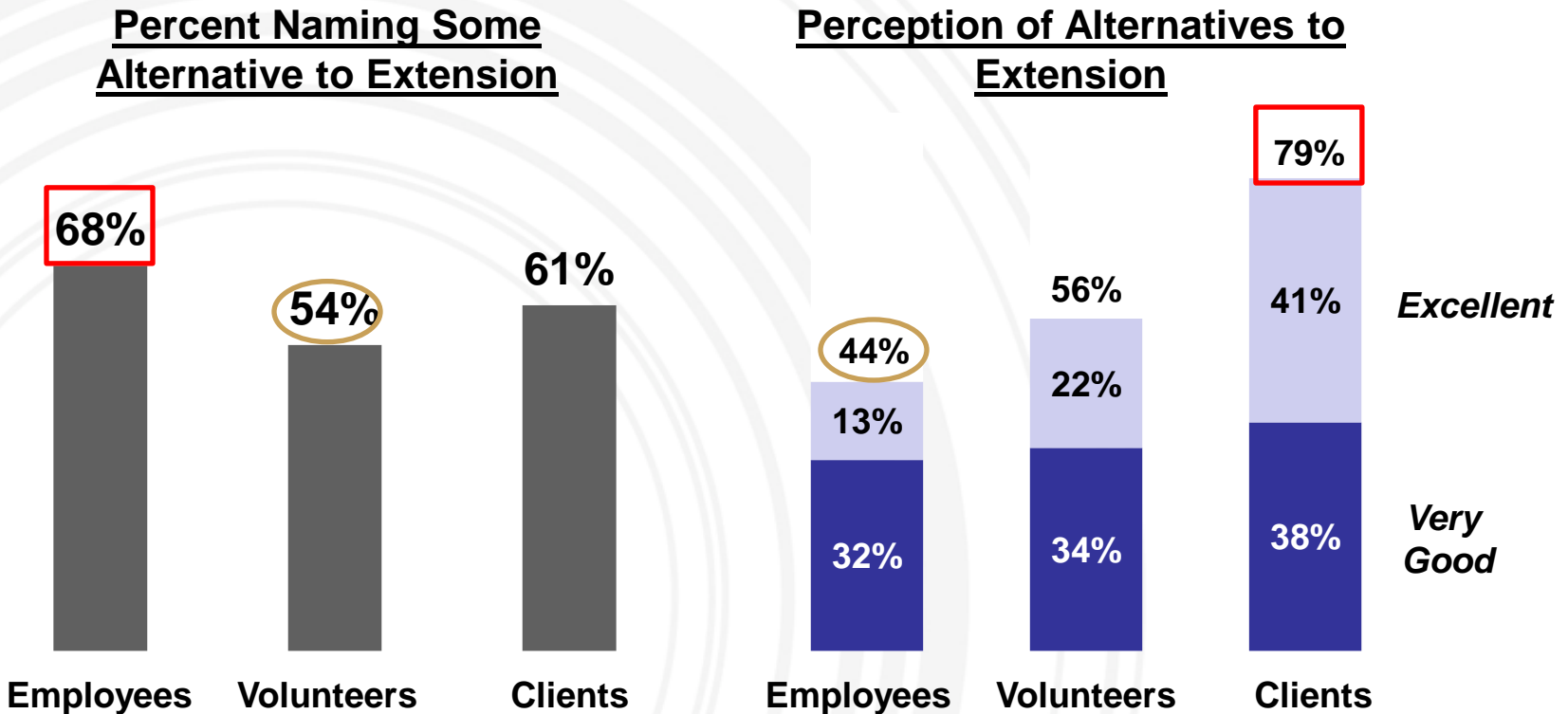
Q23. Did you use resources other than [STATE EXTENSION NAME] for information, programs or services on each of the areas below?

\*Percent of Program Area Clients (e.g. those who used Extension for help with Environment issues), who also used some alternative.



# Stakeholder Research

Stakeholders recognize that there are alternatives.  
 Clients who have used them rate them favorably.\*



Q11. Thinking about the programs and services you are involved with at [STATE EXTENSION NAME], what are some other, alternative resources to which people in your community could turn to get similar information, programs, or services?

Q12. What is your overall impression of [INSERT ALTERNATIVE FROM Q12]?

Q27. What other resources, not including [STATE EXTENSION NAME], have you found most useful for information, programs, or services on any of the following (SHOW AREAS).

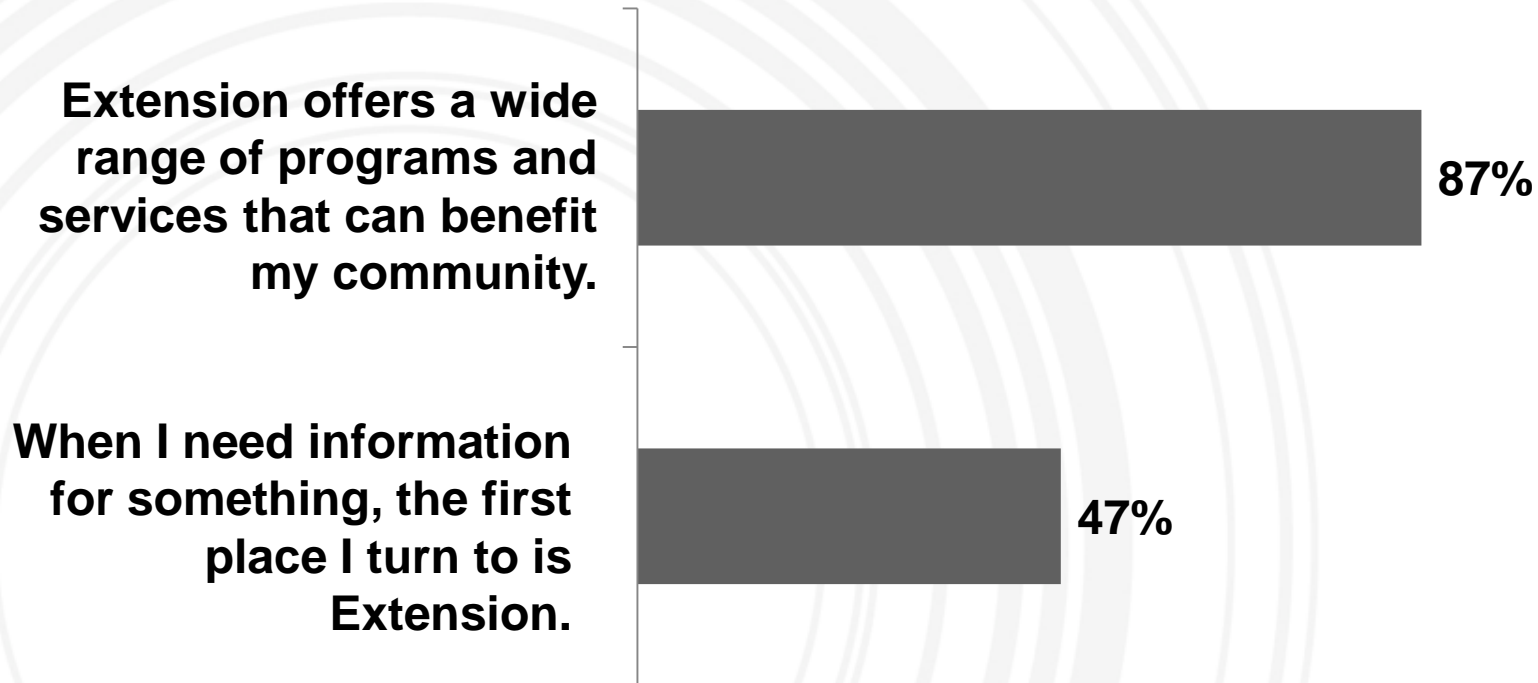
Q28. What is your overall impression of the information, programs, and/or services provided by [INSERT RESPONSE FROM Q27]?

\*Note: Clients were asked to list and rate the best alternative sources they used.

# Stakeholder Research

Clients are familiar with the range Extension can provide, but fewer than half turn to Extension first.

## Client Agreement With Statement\*



Q1. How much do you agree or disagree with each of the statements below? (Strongly Disagree, Somewhat Disagree, Neither Disagree nor Agree, Somewhat Agree, Strongly Agree)

\* Percent who strongly/somewhat agree

# Lesson #7

The **Extension “promise”** has broad appeal.

**Those who hear about Extension** are interested in using the services it provides.

In addition, there is **broad support among the general public** for the type of programs Extension offers.

# General Market Research

A description of Extension was read by consumers who did not know of Extension:

*As you may have gathered through the questions asked so far, the Cooperative Extension System is a national network of land-grant universities that brings research-based information, services and programs to the community. The local Cooperative Extension System partner in your state is [STATE EXTENSION NAME].*

*Information and programs offered through the Extension system are based on up-to-date learning and reviewed by experts in the specific areas before they're brought to the community. You can be sure that you'll receive valid, reliable information and programs in a variety of areas to improve quality of life.*

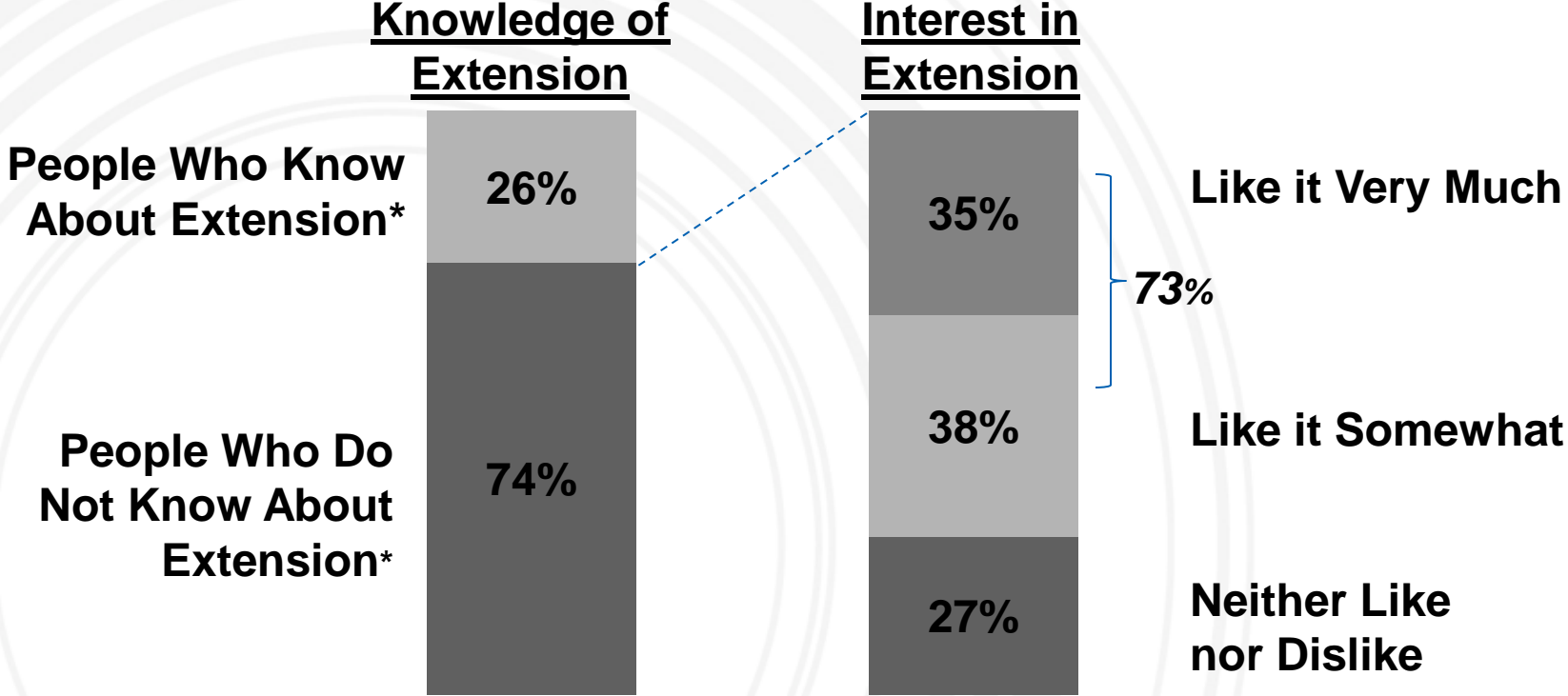
*About 3,000 Extension offices, roughly one in each county, are available as a resource for you to use. A variety of information / programs are offered in areas such as:*

- *Youth Development*
- *Agriculture / Farming / Ranching*
- *Gardening & Landscaping*
- *Environment*
- *Personal Health*
- *Family*
- *Personal Finance*
- *Small Business*
- *Community Improvement*

*In addition to the offices that you can call or visit, there is an online resource, [eXtension.org](http://eXtension.org), to bring you the best, research-based information on a variety of topics.*

# General Market Research

**Most people who do not know about Extension react positively to finding out about it.**

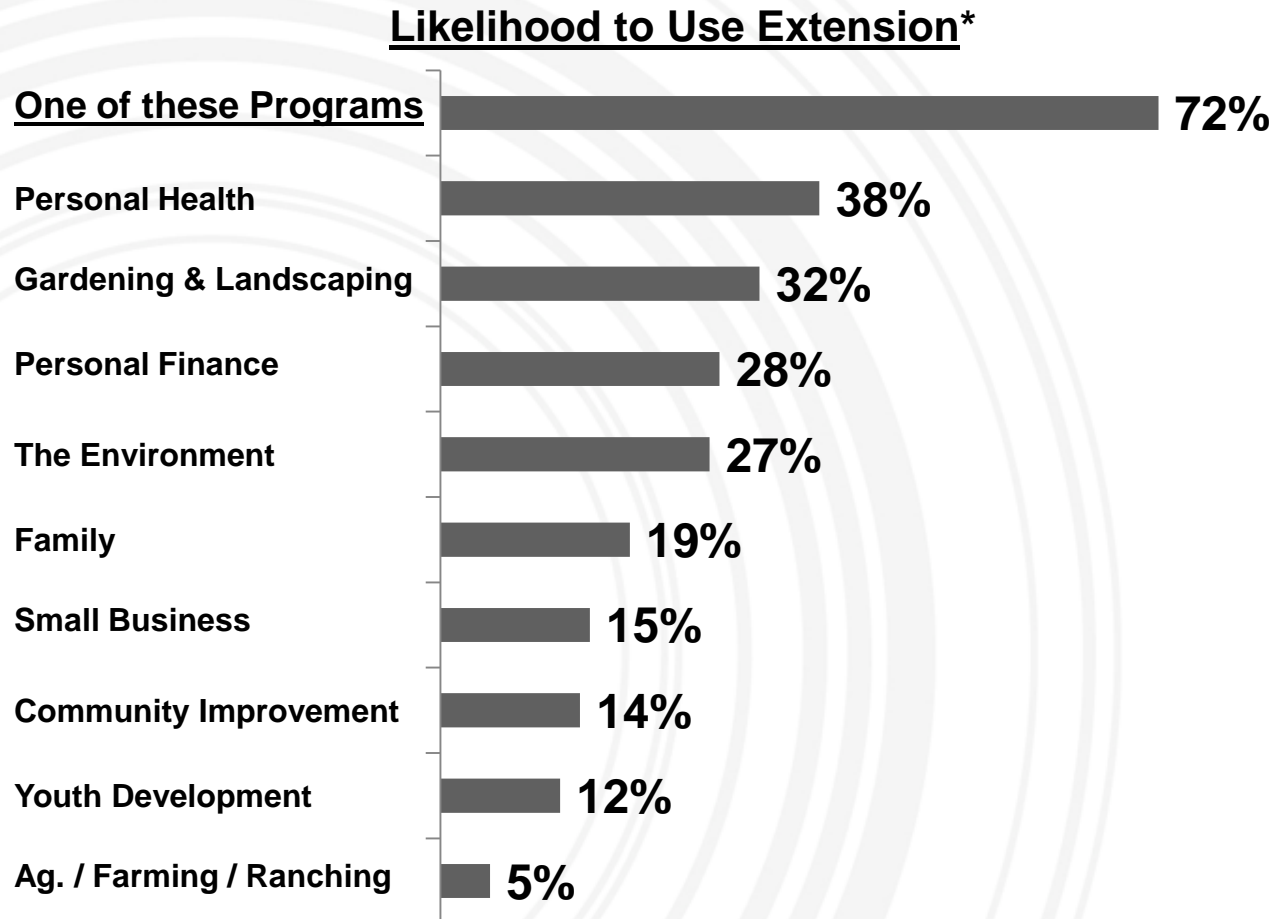


Q26. Which of the following best describes your overall impression of this resource you can benefit from? (Like it Very Much, Like it Somewhat, Neither Like nor Dislike, Dislike it Somewhat, Dislike it Very Much)

\*Includes those not aware of (State Extension) & those aware but not at all familiar with it.

# General Market Research

Having found out about Extension, **most people expect to use the programs it provides.**



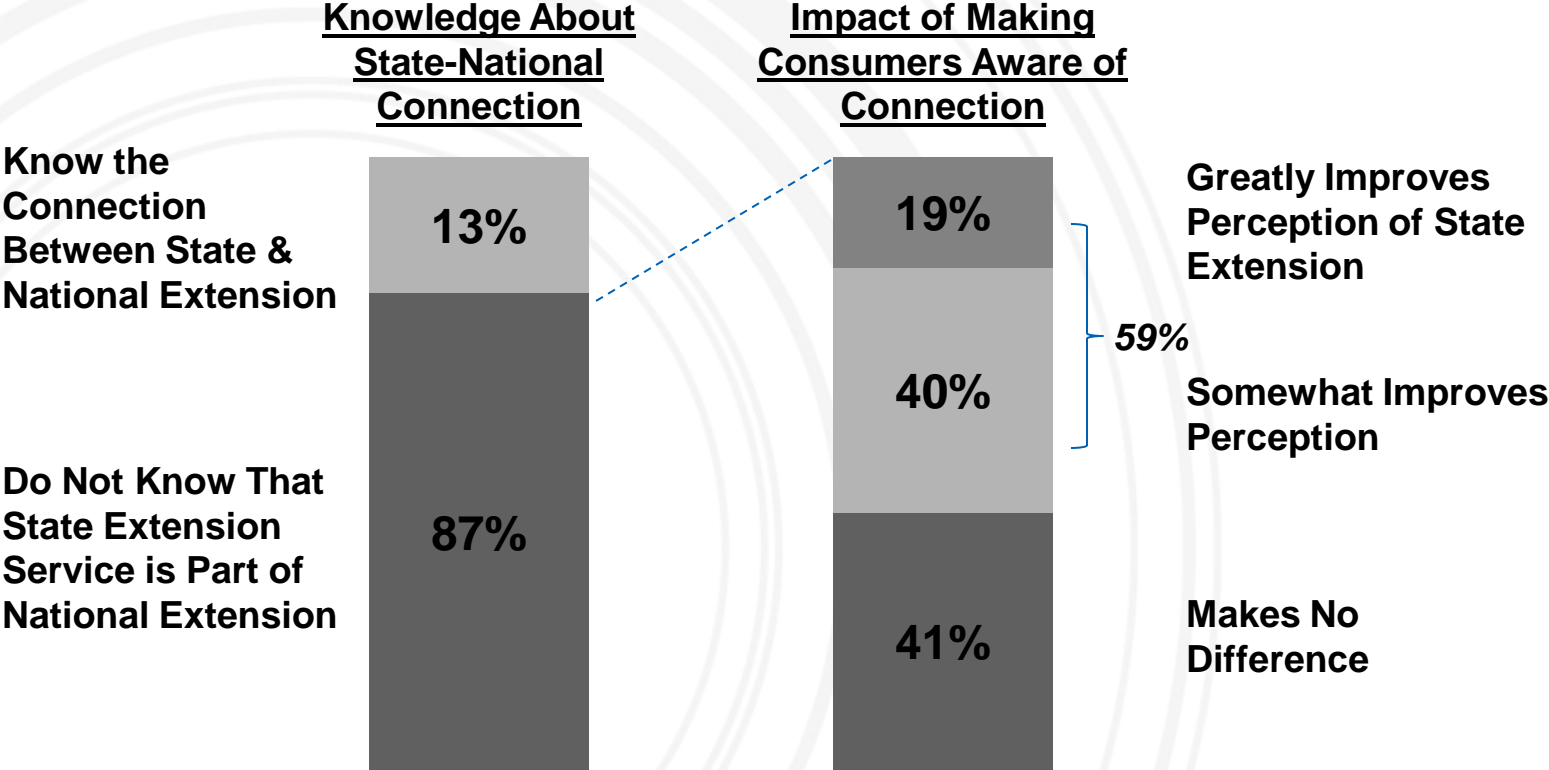
# Lesson #8

Promoting the **connection between State Extension Services and the National Network** can be **an asset** in building the Extension brand.

# General Market Research

Stronger association with the national system has the potential to improve perceptions of State Extension.

## Among Consumers Who Know About Their State Extension Service



Q12. Did you know that [STATE EXTENSION NAME] is part of a national network of universities called the “Cooperative Extension System”?

Q13. How does knowing that [STATE EXTENSION NAME] is part of a national network affect your perception of [STATE EXTENSION NAME]?

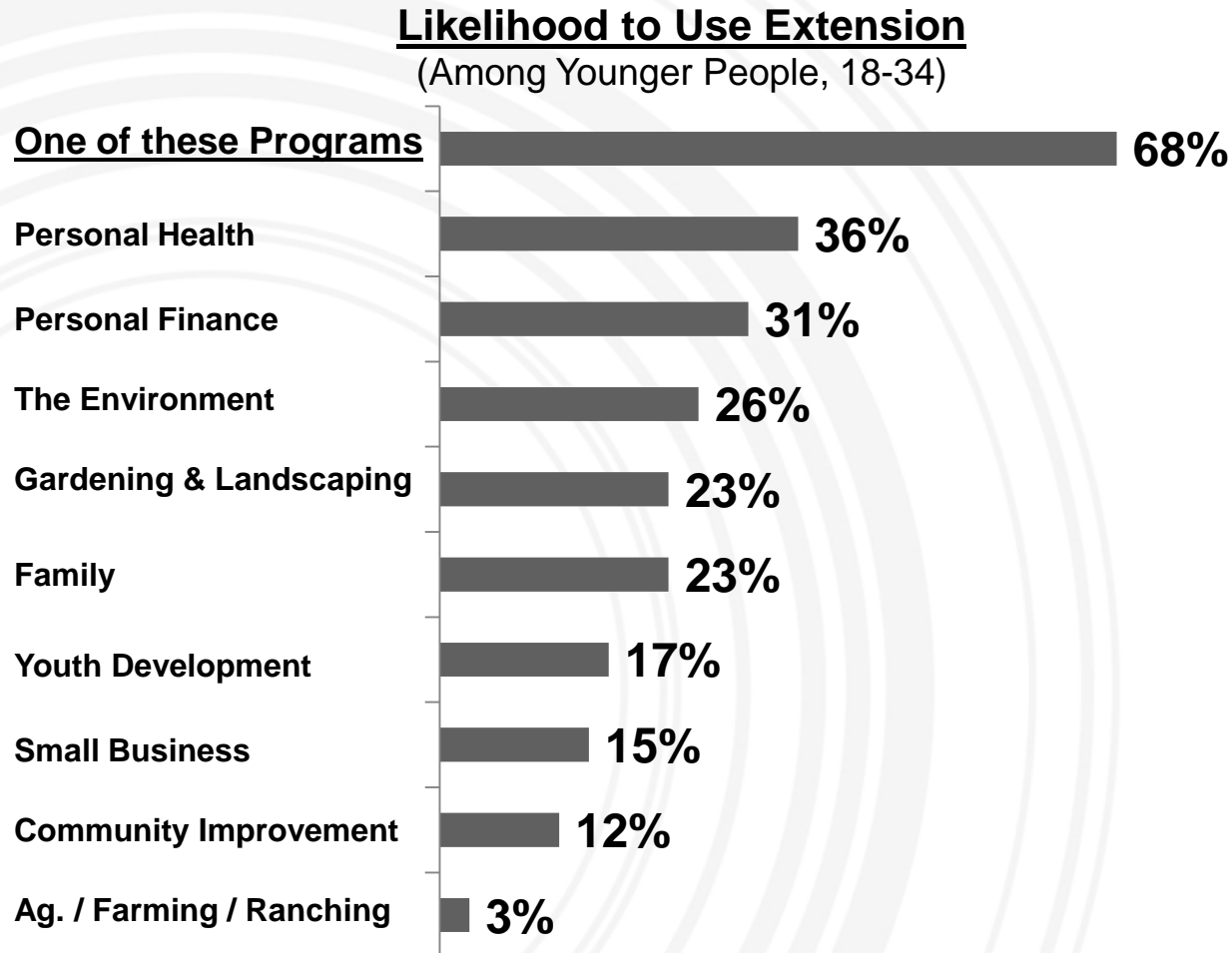


# Lesson #9

A greater focus on program areas relevant for **young adults** will also help with **building long-term brand value**.

# General Market Research

Over two-thirds of younger people are likely to use Extension for information/programs in some area.

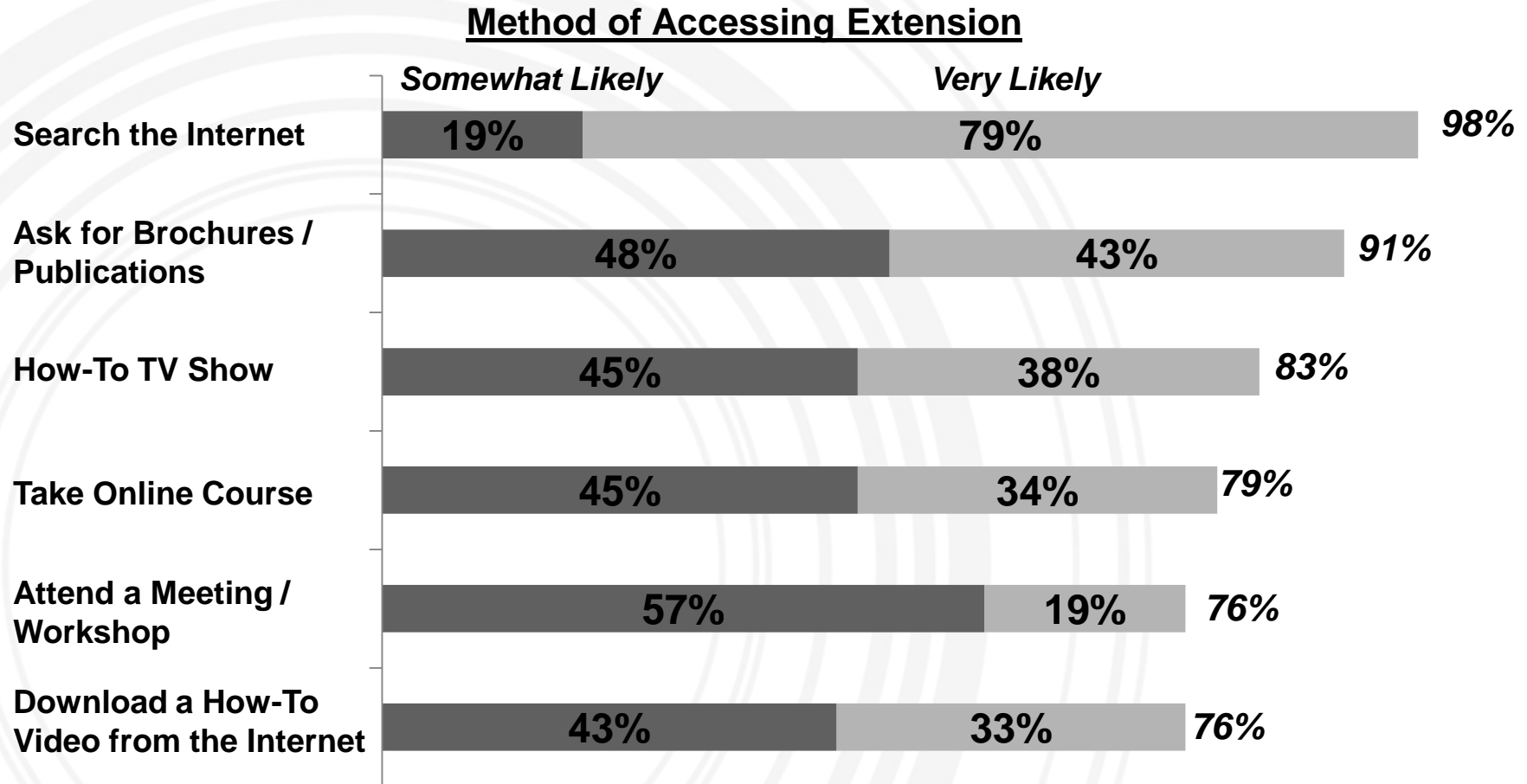


# Lesson #10

In an evolving, digital world **Extension will need to be flexible in how it delivers programs and services,** particularly those targeted to young adults.

# General Market Research

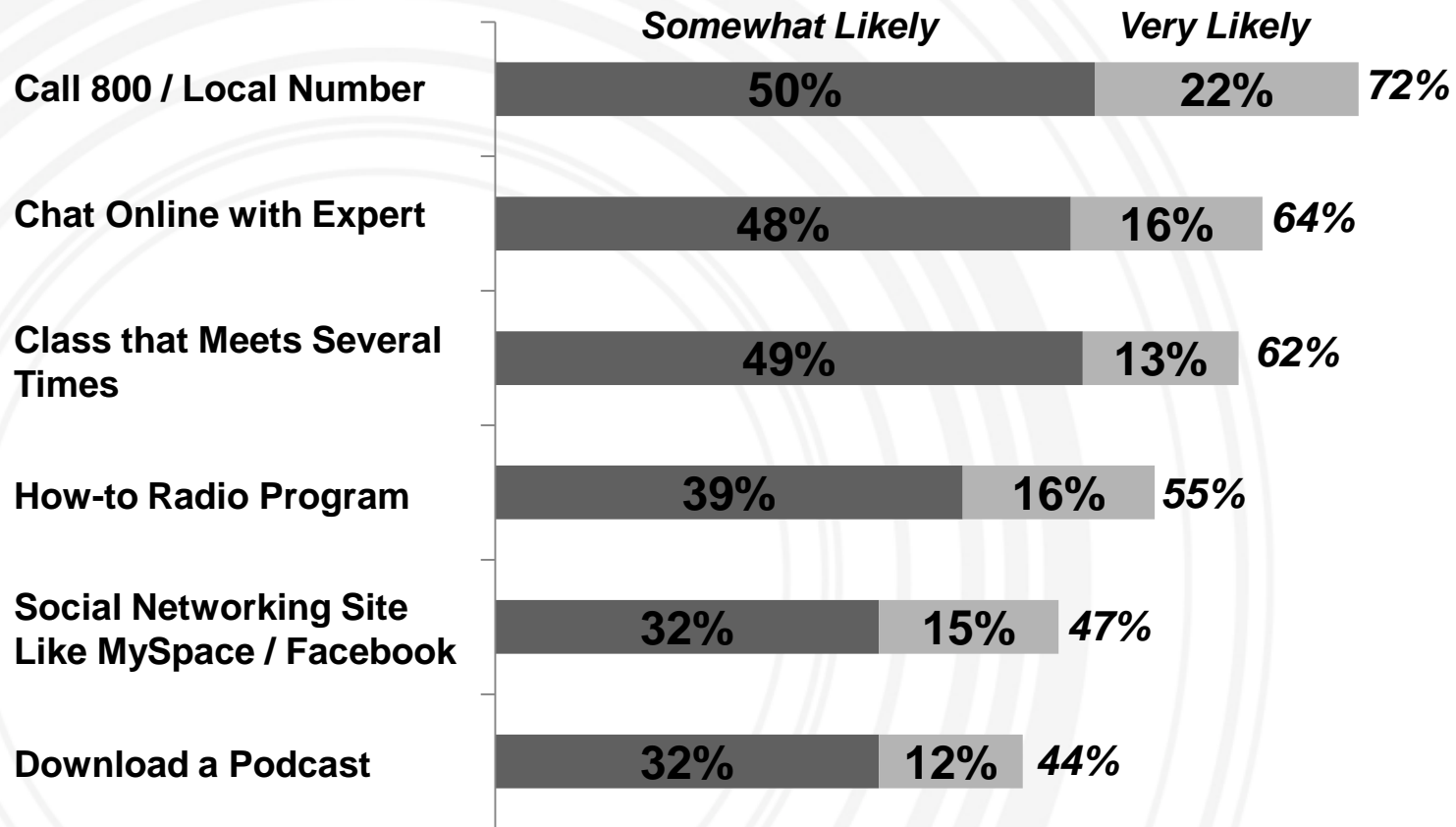
Many channels will be important in reaching a broad group of consumers.



# General Market Research

Many channels will be important in reaching a broad group of consumers.

## Method of Accessing Extension Cont'd

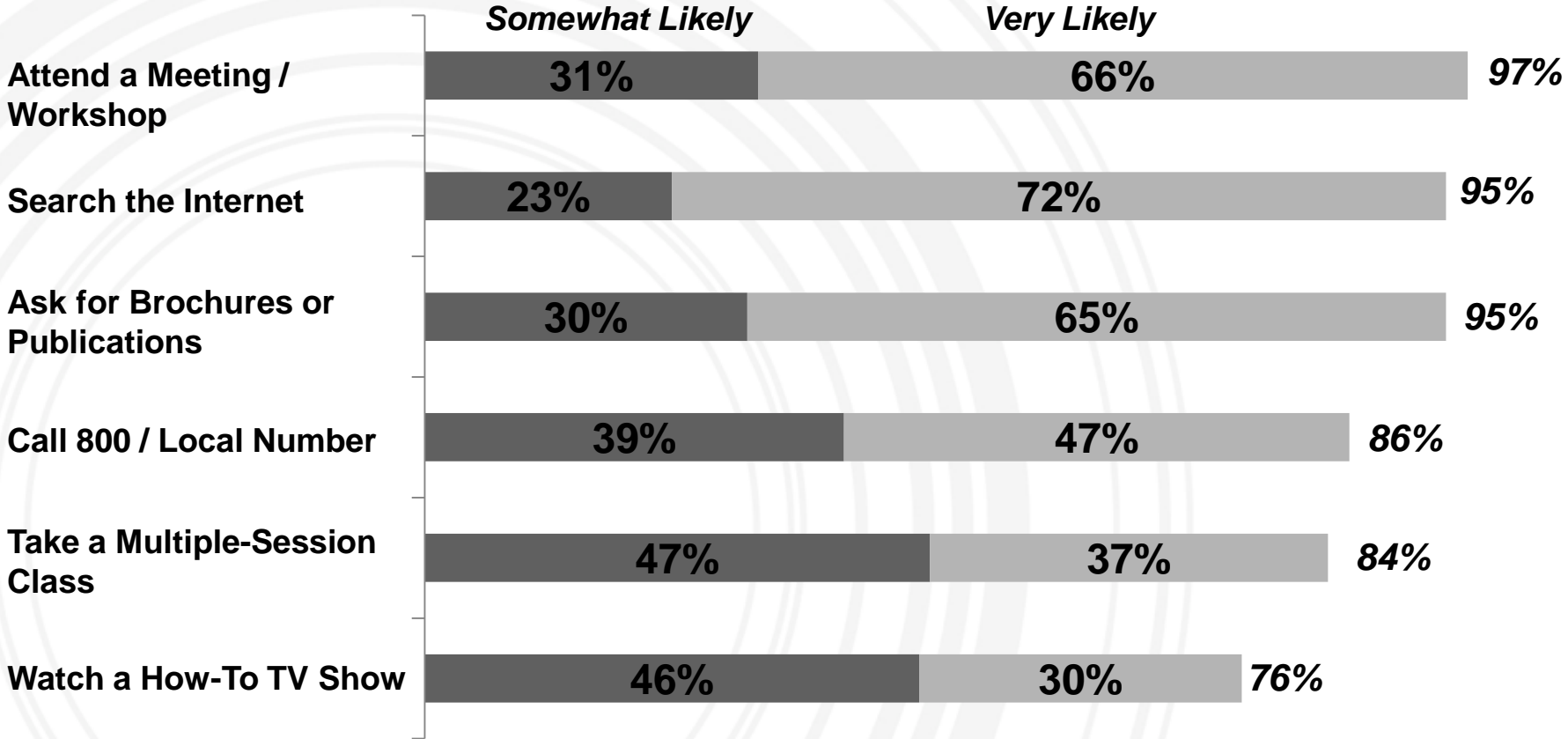


Q29. How likely would you be to use each of the following methods to access [STATE EXTENSION NAME] information, programs and services? (Very Likely, Somewhat Likely, Not at all Likely)

# Stakeholder Research: Clients

Clients are interested in using a range of methods to access Extension programs/services.

## Potential Use of Channels to Access Extension

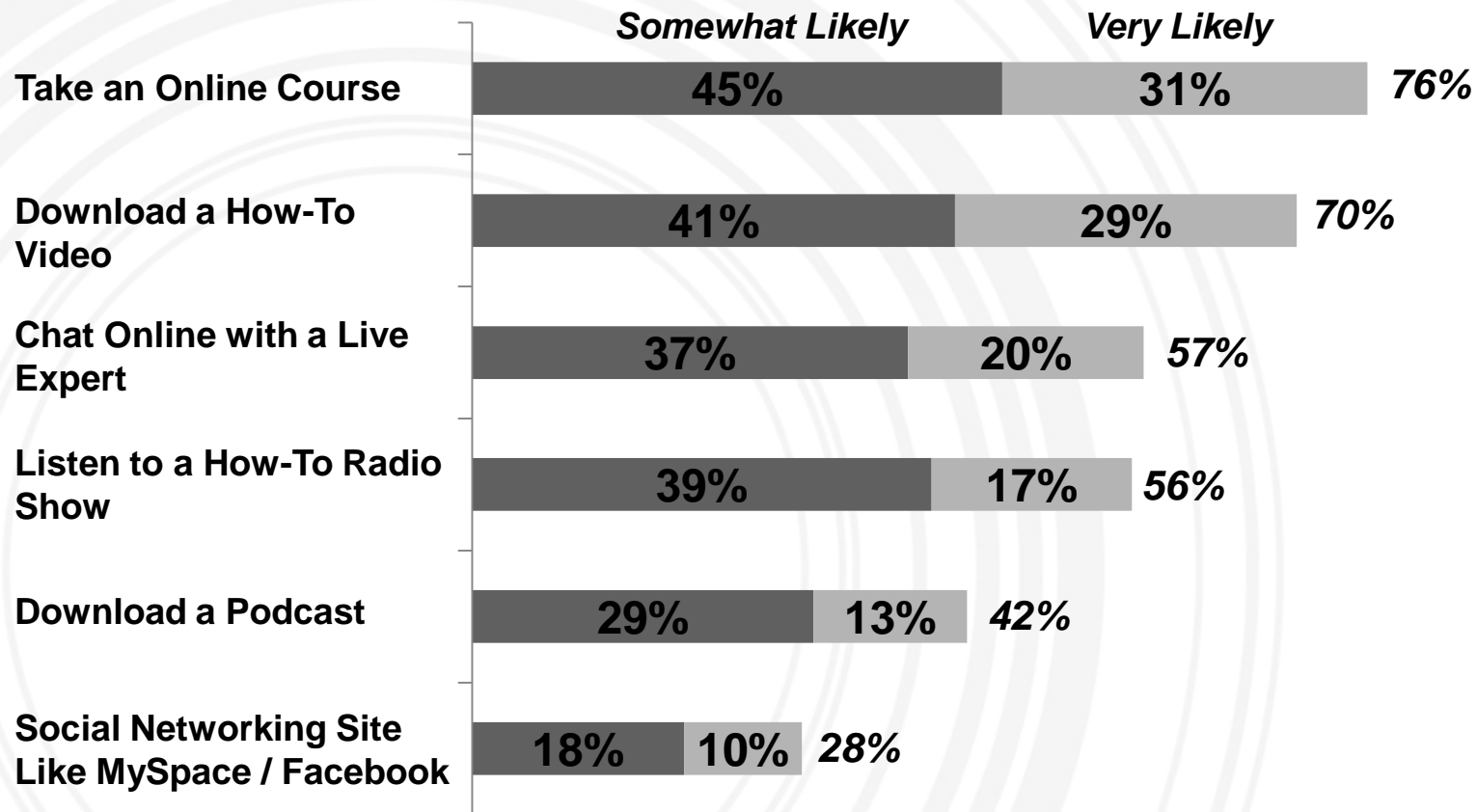


Q31. How likely would you be to use each of the following methods to access [STATE EXTENSION NAME] information, programs and services? (Very Likely, Somewhat Likely, Not at all Likely)

# Stakeholder Research: Clients

Clients are interested in using a range of methods to access Extension programs/services.

## Potential Use of Channels to Access Extension Cont.



Q31. How likely would you be to use each of the following methods to access [STATE EXTENSION NAME] information, programs and services? (Very Likely, Somewhat Likely, Not at all Likely)

# Stakeholder & General Market Research

eXtension and the Internet can help strengthen the Extension brand.

## Stakeholder & Consumer Agreement With Statement\*

	<u>Clients</u>	<u>Employees</u>	<u>Volunteers</u>	<u>General Market Perspective</u>
Unweighted Base	1260	1911	1300	2000
The Internet is a tool that has changed the world we live in	95%	97%	96%	97%
The Internet is the first place I turn to when I need some information	73	74	68	83
There's so much information on the Internet, it's difficult to know what to trust	74	79	74	70
There's so much information on the Internet, it's difficult to know what is relevant and up-to-date	71	78	72	65

Q1. How much do you agree or disagree with each of the statements below? (Strongly Disagree, Somewhat Disagree, Neither Disagree nor Agree, Somewhat Agree, Strongly Agree)



# Lesson #11

There is **broad consensus between Extension Stakeholders and the General Public** on what Extension should “stand for.”

This consensus will make it easier to build brand value.

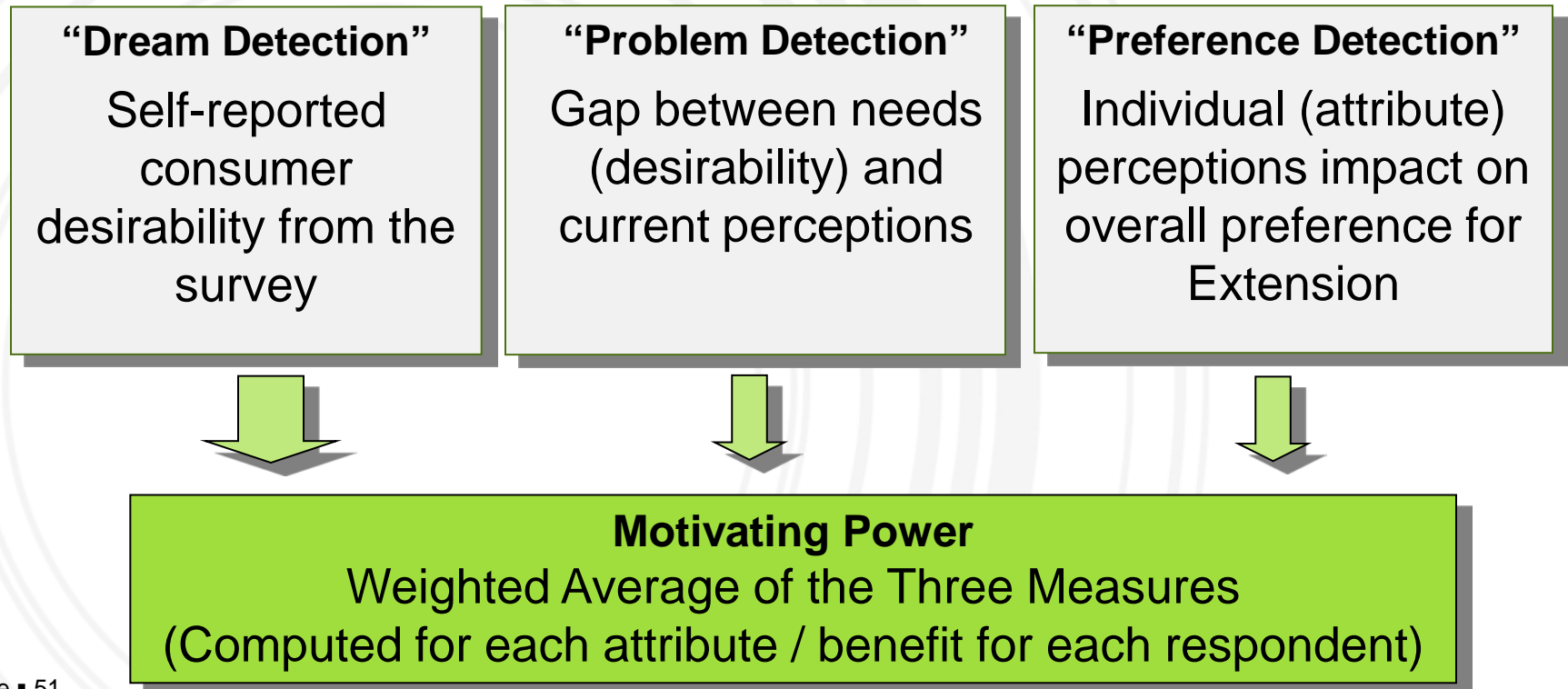
# Stakeholder & General Market Research

Twenty-five different characteristics, which can be clustered under these eleven attributes, were explored in this research.

- Trustworthy Source
- Current / Reliable Information
- Expert Review
- Convenient Access
- Great Staff
- Quality Of Life
- Change Agents
- In-person Support
- Scope Of Work
- University Connection
- Experience

# Stakeholder & General Market Research

Copernicus statistically analyzed perceptions for each characteristic to determine its motivating power.



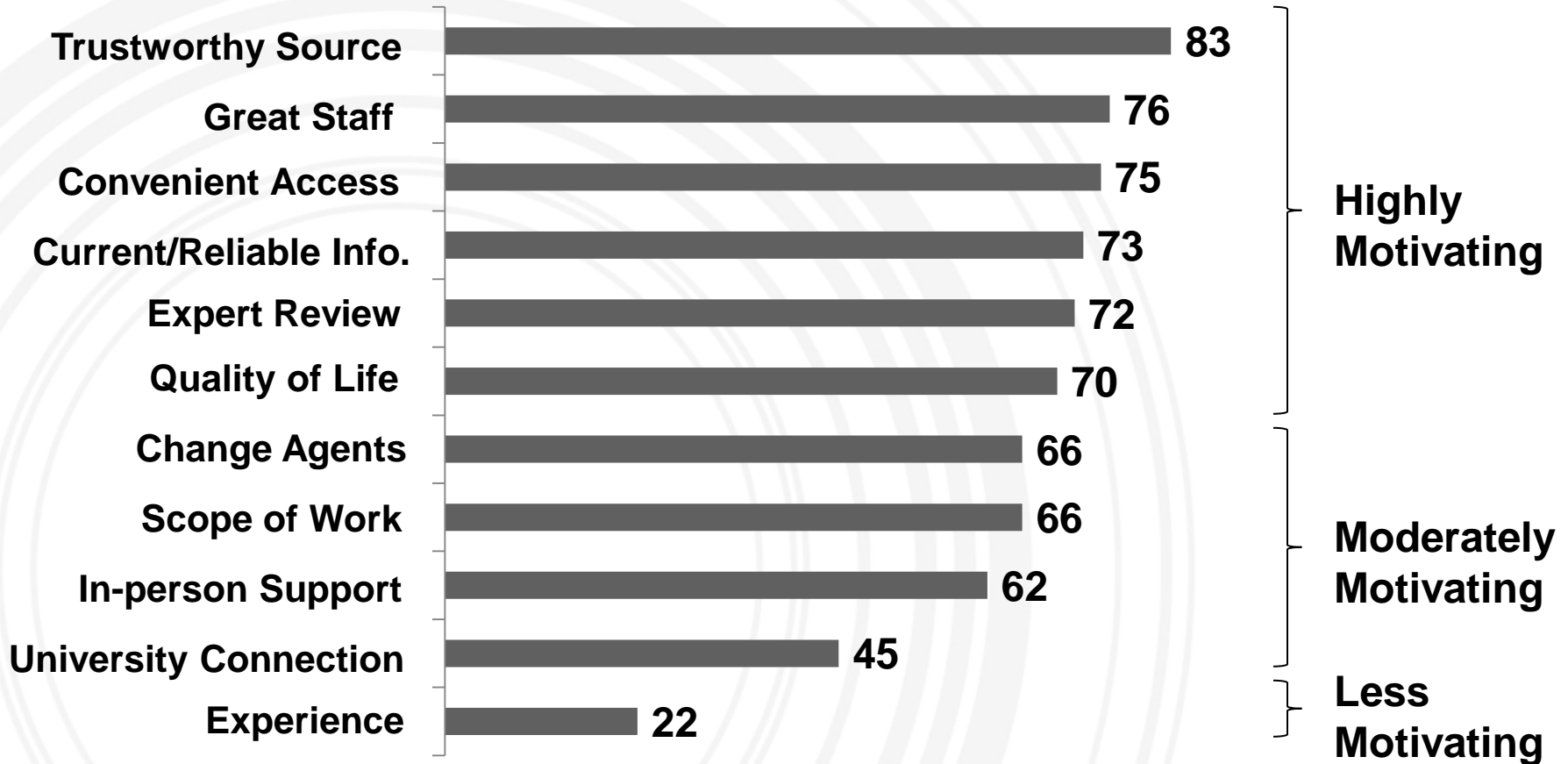
# Lesson #12

Most important for Extension is to **reinforce that we are a resource people can TRUST**. We provide information/programs that are **Current/Reliable**, reviewed by **Experts** and delivered by **Great Staff**.

Also important is the **In-Person Support** and **University Connection**, and the fact that Extension works as a **Change Agent to Improve the Quality of Life in the community**.

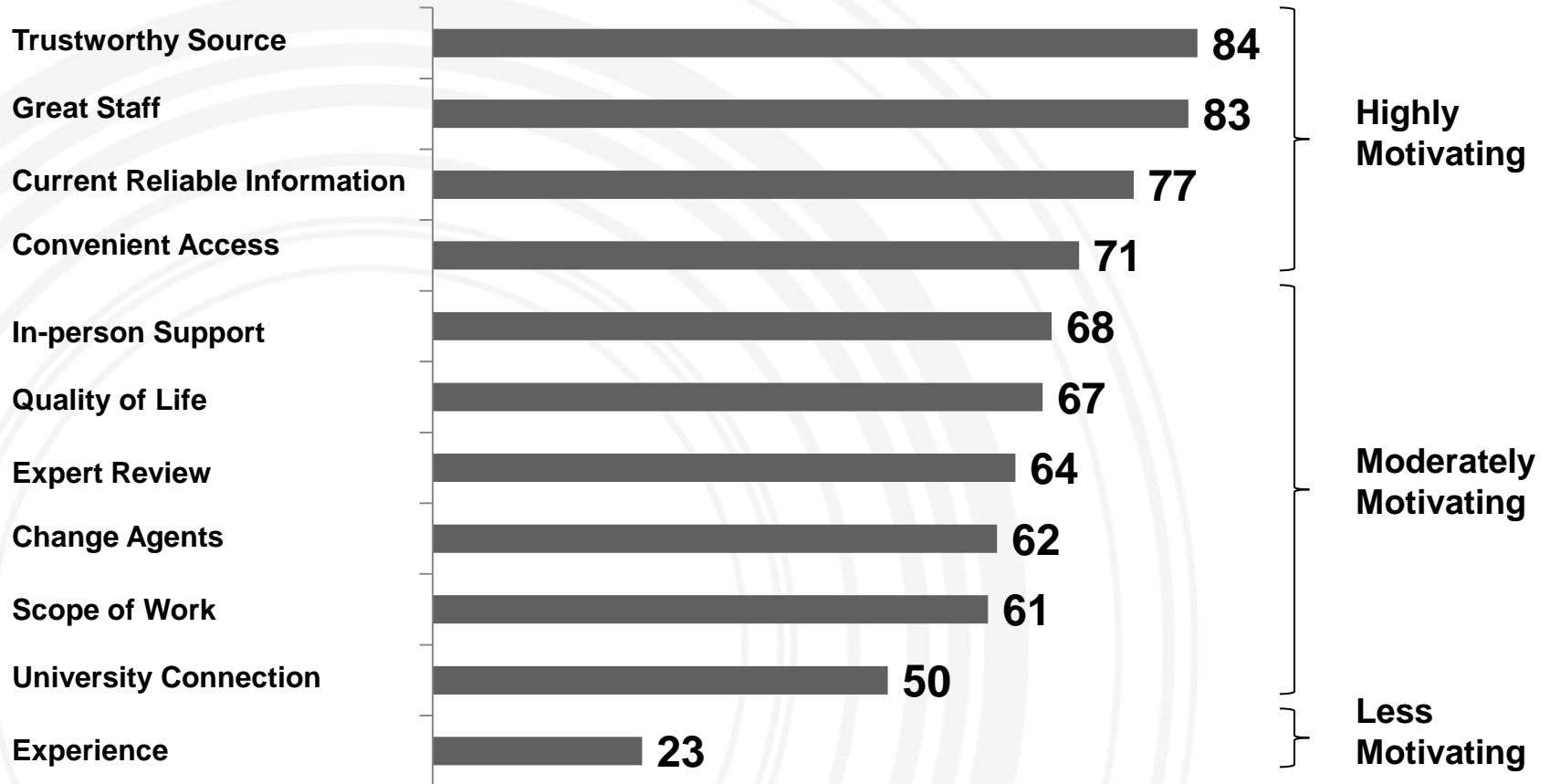
# General Market Research

## Motivating Power of Attribute\*



# Stakeholder Research

## Motivating Power of Characteristic\*



\*Motivating power on a 0-100 scale where 0 = 'Not Motivating' and 100 = 'Extremely Motivating.' Needs have been grouped into highly (MP score = 70+); moderately (MP score = 40-69); and less motivating (MP score < 40).

# General Market Research Summary

Most of all, people want ***a resource they can trust.***

They also want ***convenient access to the best information*** and ***knowledgeable, committed staff*** they can turn to for help.

# General Market Research Summary

## *Highly Motivating Characteristics*

- Trustworthy Source (83)
- Great Staff (76)
- Convenient Access (75)
- Current, Reliable Information (73)
- Expert Review (72)
- Quality of Life (70)



# General Market Research Summary

## *Moderately Motivating Characteristics*

- Change Agents (66)
- Scope of Work (62)
- In-Person Support (62)
- University Connection (45)

# General Market Research Summary

## *Less Motivating Characteristics*

- Century of Experience (22)

# Lesson #13

Happily, Extension enjoys strong ratings on these characteristics (among people who know Extension).

The brand building task, therefore, becomes one of **maintaining high service levels** and **expanding communication of what Extension delivers.**

# Stakeholder & General Market Research

## *Identifying Opportunities: The Copernicus Strategy Matrix*

		Consumer Perceptions of Extension		
		"Advertise"	"Make Improvements"	
		Excellent	Very Good	Okay / Weak
Motivating Power of Consumer Need	High	1 Key Opportunity	3 Secondary Opportunity	2 Major Opportunity May Require Investment
	Mod	4 Secondary Opportunity	5 Tertiary Opportunity	No Potential
	Low	No Potential	No Potential	No Potential

Value of Strategy Ranked from 1 highest to 5 lowest

# General Market Research

## Perceptions of Extension: Current Extension Users

### Extension Performance on Characteristic

		Excellent (86+)	Very Good (80 - 85)	Okay (79 or less)
<b>Motivating Power of Characteristic</b>	<b>High (70+)</b>	<ul style="list-style-type: none"> <li>Provides information you can trust (87)</li> <li>Trustworthy source (88)</li> <li>Is an organization you can trust (89)</li> <li>Has information available via the internet so you can get it when you want it (87)</li> <li>Has knowledgeable employees and volunteers (86)</li> <li>Expert review (88)</li> <li>Provides information that has been reviewed by experts (88)</li> </ul>	<ul style="list-style-type: none"> <li>Provides information / programs / services that are easy and convenient to access and use (84)</li> <li>Enhances your quality of life (81)</li> <li>Works to bring positive change to the community (85)</li> <li>Provides the latest, research-based information on a variety of topics (85)</li> <li>Great staff (85)</li> <li>Convenient access (85)</li> <li>Has committed employees and volunteers who truly care (85)</li> <li>Current / reliable information (85)</li> <li>Provides information and resources that are relevant to the needs of your community (85)</li> <li>Keeps up with the latest science and thinking (85)</li> <li>Quality of life (81)</li> <li>Helps you succeed (81)</li> </ul>	
	<b>Mod (40-69)</b>	<ul style="list-style-type: none"> <li>Has local offices in your county that you can rely on (86)</li> <li>Provides information in a variety of ways, (e.g., In-person, over the phone, on-line, etc.) (86)</li> <li>Provides your community with educational programs/services developed by universities in your state (86)</li> <li>University connection (86)</li> </ul>	<ul style="list-style-type: none"> <li>Has people you can turn to for help on many different issues (85)</li> <li>Provides education and resources that transform lives (81)</li> <li>Helps improve the quality of life in communities across the country (82)</li> <li>Change agents (83)</li> <li>Scope of work (85)</li> <li>Offers information and programs for all types of people in the community (85)</li> <li>Is dedicated to solving problems in the community (83)</li> <li>In-person support (85)</li> <li>Works at improving the lives of the disadvantaged (82)</li> <li>Offers programs that can provide you with in-person training and help (84)</li> </ul>	
	<b>Low (&lt;40)</b>	<ul style="list-style-type: none"> <li>Belongs to a network of major universities across the country (86)</li> </ul>	<ul style="list-style-type: none"> <li>Experience (82)</li> <li>Is an organization that has been in service to the community for almost 100 years (82)</li> </ul>	

# Stakeholder Research: All Groups

## Extension Performance on Characteristic

		Excellent (86+)	Very Good (80 - 85)	Okay (79 or less)
<b>Motivating Power of Characteristic</b>	<b>High (70+)</b>	<ul style="list-style-type: none"> <li>Trustworthy source (89)</li> <li>Is an organization you can trust (89)</li> <li>Provides information you can trust (89)</li> <li>Great staff (87)</li> <li>Has knowledgeable employees and volunteers (87)</li> <li>Has committed employees and volunteers who truly care (88)</li> <li>Provides information in a variety of ways, (e.g., In-person, over the phone, on-line, etc.) (87)</li> <li>Has local offices in your county that you can rely on (88)</li> </ul>	<ul style="list-style-type: none"> <li>Provides information / programs / services that are easy and convenient to access and use (82)</li> <li>Provides information and resources that are relevant to the needs of your community (84)</li> <li>Current / reliable information (85)</li> <li>Provides the latest, research-based information on a variety of topics (85)</li> <li>Keeps up with the latest science and thinking (84)</li> <li>Works to bring positive change to the community (84)</li> <li>Convenient access (83)</li> <li>Helps improve the quality of life in communities across the country (83)</li> </ul>	
	<b>Mod (40-69)</b>	<ul style="list-style-type: none"> <li>In-person support (86)</li> <li>Expert review (87)</li> <li>Provides information that has been reviewed by experts (87)</li> <li>Provides your community with educational programs/services developed by universities in your state (86)</li> <li>University connection (87)</li> <li>Belongs to a network of major universities across the country (88)</li> </ul>	<ul style="list-style-type: none"> <li>Enhances your quality of life (82)</li> <li>Quality of life (82)</li> <li>Has people you can turn to for help on many different issues (85)</li> <li>Helps you succeed (82)</li> <li>Offers programs that can provide you with in-person training and help (85)</li> <li>Is dedicated to solving problems in the community (82)</li> <li>Provides education and resources that transform lives (81)</li> <li>Change agents (81)</li> <li>Scope of work (82)</li> <li>Offers information and programs for all types of people in the community (82)</li> </ul>	<ul style="list-style-type: none"> <li>Has information available via the internet so you can get it when you want it (79)</li> <li>Works at improving the lives of the disadvantaged (76)</li> </ul>
	<b>Low (&lt;40)</b>		<ul style="list-style-type: none"> <li>Experience (85)</li> <li>Is an organization that has been in service to the community for almost 100 years (85)</li> </ul>	

Note: numbers in parentheses represent Extension's score on a 0-100 scale, where 0 = "Does Not Describe at All" and 100 = "Describes Completely."

# Stakeholder Research: Clients

## Extension Performance on Characteristic

Motivating Power of Characteristic

**High  
(70+)**

**Mod  
(40-69)**

**Low  
(<40)**

	<b>Excellent (86+)</b>	<b>Very Good (80 - 85)</b>	<b>Okay (79 or less)</b>
	<ul style="list-style-type: none"> <li>Trustworthy source (88)</li> <li>Is an organization you can trust (89)</li> <li>Provides information you can trust (88)</li> <li>Has knowledgeable employees and volunteers (86)</li> <li>Great staff (86)</li> <li>Has committed employees and volunteers who truly care (87)</li> <li>Provides information in a variety of ways, (e.g, In-person, over the phone, on-line, etc.) (86)</li> </ul>	<ul style="list-style-type: none"> <li>Provides information / programs / services that are easy and convenient to access and use (83)</li> <li>Current / reliable information (83)</li> <li>Provides the latest, research-based information on a variety of topics (84)</li> <li>Provides information and resources that are relevant to the needs of your community (83)</li> <li>Keeps up with the latest science and thinking (83)</li> <li>Works to bring positive change to the community (83)</li> <li>Helps improve the quality of life in communities across the country (82)</li> <li>Convenient access (83)</li> </ul>	
	<ul style="list-style-type: none"> <li>Has local offices in your county that you can rely on (86)</li> <li>Belongs to a network of major universities across the country (86)</li> </ul>	<ul style="list-style-type: none"> <li>Has people you can turn to for help on many different issues (83)</li> <li>Quality of life (80)</li> <li>In-person support (84)</li> <li>Helps you succeed (81)</li> <li>Offers programs that can provide you with in-person training and help (84)</li> <li>Is dedicated to solving problems in the community (81)</li> <li>Provides education and resources that transform lives (80)</li> <li>Expert review (85)</li> <li>Provides information that has been reviewed by experts (85)</li> <li>Change agents (80)</li> <li>Has information available via the internet so you can get it when you want it (81)</li> <li>Scope of work (81)</li> <li>Offers information and programs for all types of people in the community (81)</li> <li>Provides your community with educational programs/services developed by universities in your state (84)</li> <li>University connection (85)</li> </ul>	<ul style="list-style-type: none"> <li>Enhances your quality of life (79)</li> <li>Works at improving the lives of the disadvantaged (76)</li> </ul>
		<ul style="list-style-type: none"> <li>Experience (81)</li> <li>Is an organization that has been in service to the community for almost 100 years (81)</li> </ul>	

# Stakeholder Research: Volunteers

## Extension Performance on Characteristic

		Excellent (86+)	Very Good (80 - 85)	Okay (79 or less)
<b>Motivating Power of Characteristic</b>	<b>High (70+)</b>	<ul style="list-style-type: none"> <li>Trustworthy source (90)</li> <li>Is an organization you can trust (90)</li> <li>Great staff (89)</li> <li>Has knowledgeable employees and volunteers (88)</li> <li>Has committed employees and volunteers who truly care (90)</li> <li>Provides information you can trust (90)</li> <li>Provides information and resources that are relevant to the needs of your community (86)</li> <li>Current / reliable information (86)</li> <li>Provides the latest, research-based information on a variety of topics (87)</li> <li>Keeps up with the latest science and thinking (86)</li> <li>Has local offices in your county that you can rely on (89)</li> <li>Provides information in a variety of ways, (e.g., In-person, over the phone, on-line, etc.) (88)</li> <li>In-person support (87)</li> </ul>	<ul style="list-style-type: none"> <li>Provides information / programs / services that are easy and convenient to access and use (83)</li> <li>Works to bring positive change to the community (84)</li> <li>Helps improve the quality of life in communities across the country (83)</li> <li>Convenient access (84)</li> </ul>	
	<b>Mod (40-69)</b>	<ul style="list-style-type: none"> <li>Offers programs that can provide you with in-person training and help (86)</li> <li>Expert review (88)</li> <li>Provides information that has been reviewed by experts (88)</li> <li>Provides your community with educational programs/services developed by universities in your state (88)</li> <li>University connection (88)</li> <li>Belongs to a network of major universities across the country (88)</li> </ul>	<ul style="list-style-type: none"> <li>Quality of life (82)</li> <li>Enhances your quality of life (82)</li> <li>Has people you can turn to for help on many different issues (85)</li> <li>Helps you succeed (83)</li> <li>Provides education and resources that transform lives (81)</li> <li>Scope of work (83)</li> <li>Offers information and programs for all types of people in the community (83)</li> <li>Change agents (80)</li> <li>Is dedicated to solving problems in the community (81)</li> <li>Has information available via the internet so you can get it when you want it (81)</li> </ul>	<ul style="list-style-type: none"> <li>Works at improving the lives of the disadvantaged (75)</li> </ul>
	<b>Low (&lt;40)</b>		<ul style="list-style-type: none"> <li>Experience (84)</li> <li>Is an organization that has been in service to the community for almost 100 years (84)</li> </ul>	



# Stakeholder Research: Employees

## Extension Performance on Characteristic

Motivating Power of Characteristic

	Excellent (86+)	Very Good (80 - 85)	Okay (79 or less)
High (70+)	<ul style="list-style-type: none"> <li>Trustworthy source (90)</li> <li>Is an organization you can trust (90)</li> <li>Provides information you can trust (91)</li> <li>Has knowledgeable employees and volunteers (87)</li> <li>Great staff (87)</li> <li>Has committed employees and volunteers who truly care (87)</li> <li>Provides information in a variety of ways, (e.g., In-person, over the phone, on-line, etc.) (87)</li> </ul>	<ul style="list-style-type: none"> <li>Provides information and resources that are relevant to the needs of your community (84)</li> <li>Current / reliable information (85)</li> <li>Keeps up with the latest science and thinking (84)</li> <li>Provides information / programs / services that are easy and convenient to access and use (80)</li> <li>Provides the latest, research-based information on a variety of topics (85)</li> <li>Helps improve the quality of life in communities across the country (84)</li> <li>Enhances your quality of life (84)</li> <li>Works to bring positive change to the community (85)</li> <li>Quality of life (83)</li> <li>Helps you succeed (84)</li> </ul>	
Mod (40-69)	<ul style="list-style-type: none"> <li>Has local offices in your county that you can rely on (89)</li> <li>In-person support (87)</li> <li>Expert review (88)</li> <li>Provides information that has been reviewed by experts (88)</li> <li>Offers programs that can provide you with in-person training and help (86)</li> <li>University connection (87)</li> </ul>	<ul style="list-style-type: none"> <li>Convenient access (81)</li> <li>Is dedicated to solving problems in the community (83)</li> <li>Provides education and resources that transform lives (83)</li> <li>Change agents (82)</li> <li>Has people you can turn to for help on many different issues (85)</li> <li>Scope of work (81)</li> <li>Offers information and programs for all types of people in the community (81)</li> <li>Provides your community with educational programs/services developed by universities in your state (85)</li> </ul>	<ul style="list-style-type: none"> <li>Has information available via the internet so you can get it when you want it (76)</li> <li>Works at improving the lives of the disadvantaged (78)</li> </ul>
Low (<40)	<ul style="list-style-type: none"> <li>Belongs to a network of major universities across the country (89)</li> <li>Experience (89)</li> <li>Is an organization that has been in service to the community for almost 100 years (89)</li> </ul>		

Note: numbers in parentheses represent Extension's score on a 0-100 scale, where 0 = "Does Not Describe at All" and 100 = "Describes Completely."

# Responses from Focus Groups— Prospects

- As predicted by the earlier research, ***prospects indicated little to no awareness of Extension.***
- When exposed to the description of Extension, most ***prospects wondered why they hadn't heard of Extension before because it sounded appealing.***
- The ***broad range of topics seemed disconnected*** to some, but ***most found at least one*** that was ***relevant to them.***
- Some prospects were ***skeptical that one organization*** could offer ***sound information on so many topics.***

# Responses from Focus Groups— Current Clients

- Current clients showed ***a lack of knowledge of the breadth of Extension services.***
- ***Most clients were involved in only one or two programs*** and did not know the full extent of Extension's offerings or its broader mission.
- Whether in ***urban or rural areas***, Extension is ***known largely for 4-H, Master Gardener, and the agricultural programs.***

# Lesson #14

**Branding is for everyone.** It's not just a communications activity.

**Building a strong brand for Extension is everyone's responsibility,** every day, in every interaction.

**Every experience of the Extension brand builds on all the others.** Done correctly, it all adds up!

# Branding is for everyone

Employees who **live the brand every day:**

- **Strengthen and enhance the brand through consistent delivery of high-quality experiences.**
- **Keep the brand real, relevant, and responsive to changes among customers and in the market.**
- **Embody the brand for everyone they contact.**

# Extension Brand Value: Implementation Phase

## Goal

To build a strong, lasting, and inspiring brand for Extension among all the people we contact.

# Objectives

- Increase awareness and familiarity with Extension among prospective clients.
- Turn current clients into advocates for Extension.
- Send clear messages to legislators and other funding groups about the value and impact of Extension and its programs.

# Strategy

- To empower Extension employees, volunteers, and clients with knowledge, tools, and tactics to be compelling ambassadors for the Extension brand.



# Extension's Brand Platform: Sources

The brand platform was developed based on:

- Results from quantitative Brand Value Research.
- Extension Communications Review.
- Ideation Sessions with ECOP Marketing and Communications Task Force.
- Results from Brand Value Qualitative Research.
- Evaluation and Input from Copernicus.

# Extension's Brand Promise

A brand promise or value proposition is much more than a logo or marketing communications:

- **It describes what Extension should stand for**, what we must deliver and communicate to the American public.
- **It outlines the kind of experience people should have** when they use Extension.
- **It guides how Extension employees and volunteers should interact with people** who use Extension.

# Extension's Brand Promise

Extension is a resource people can ***trust***. When you use Extension, you can be confident that ***experts*** have reviewed and developed programs to ensure that you receive the ***best information*** for your needs.

Through Extension, you have access to programs developed by ***a network of universities*** throughout the country. Extension employees and volunteers work hard at ***improving the quality of life*** for their communities.

# Brand Platform Level 1: Extension's Inspirational Benefit

*Extension helps you grow  
and  
empowers you to improve  
your quality of life.*

# Brand Platform Level 2: Core Benefits

*Extension provides information to help solve today's problems.*

*Extension is a trusted source of information and advice.*

*Extension helps you develop your skills to build a better future.*

*Extension is accessible to all.*

# Brand Platform Level 3: Key Supporting Attributes & RTBs

*Relevant to current needs.*

*Committed agents and volunteers.*

*Affordable.*

*Convenient.*

*Practical.*

*Developed and reviewed by experts.*

*Objective, research-based.*

# What we must do now

- **Represent!**
- **Take the time.**
- **Take the credit.**
- **Tell the story and make it stick.**

# What we must do for the long term

- **Get the kids in line.** (Programs, not 4-H'ers!)
- **Stop giving it away.** (Credit, successful programs, our assets.)
- **Stand and deliver.** (Positive brand experiences.)
- **Keep the promise.** (To our clients, our volunteers, our coworkers—every day in every way.)



# Join the CoP!

- Log in at <https://people.extension.org>
- **Click the Communities tab** at the top of the page.
- Search for **PDCoP Brand Value**.
- **Request to join** the community!
- ***Goal: At least 2 people from each institution!***

Research designed and conducted by  
Copernicus Marketing Consulting & Research,  
Waltham, Massachusetts, 2008.

Statistical analysis and original presentation  
completed by Sohel Karim and colleagues,  
Copernicus Marketing Consulting & Research, 2010.

# Cynosura

Strategic Communications Consultancy



## ***Live the brand!***

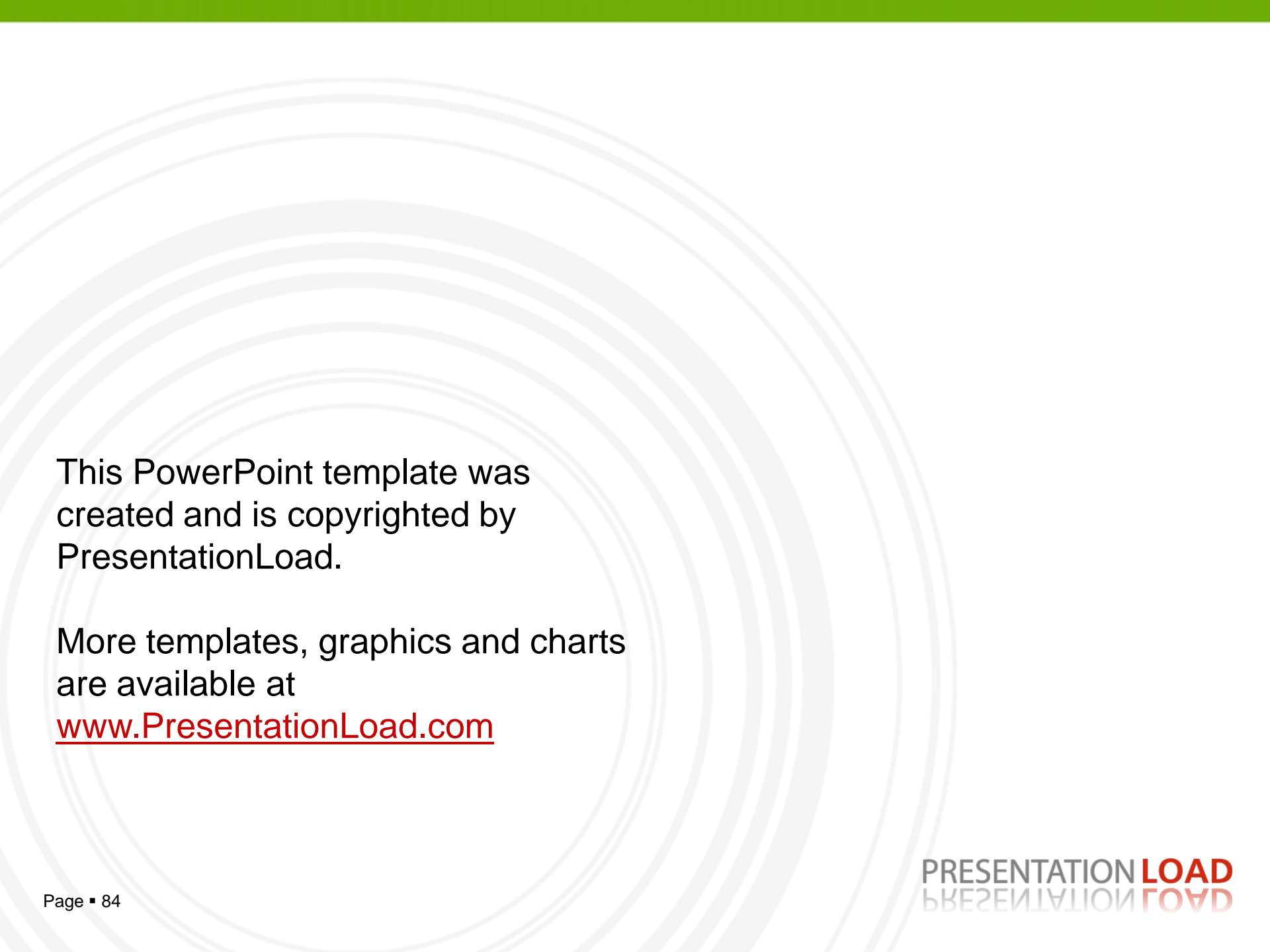
Strategic Communications for the Common Good

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The background of the slide features a series of concentric, light gray circles that create a ripple effect, centered on the left side of the page. The circles vary in opacity and thickness, creating a subtle, modern aesthetic.

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