Revitalizing Rotary

Presentation to:
Rotary International Board of Directors
Rotary Foundation Trustees

Research findings
January 25, 2012
“The world is a changing place; we must be prepared to change with it.”

– Paul P. Harris, Founder, Rotary International
Why are we here?

1. Recognition
2. Relevance
3. Survival
Revitalization Drives Membership

Following the 2007 revitalization:
Addition of 1 million members in 2007—the biggest growth ever
Revitalization Enhances Perception

Following the 2010 revitalization:
A significant increase in the Y’s share of voice on youth development, healthy living and social responsibility
Revitalization Increases Revenue

Five years following launch:
Increased revenue from 3B to 9B
Revitalization Drives Giving
Following the 2000 revitalization:
A 28% increase in online donations
Revitalization Expands Partnerships

Following the 2003 revitalization: Increased visibility by working with a record-high 116 partner organization in 2005 alone
Revitalization drives social impact and business results

**Internal Benefits**
- Clarity of purpose
- Filter for decision-making
- Motivator for current members and staff
- Efficiencies in communications

**External Benefits**
- Recognition in the world
- Differentiation from peers
- Recruitment of members, donors and volunteers
- Engagement with community
- Appeal to strategic partners

**Impact + Performance**
Agenda

Overview
Current Situation
Building the Story
Implications
Discussion
Next Steps
Project objectives

Through a revitalization effort, we strive to:

+ **Clarify** what Rotary stands for, why it’s different and why people should care

+ **Elevate** awareness and understanding of Rotary’s impact in its communities and the world

+ **Motivate** current members, donors, strategic partners and staff to be actively engaged with Rotary

+ **Inspire** prospective members, donors and strategic partners to select Rotary as their organization of choice
Today’s objective

- **Share** findings to date
- **Engage** in a strategic discussion
- **Determine** the building blocks for a clear, credible and compelling strategic platform
Project overview

1. Research and Analysis
   - Strategy, Messaging, Organization Implications
   - 18 Weeks

2. Brand Architecture
   - 16 Weeks

3. Visual Identity
   - 8 Weeks

4. Guidelines
   - 16 Weeks

5. High-level Implementation Plan
   - 4 Weeks

6. 4 Weeks
Who we talked to

150+ individuals across regions and levels, including:

+ RI Board Members
+ TRF Trustees
+ RI Presidents (past, current and elect)
+ District Governors
+ Key Secretariat Leadership
+ Committee Members
+ Rotary Club Members
+ Strategic Partners
+ General Public (prospects)
Interviewees represented over 40 cities and towns in 17 countries.
Where we visited

+ Asia, Europe, North America, Southern Hemisphere
+ 20 club visits in 9 cities across 6 countries
+ 5 institute meetings
What we reviewed

Strategic materials and research review
Reviewed RI and TRF strategic and background materials, RI Public Image Survey, RI Membership research and focus groups, VSA findings

Competitive review
Reviewed external communications materials, websites and social media of Bill and Melinda Gates Foundation, Clinton Foundation and CARE

Communications review
Reviewed 400+ internal and external communications materials, websites and social media for RI and TRF

Secondary research
Reviewed press, articles and papers relating to social sector trends
Who we surveyed—EyeOpener™ methodology

+ Siegel+Gale conducted an online survey among Donors (both of Rotary and peers) in 14 countries

+ Used two sources for sample: a respected online panel and Rotary’s lists

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*Primary screening criteria: Have you donated time and/or money to a charitable organization outside of your church, mosque, temple or synagogue in the past two years?
Who we surveyed—EnGage™ methodology

EnGage reached a broad range of key audiences:

+ **10,612** respondents from **167** countries

  + Current Rotarians (9,840)
    - ~50% more than 10 years; ~20% for 2 years or less
  + Staff (386)
  + Former Rotarians (77)
  + Current/Former Rotaractors (587/108)

Data collected November–December 2011;
RI assisted in drafting and administering survey
Agenda

Overview
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You have a long and proud history

+ Fellowship and friendship
+ Commitment to service
+ High ethical standards
+ Local community, global reach
But past success doesn’t ensure future success

**Critical Issues**

1. Definitional
2. Structural
3. Perceptual
1. Definitional

“If you ask 10 people what Rotary stands for, you’ll get 10 answers.”

Source: Strategic partner
Internally, you struggle to define yourself.

**WHAT IS ROTARY?**

Rotary is one of the world's largest humanitarian organizations, with 1.2 million members in over 200 countries and geographical areas. Rotary club members, coming from all political, social, and religious backgrounds, are united in their mission to promote international understanding through humanitarian and educational programs.

Rotary is a volunteer organization of 1.2 million business and professional leaders united worldwide to provide humanitarian service and help build goodwill and peace. About 32,000 Rotary clubs in more than 200 countries and geographical areas conduct projects to address today's challenges — including illiteracy, disease, hunger, poverty, lack of clean water, and environmental concerns — while encouraging high ethical standards in all vocations.
Communications do little to clarify

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIP?
4. Will it be BENEFICIAL to all concerned?

**The Object of Rotary** is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

**FIRST:** The development of acquaintance as an opportunity for service;

**SECOND:** High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian’s occupation as an opportunity to serve society;

**THIRD:** The application of the ideal of service in each Rotarian’s personal, business, and community life;

**FOURTH:** The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

**AREAS OF FOCUS**
- Peace and conflict prevention/resolution
- Disease prevention and treatment
- Water and sanitation
- Maternal and child health
- Basic education and literacy
- Economic and community development

**Avenues of Service**
- Club Service
- Vocational Service
- Community Service
- International Service
- New Generations Service

Reach Within to Embrace Humanity
SERVICE Above Self
Building Communities Bridging Continents
The Future of Rotary Is in Your Hands
A closer look reveals an identity crisis
Creating confusion about what you stand for and why people should care

social club OR humanitarian organization
local community OR global network
good for me OR good for society
singular focus OR many areas of focus
The result: people default to what they know

Polio

Apply for a PR grant by 15 July to enhance Rotary’s image

By Vanessa Glaucoski and Arnold R. Graff
Rotary International News — 5 July 2011

The Capitol of Puerto Rico shines with an End Polio Now message, part of an integrated public-relations campaign that included billboards, radio, and media interviews. Photo by Merliss Delez

End polio worldwide.

Rotary. Humanity in motion.
rotary.org/endpolio

Size

About Us

What would it take to change the world? Rotary’s 1.2 million members believe it starts with a commitment to Service Above Self.

In more than 34,000 clubs worldwide, you’ll find members volunteering in communities at home and abroad to support

1.2 million business,
professional, and
community leaders

More than 200 countries
and geographical areas

Providing humanitarian service
Building goodwill and peace in the world
“Rotarians don’t understand who or what we are. We have to **educate** ourselves and our members first, before we can successfully do so with the general public.”

Source: Rotary leadership
2. Structural

“We are our biggest impediment.”

Source: Rotary leadership
Your legal and organizational structure has created internal silos
Missing the opportunity to convey shared goals

Rotary International mission
“…provide service to others, promote integrity, and advance world understanding, goodwill, and peace through its fellowship of business, professional, and community leaders.”

Rotary Foundation mission
“…enable Rotarians to advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty.”
“Re search has never been compiled of how much work we’re doing. We should measure Social Rate of Return. Can’t we work with SRR every year to see what we have given to the world?” – Rotarian

Or aggregate shared value and impact

“‘It’s because we have business professionals working together that we can solve social problems differently.” – Rotarian

“Institute Kolkata

“Research has never been compiled of how much work we’re doing. We should measure Social Rate of Return. Can’t we work with SRR every year to see what we have given to the world?” – Rotarian, Rotary
“It’s unclear who is in charge and how decisions are made.”
– Strategic partner

“There is a tendency to have too many committees…no one with specific responsibilities.”
– Strategic partner
“Every year there is a new president. It’s not until he is eight months into his term that his message reaches the club-level and, at that point, he is a lame duck.”
– Rotarian, Rotary Institute Palm Springs

“The to-ing and fro-ing and the numbers of hands involved create a lot of miscommunication. This becomes quite cumbersome and doesn’t pave the way for smooth implementation.”
– Strategic partner
And places undue pressure on members

“To take on a leadership role, you need to take a 1-year leave of absence from your job—spending weeks at institutes and traveling, and spend about $100,000/year attending events.” – Rotarian, New York

“We concentrate on raising too much money from the same people. Until Bill Gates, the money kept coming from members. This is a public issue, yet we don’t raise funds from the public.” – Rotary leadership
The result: mass inefficiencies

“It costs over $50,000 a year to be a good Rotarian. I should be spending $5,000 on attending meetings and giving the other $45,000 to charity.” – Rotarian, Rotary Institute

“I critically look at money spent on service vs. fellowship. If I spend 50% of my budget on food and drink, I’m no good. But 80% service and 20% food, excellent. Prove you exist for a cause.” – Rotary leadership
Ultimately, you fail to tap into your greatest assets.

“If you looked at the positions within our structure, it’s not based on the skills and talent.” – Rotary leadership

“All people are asked for is classification. What this doesn’t take into account is if you can build walls, fly planes...skills that can help further the organization.” – Rotary staff

“The staff is understaffed and somewhat mistreated. People have discounted them and their credentials.” – Rotarian, Rotary Institute Palm Springs
3. Perceptual

“A bunch of guys meeting, eating lunch and singing.”

Source: Strategic partner
In the U.S., you’re often seen as a network for small businesses

“I think it’s a group of business people with a town presence.”
– General Public, Illinois

“It’s an opportunity for small business owners to connect.”
– General Public, New York

“A place where old guys get together and tell war stories.”
– General Public, California

“It’s a platform for people to network.”
– General Public, California
Globally, there is greater understanding and prestige

“An international club that exists everywhere…”
– General Public, France

“It’s an NGO with branches in the main cities of Brazil and around the world.”
– General Public, Brazil

“It’s like a secret society.”
– General Public, Africa

“The presidents of companies get together and share views.”
– General Public, Japan
Even among those that should know you, you lack a consistent reputation.
The result: a large perceptual gap between internal and external audiences

0.75  Is typical gap

2.27  Perceptual gap globally (non-U.S.)

3.39  Perceptual gap in North America
Despite recent improvement, you’re still not getting all the credit you deserve

Bill Gates Push to Reach Polio-Free World Gets Boost as India Foils Virus

Bloomberg, Jan. 12, 2012

“Today marks a year since the last case of new polio infection in India…The effort is the result of decades of work by Rotary International, along with The Centers for Disease Control and Prevention, the WHO and UNICEF. But it probably wouldn’t have gotten this far without the support and advocacy of the Bill & Melinda Gates Foundation.”

“Bill Gates On India's First Polio-Free Year”, Forbes, Jan. 12, 2012
The challenges you face go beyond an identity crisis or communications issue.
They require an organization-wide transformation
Remember this once mighty organization?
It was founded with a clear purpose

“What we were doing is not merely making dry plates, we were starting out to make photography an everyday affair...to make the camera as convenient as the pencil.”

– Eastman Kodak
But over time, it lost its way

“As the world’s foremost imaging innovator, Kodak helps consumers, businesses and creative professionals unleash the power of pictures and printing to enrich their lives.”

Source: Kodak website
It focused on the “what” instead of the “so what”
Today, the organization is in a fight for survival

“Eastman Kodak Files For Bankruptcy”

$30B
1997 market value

$125M
2012 market value

Source: NYT, Jan. 19, 2012
“Look at Eastman Kodak—they had the wherewithal. They could have been Apple or Amazon. They didn’t see what they needed to do. Rotary is in the same boat today.”

Source: Rotarian, Illinois
The right story can lead the way
Agenda

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Building the right story

Environment
- Marketplace dynamics
- Competitive context

What is the opportunity?

What are the needs?
- Donations
- Member engagement

Audiences

What are the capabilities?

Organization
- Strengths
- Heritage
- Opportunities
Environment
The social sector is exploding
Governments are struggling to meet fundamental needs

“HIV/AIDS continues to devastate the Africa Region.”
The African Regional Health Report: The Health of the People

“The European Union will see an increase in health expenditure.”
Europe’s Failing Health, WSJ, Mar. 28, 2011

“France’s Downgrade Threatens the Eurozone’s AAA.”
The Huffington Post, Jan. 16, 2012

“China jails veteran activist Chen Wei as crackdown continues.”

“Syria: heading for civil war”
Middle East Live Blogging, The Guardian
Increased reliance on NGOs/nonprofits to fill the gaps

1,238,201 Charitable organizations in the U.S. alone

57% Over the last 10 years

Source: National Philanthropic Trust philanthropy research, 2010
Several factors have helped catapult growth: expanded channels…

- High net-worth individuals
- Investors
- Everyone

Bill & Melinda Gates Foundation

GOOD

emerge VENTURE LAB

KICKSTARTER

VOTE TO REFRESH AMERICA
“Instead of selling something, we’re sharing the story of a new nonprofit every day...you can give them $1 (or up to $10). We’re trying to make doing good a habit.”
...and tools

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<tr>
<th>Gift cards</th>
<th>charitable choice</th>
<th>“Provides discounted fundraising gift cards to youth-serving nonprofit organizations. The fundraising groups then sell the purchased cards at face value, keeping the remaining profits.”</th>
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<td>Discount fundraising cards</td>
<td>Kohl's Cares</td>
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<td>Emails</td>
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Provision of discounted gift cards to youth-serving nonprofit organizations...
Causing increased competition from all sides

Traditional
For members
For donations (private and public)

Non-traditional
Top down
Bottom up
The emerging “for-benefit” sector is redefining the nonprofit model
The old structure is not working anymore

Bureaucracy and lack of innovation and transparency plague many nonprofits today

“…a desperate group of aging members and endless meetings about bill-paying, bad food, and who is going to iron the degree uniforms.”


“Like so many other charities, it is more preoccupied with “organizational survival”… than it is with its mission. As a result, it continues to make bad decisions.”


“YAI to Pay $18M in False Claims Settlement”

NYNP, Jan. 19, 2011
Stand-out nonprofits blend social missions with business practices

“For its growth, [Charity Water] has relied on methods borrowed from social media and from the way start-ups operate.”

400%
Charity Water’s growth over the last 4 years

10%
Charitable giving in the U.S. over the last 3 years

“We live and breathe conversion rate, average donation size and basket size.”

>30% annual growth in the last 10 yrs

$30 million in funding

250,000 individual supporters

60,000 funded classroom projects

“One on One: Scott Harrison, Charity Water”, NYT Jan. 2, 2012

“Most Innovative Companies: Charles Best of DonorsChoose.org on Fixing Education”, Fast Company, Mar. 4, 2011
Pioneering for-profits are taking on causes that can drive brand engagement—and profits

“While our business contributes to the communities we serve, we recognize that in this time of crisis, we can and must do more—especially when the small business community, where Starbucks has its roots, is so challenged.

That’s why Starbucks has teamed up with the Opportunity Finance Network (OFN) to create and sustain jobs. We… will provide financing to underserved community businesses which include small business loans, community center financing, housing project financing and microfinance.”
A clear focus, accountability and proven impact are the new gold standard
Successful nonprofits have a defined brand promise

Organization

Promise

“We place **special focus on working alongside poor women** because, equipped with the proper resources, women have the power to help whole families and entire communities escape poverty.”

Areas of focus

Help Her **Live**
Help Her **Learn**
Help Her **Earn**

Note: Top-down infrastructure
Successful nonprofits have a defined brand promise, (cont’d)

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<td>For Healthy Living</td>
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Note: Bottom-up infrastructure
An integrated business strategy

The Bill and Melinda Gates Foundation establishes benchmarking, comparative measurement, and implementation to maximize value and increase problem-solving capacity.
And combine concrete demonstrations of impact...

Active goal setting

**Goal:** To help 35,000 households in Bangladesh double their dairy-related incomes by increasing the amount of milk their cows produce and developing systems for collecting and transporting surplus milk so they can sell more of it in informal markets.

Progress measurement

**Objective:** Improve the systems for collecting and storing milk in remote areas of Bangladesh by establishing chilling plants and a network of house-to-house milk collectors.

**Target:** 17 chilling facilities identified and linked to 35,000 farmers.

**Number of Farmers Linked to Chilling Centers**

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<th>Year</th>
<th>Annual Targets</th>
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<td>10,000</td>
<td>5,000</td>
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Source: Bill and Melinda Gates Foundation
…with emotionally engaging language and imagery

Makes topics real, helps create a more emotional connection and presents information in a way that is clear and universal

Infographic

Interactive feature
Summary

Key trends:

1. The social sector is exploding
2. The emerging “for-benefit” sector is redefining the nonprofit model
3. A clear focus, accountability and proven impact are the new gold standard

Opportunity:

Winning enterprises must unite an entrepreneurial approach, social aims and business results
Environment insight

Environment
Winning enterprises must unite an entrepreneurial approach, social aims and business results

What is the opportunity?

What are the needs?

What are the capabilities?

Organization

Audiences
Audiences

Source: Rotary.org
In this section, we’ll focus on two desired outcomes

+ Donations of time/money
+ Member engagement
Donation motivators
Who we surveyed—EyeOpener™ methodology

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Donations

1. Motivators transcend geography
We looked at 40 potential motivators that represent 5 fundamental reasons to donate time and/or money

■ Approach

X Areas of Focus

▲ Measurable Impact

+ Seen as Influencer

● Personal Connection/Participation
Our analysis reveals consistency on a deeper level

Donors across regions share similar priorities

19 Shared global motivators

16 Common global non-motivators

5 Unique regional motivators
Donations

1. **Motivators transcend geography**

2. Nonprofits must have a distinct approach, be engaging and demonstrate impact.
Donors give to nonprofits that champion a point-of-view, instill them with purpose and get results

**Shared global motivators**

**APPROACH**
- Has a clear focus
- Transparency/Good governance
- Uses funds wisely
- Attracts people of the highest ethical standards
- Unites different skills/perspectives to solve issues
- Engages people of all ages
- Proactive
- Friendly/Accessible
- Can mobilize quickly in times of crisis

**PERSONAL CONNECTION/PARTICIPATION**
- Feels like part of something meaningful
- Helps me set a positive example
- Would be proud to be associated with/part of
- Inspiring donation options
- Keeps me informed on program progress/initiatives
- Opportunities for involvement fit my schedule

**MEASURABLE IMPACT**
- Has a long track record of success
- Is in need of donations
- Produces measurable results
- Has global reach and impact
Donations

1. Motivators transcend geography
2. Nonprofits must have a distinct approach, be engaging and demonstrate impact

Communicating all the great things you do as benefits rather than facts will help motivate giving
Communications must go beyond what we do, and address why we do it and why donors should care

Common global non-motivators

**AREAS OF FOCUS**
- Leader in advancing peace/conflict prevention/resolution
- Dedicated to providing access to water/sanitation
- Leader in promoting basic education/literacy
- Leader in fostering economic and community development
- Leader in disease prevention/treatment

**SEEN AS INFLUENCER**
- Elite
- Authoritative
- Public policy makers/influencers turn to for input
- Partner of choice for corporate responsibility initiatives

**PERSONAL CONNECTION/PARTICIPATION**
- Strong presence in my local community
- Puts my skills to use to create a positive impact
- Opportunities for professional/personal networking
- Gives me opportunities to lead
- Positively affected someone close to me

**APPROACH**
- Provides programs that fulfill unmet community needs
- Attracts business leaders who want to contribute to the greater good
Donations

1. Motivators transcend geography
2. Nonprofits must have a distinct approach, be engaging and demonstrate impact
3. Communicating all the great things you do as benefits rather than facts will help motivate giving

4. Despite surface-level familiarity, Donors don’t know Rotary
Donors feel familiar with Rotary to varying degrees

Rotary Familiarity and Donations* Across Regions

Australia/South Africa
- 26% Familiarity
- 84% Donations

Asia
- 13% Familiarity
- 80% Donations

North America
- 6% Familiarity
- 71% Donations

Europe
- 7% Familiarity
- 66% Donations

Latin America
- 19% Familiarity
- 54% Donations

*Do
donated time and/or money in the past two years
Perceptual maps demonstrate how Rotary and peers perform

**Core strengths:** Motivators a brand delivers well (perceptually) and can “own”

**Potential strengths:** Motivators that a brand does not “own” but can talk about credibly

**Unmet needs:** Motivators on which a brand leads, but no brand is perceived to deliver well

**Weaknesses:** Motivators on which a brand is perceived as weak

**Noncompetitive strengths:** Motivators a brand delivers well (perceptually), but not as well as another brand
Asia: familiarity does not translate to understanding and favorability

NOT COMPETITIVE
WITHIN REACH
BEST IN CLASS

PERFORMANCE RELATIVE TO BEST IN CLASS

Track record of success
Proud to associate with
Global reach/impact
Collaborates w/service orgs
Clear focus
Needs donations

Helps me be a positive example
Helps me be a positive example

Fits my schedule

People of all ages

Friends

Proud to associate with
Global reach/impact
Collaborates w/service orgs
Clear focus
Needs donations

Proactive
Ethical people
Visionary
Part of something meaningful
Appealing programs
Uses funds wisely
Transparent
Mobilizes quickly
Keeps me involved

Inspirational donation options
Measurable results
Unites different perspectives

Rotary (Asia)
Europe: donors recognize collaboration, but not much else
Latin America: Rotary lacks differentiating strengths

The diagram illustrates the performance of Rotary (Latin America) relative to best in class. The x-axis represents performance relative to best in class, ranging from not competitive to best in class. The y-axis represents the absolute performance, with values ranging from 6.0 to 8.5.

Key areas of focus for Rotary (Latin America) are highlighted, including:

- ** track record of success**
- **global reach/impact**
- **helps me be a positive example**
- **needs donations**
- **inspirational donation options**
- **clear focus**
- **uses funds wisely**
- **proactive**
- **mobilizes quickly**
- **friendly**
- **measurable results**
- **part of something meaningful**
- **fits my schedule**
- **unites different perspectives**
- **keeps me involved**
- **collaborates w/service orgs**
- **visionary**
- **ethical people**
- **transparent**
- **positive example**
- **helps me be a positive example**
- **collaborates w/service orgs**
- **unites different perspectives**
- **keeps me involved**
- **measurable results**
- **uses funds wisely**
- **proactive**
- **mobilizes quickly**
- **friendly**
- **clear focus**
- **tracks record of success**
- **global reach/impact**
- **needs donations**
- **inspirational donation options**

The diagram also shows the areas of influence, including personal connection/participation, approach, areas of focus, impact, and influencer.
North America: profile is also weak

- Needs donations
- Long track record of success
- Attracts ethical people
- Proud to be associated
- Clear focus
- Uses funds wisely
- Friendly/Accessible
- Transparency/Good governance
- Proactive
- Unites diff. perspectives
- Global reach/impact
- Measurable results
- Remains relevant
- Something meaningful
- Engages all ages
- Can mobilize in crisis
- Inspiring donation options
- Helps me set a positive example
- Keeps me involved
- Maternal/Child health
- Fits with my schedule
- Attracts ethical people
- Engages all ages
South Africa/Australia: perceived strengths are limited
It’s all about focus
Member engagement motivators
Who we surveyed—EnGage™ methodology

EnGage reached a broad range of key audiences:

+ **10,612** respondents from **167** countries

  + Current Rotarians (**9,840**)
    - ~50% more than 10 years; ~20% for 2 years or less
  + Staff (**386**)
  + Former Rotarians (**77**)
  + Current/Former Rotaractors (**587/108**)

Data collected November–December 2011; RI assisted in drafting and administering survey
EnGage provides insight into members’ mindsets

<table>
<thead>
<tr>
<th>Knowledgeable</th>
<th>Not Knowledgeable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bystanders</td>
<td>Weak Links</td>
</tr>
<tr>
<td>Understand what the organization stands for but are not committed to it</td>
<td>Have no understanding of or commitment to what the organization stands for</td>
</tr>
<tr>
<td>Champions</td>
<td>Loose Cannons</td>
</tr>
<tr>
<td>Understand what the organization stands for and are committed to it</td>
<td>Are committed but do not understand what the organization stands for</td>
</tr>
<tr>
<td>Not Committed</td>
<td>Committed</td>
</tr>
</tbody>
</table>
Member engagement

1. Join, and stay, to give back and be part of a community
Building friendships and contributing to the greater good are key

**Main reason for joining versus staying: Current Rotarians**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Joining</th>
<th>Staying</th>
</tr>
</thead>
<tbody>
<tr>
<td>To positively impact my community</td>
<td>36.1%</td>
<td>35.5%</td>
</tr>
<tr>
<td>Friendship/Fellowship</td>
<td>38.4%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Professional networking/Business development opportunities</td>
<td>18.7%</td>
<td>5.2%</td>
</tr>
<tr>
<td>To have a positive impact globally</td>
<td>14.5%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Potential for personal and professional recognition</td>
<td>4.3%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Development and training opportunities</td>
<td>3.3%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

Q19: Which of the following best describes the reason you initially joined Rotary?
Q20: Which of the following best describes the main reason you have stayed with Rotary?
More than professional development and networking

Main reason for joining versus staying: Current Rotarians

- To positively impact my community
  - Joining: 35.5%
  - Staying: 36.1%

- Friendship/Fellowship
  - Joining: 30.0%
  - Staying: 38.4%

- Professional networking/Business development opportunities
  - Joining: 18.7%

- To have a positive impact globally
  - Joining: 8.2%
  - Staying: 14.5%

- Potential for personal and professional recognition
  - Joining: 4.3%

- Development and training opportunities
  - Joining: 3.3%

Q19: Which of the following best describes the reason you initially joined Rotary?
Q20: Which of the following best describes the main reason you have stayed with Rotary?
Member engagement

1. Join, and stay, to give back and be part of a community

2. Want to be informed, empowered and inspired
Through knowledge and empowerment, you can convert Rotarians into a powerful network of promoters

**UNDERSTANDING**

- Knowledge of programs/initiatives
- Resources I need for my role
- Adequate comm. from leadership
- Rotary fosters an open environment

**ENGAGEMENT**

- With Rotary, I can make a difference
- I have confidence in senior leadership
- I am inspired by Rotary’s history/heritage
- Rotary recognizes/rewards innovation
- Enjoy attending my weekly club meeting
- I have confidence in my club’s leadership

**COMMITMENT**

- Recommend joining Rotary to others
- I am proud to wear my Rotary pin in public
- I give generously and willingly to Rotary causes
- I frequently participate in Rotary events
- I actively seek to recruit new members
- Have proposed or invited people to join Rotary
Member engagement

1. Join, and stay, to give back and be part of a community
2. Want to be informed, empowered and inspire

3. While passionate about Rotary, Rotarians define the organization differently
75% of Rotarians are Champions

Stated Engagement Matrix: Current Rotarians

<table>
<thead>
<tr>
<th>Bystanders</th>
<th>Champions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand what the company stands for</td>
<td>Understand what the company stands for</td>
</tr>
<tr>
<td>but are not committed to it</td>
<td>and are committed to it</td>
</tr>
<tr>
<td><strong>5.5%</strong></td>
<td><strong>75.4%</strong></td>
</tr>
<tr>
<td>Weak Links</td>
<td>Loose Cannons</td>
</tr>
<tr>
<td>Have no knowledge/understanding of or</td>
<td>Are committed employees but do not</td>
</tr>
<tr>
<td>commitment to what the company stands</td>
<td>understand/know what the company stands</td>
</tr>
<tr>
<td>for</td>
<td>for</td>
</tr>
<tr>
<td><strong>10.6%</strong></td>
<td><strong>8.5%</strong></td>
</tr>
</tbody>
</table>
And view Rotary in a lot of different ways

<table>
<thead>
<tr>
<th>Answers</th>
<th>% Selected (Current Rotarians)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide service to others</td>
<td>69.0%</td>
</tr>
<tr>
<td>Fellowship</td>
<td>68.2%</td>
</tr>
<tr>
<td>Promote high ethical standards/integrity</td>
<td>62.2%</td>
</tr>
<tr>
<td>Improve health, support education and alleviate poverty</td>
<td>59.2%</td>
</tr>
<tr>
<td>Advance world understanding and goodwill</td>
<td>59.1%</td>
</tr>
<tr>
<td>Unite business, professional and community leaders to</td>
<td>56.1%</td>
</tr>
<tr>
<td>solve humanitarian issues</td>
<td></td>
</tr>
<tr>
<td>Advance world peace</td>
<td>42.4%</td>
</tr>
<tr>
<td>Leadership</td>
<td>41.1%</td>
</tr>
<tr>
<td>Support and strengthen clubs</td>
<td>37.4%</td>
</tr>
<tr>
<td>Diversity</td>
<td>25.1%</td>
</tr>
<tr>
<td>Provide immediate relief and aid to victims of natural</td>
<td>36.1%</td>
</tr>
<tr>
<td>disasters</td>
<td></td>
</tr>
<tr>
<td>Create change through government advocacy</td>
<td>8.2%</td>
</tr>
<tr>
<td>Find solutions to the most serious environmental challenges</td>
<td>15.8%</td>
</tr>
<tr>
<td>None of the above</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

Q11: Which of the following statements accurately describes the main aspects of Rotary’s purpose, goals and objectives? Please select all that apply.
Member engagement

1. Join, and stay, to give back and be part of a community
2. Want to be informed, empowered and inspire
3. While passionate about Rotary, Rotarians define the organization differently

Many welcome a redefinition of membership
Many Rotarians feel that Rotary is too slow to adapt

The pace of change at Rotary is...

- Too Fast: 3.4%
- About Right: 58.2%
- Too Slow: 38.3%
They see value in evolving the criteria for membership.

### Impact on Rotary’s future success

<table>
<thead>
<tr>
<th>Negative</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>-0.5%</td>
<td>Proactively recruiting members in 40s</td>
</tr>
<tr>
<td>-0.3%</td>
<td>Inviting members from range of industries</td>
</tr>
<tr>
<td>-1.2%</td>
<td>Encouraging women to take leadership roles</td>
</tr>
<tr>
<td>-1.7%</td>
<td>Proactively recruiting women</td>
</tr>
<tr>
<td>-2.0%</td>
<td>Recruiting members in 20s/30s</td>
</tr>
<tr>
<td>-2.9%</td>
<td>Opening membership to mid-level professionals</td>
</tr>
<tr>
<td>-3.3%</td>
<td>Flexible meeting times/formats</td>
</tr>
<tr>
<td>-2.0%</td>
<td>Easier to relocate</td>
</tr>
<tr>
<td>-1.0%</td>
<td>More community Rotaract clubs</td>
</tr>
<tr>
<td>-2.8%</td>
<td>Volunteer opportunities for non-members</td>
</tr>
<tr>
<td>-3.3%</td>
<td>Reducing membership expenses</td>
</tr>
<tr>
<td>-6.1%</td>
<td>Pursuing donations from non-members</td>
</tr>
<tr>
<td>-10.9%</td>
<td>Easing attendance requirements</td>
</tr>
</tbody>
</table>

Q15: How could each of the following actions impact Rotary’s future success?
As long as it doesn’t infringe upon human interactions

<table>
<thead>
<tr>
<th>Negative</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1.0%</td>
<td>More community Rotaract clubs 51.7%</td>
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<td>-2.0%</td>
<td>Easier to relocate 51.7%</td>
</tr>
<tr>
<td>-2.8%</td>
<td>Volunteer opportunities for non-members 45.8%</td>
</tr>
<tr>
<td>-3.3%</td>
<td>Reducing membership expenses 42.7%</td>
</tr>
<tr>
<td>-2.9%</td>
<td>Flexible meeting times/formats 54.3%</td>
</tr>
<tr>
<td>-3.3%</td>
<td>Recruiting members in 20s/30s 66.7%</td>
</tr>
<tr>
<td>-1.2%</td>
<td>Encouraging women to take leadership roles 71.0%</td>
</tr>
<tr>
<td>-1.7%</td>
<td>Proactively recruiting women 69.9%</td>
</tr>
<tr>
<td>-0.3%</td>
<td>Inviting members from range of industries 77.7%</td>
</tr>
<tr>
<td>-0.5%</td>
<td>Proactively recruiting members in 40s 81.1%</td>
</tr>
</tbody>
</table>

Q15: How could each of the following actions impact Rotary’s future success?
Summary

Audience motivators/barriers:

1. Neither internal or external audiences understand what Rotary stands for
   - Donors want to give to an organization that has a distinct approach, fosters personal connections and demonstrates impact

2. Rotarians want to feel informed, empowered and inspired

Shared needs:
- Have purpose
- Do good
- See results
Audience insight

Environment
Winning enterprises must unite an entrepreneurial approach, social aims and business results

What is the opportunity?

What are the needs?

Audiences
Shared needs:
+ Have purpose
+ Do good
+ See results

What are the capabilities?

Organization
Organization
A multidisciplinary perspective allows you to see challenges in ways others can’t
The “classification principle” means you see differently

“It is about what we can do together, how we can enrich each other…create energies, which we can put to good use.”
– Rotary leadership

“I may work with architects and doctors and builders—and together we discuss the needs of the community.”
– Rotarian, Rotary Institute Kolkata

“There is no other organization that stresses our classifications as opportunities for service.”
– Rotarian, Rotary Institute Mauritius
STRENGTH 2

The ability to apply best-in-business thinking to social issues
“I was sure that there must be many other young men who had come from farms and small villages...Why not bring them together? If others were longing for fellowship as I was, something would come of it.”

– Paul P. Harris, *My Road to Rotary*
Rotary is, and always has been, a network of enterprising people

“Good networking potential...to facilitate project identification, fundraising, management and execution.” – Rotarian, Rotary Institute Bali

“Rotarians give back to society by using their professional skill and resources—be they networks and contacts or financial.”
– Rotarian, Rotary Institute Bali

“Many members said one reason for joining Rotary was ‘building a trusted network of experts you can draw on if in need of specific support.’” – Rotarian, Germany
Bound together by shared values

“Rotary has made me a better person. The Four Way Test has helped me run a successful business and establish better relations with my constituents.”
– Rotarian, Rotary Institute Bali

“When a Rotarian speaks, he’s considered a person with integrity and moral values and high ethical standards. That’s the reputation of Rotary in this part of the world.”
– Rotary leadership
And a belief that, with great success, comes great responsibility

“We say we joined to network, but we stayed to change the world.”
– Rotary leadership

“We have so many people who have got everything they want, investing in something so few people invest in—the good of others.”
– Rotarian, Rotary Institute Kolkata
In recent years, there has been an increased emphasis on service.

“Rotary is the only organization that advocates Service Above Self.” – Rotarian, Rotary Institute Bali

Rotary Institute, Kolkata

San Francisco
But it is the intersection of business and service that sets you apart

“We are an international service organization based on international networking and not a charitable organization. We are selling time, context and expertise to innovate projects for the community.”  – Rotarian, Rotary Institute Mauritius

“Rotarians are professional leaders that are resourceful, enterprising people with the right connections to make good things possible.”  
– Rotarian, Rotary Institute Kolkata
The passion and perseverance necessary for lasting change
“Rotarians are very much more favorably disposed toward action than they are toward words.”
– Paul P. Harris, Founder, Rotary International
Rotarians are tenacious in their quest to do good

“No one can fault them for their perseverance and resilience. They have had many disappointments along the way, but they keep innovating and changing their model.”
– Strategic partner

“Someone from India would call me at 3 a.m. Chicago time to raise funds for his project. I admired the zeal and dedication of this guy.”
– Rotarian, Illinois
The collective impact of our global community
Human connections are the foundation of Rotary

“Fellowship and Service are twin pillars. We forget fellowship, but that is what leads to everything else—service, family values, international service, etc.”
– Rotarian, Rotary Institute Kolkata

“It all starts at the club. I go to meetings, see friends and we have an impact on our community. The more you get involved, the more your community continues to expand.”
– Rotary leadership
Creating a vast network that makes global impact possible

“The international network makes projects all over the world possible.” – Rotarian, Rotary Institute Bali

“The connections are amazing. If there are 6 degrees of separation, Rotary cuts it down to 4. I can get to the Pope in 2 moves in 2 different directions.” – Rotarian, Rotary Institute Palm Springs

“We are in the community, we can make a phone call. You want to know what is happening in Ethiopia, I can make a phone call and find out right away.” – Rotarian, Rotary Institute Palm Springs
You have the strengths necessary for greatness

A multidisciplinary perspective allows you to see challenges in ways others can’t

The ability to apply best-in-business thinking to social issues

The passion and perseverance necessary for lasting change

The collective impact of our global community

Now you need to focus them around an even bigger unifying idea
You have the strengths necessary for greatness

A multidisciplinary perspective allows you to see challenges in ways others can’t

See differently

The ability to apply best-in-business thinking to social issues

Think differently

The passion and perseverance necessary for lasting change

Act tenaciously

The collective impact of our global community

Impact globally
Summary

Four core strengths:

1. A multidisciplinary perspective allows you to see challenges in ways others can’t
2. The ability to apply best-in-business thinking to social issues
3. The passion and perseverance necessary for lasting change
4. The collective impact of our global community

Unique ability to:
+ See differently
+ Think differently
+ Act tenaciously
+ Impact globally
Organization insight

What is the opportunity?
What are the needs?
What are the capabilities?

Environment
Winning enterprises must unite an entrepreneurial approach, social aims and business results

Audiences
Shared needs:
+ Have purpose
+ Do good
+ See results

Organization
A unique ability to:
+ See differently
+ Think differently
+ Act tenaciously
+ Impact globally
Developing the core insight

Environment
Winning enterprises must unite an entrepreneurial approach, social aims and business results

Audiences
Shared needs:
+ Have purpose
+ Do good
+ See results

Organization
A unique ability to:
+ See differently
+ Think differently
+ Act tenaciously
+ Impact globally

What is the opportunity?
What are the needs?
What are the capabilities?
Rotation has the unique ability to connect commerce and cause...doing so will elevate the organization’s reputation, relevance and impact.
Creating a self-perpetuating cycle of positive impact
Agenda

Overview
Current Situation
Building the Story
Implications
Discussion
Next Steps
Enterprising minds connecting for good.
Enterprising minds connecting for good.

Speaks to business and professional expertise; conveys an innovative, independent and persevering spirit; demands action.
Initial statement of purpose

Enterprising minds connecting for good.

Celebrates the diverse perspectives; elevates the conversation from money raised to expertise applied.
Enterprising minds connecting for good.

Speaks to the importance of actively fostering personal relationships at Rotary...at both the individual and global levels.
Enterprising minds connecting for good.

Speaks to the enduring connections as well as positive and sustainable change you bring to your communities around the world
So what could we do with this statement of purpose?
Everything.
(but not all today…)
Enterprising minds connecting for good.
Note: Demonstrations for discussion only
Come for our community. Stay for the world.

Uniting the best in business thinking for our world’s toughest challenges.

Note: Demonstrations for discussion only
The Network Effect:
Focusing our collective expertise on the world’s toughest challenges.

Note: Demonstrations for discussion only
Enterprising minds connecting for good.
Note: Demonstrations for discussion only
Enterprising minds connecting for good.
Donations

Today
- Members: 80%*
- Strategic Partners: 20%*

Tomorrow
- General Public + Members: 73%
- Corporations: 14%
- Strategic Partners: 5%
- Bequests: 8%

* Estimate percentages based on Rotary International and The Rotary Foundation Annual Report 2010-11

Source: "Big Money, Big Expectations, Big Change", Changing Our World

Governance

Today Run Like NGO
- Leadership: PROCESS 85%
  - Strategy 15%
- Staff: Manpower

Tomorrow Run Like Social Enterprise
- Leadership: STRATEGY 85%
  - Process 15%
- Staff: Brainpower

Note: Demonstrations for discussion only
Enterprising minds connecting for good.
Water and Sanitation

The Water and Sanitation Rotarian Action Group announced a partnership to bring 5 million gallons of clean water, along with sanitation and hygiene education, to 30 schools in Malawi and Tanzania during its fourth World Water Summit on 20 May.

Progress Report Card:

$142,000,000 RAISED  PENDING  GOAL

32%  26%  42%

3,642 86 41 12mil

PROJECTS  COUNTRIES  LOCAL PARTNERS  LIVES IMPACTED

Note: Demonstrations for discussion only
### Summary of implications

<table>
<thead>
<tr>
<th>From:</th>
<th>To:</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGO model</td>
<td>Social enterprise model</td>
</tr>
<tr>
<td>Attracting business and professional leaders</td>
<td>Applying best-in-business thinking to social issues</td>
</tr>
<tr>
<td>Money raised</td>
<td>Impact yielded</td>
</tr>
<tr>
<td>Process driven</td>
<td>Strategy driven</td>
</tr>
<tr>
<td>Targeting demographics</td>
<td>Targeting psychographics</td>
</tr>
<tr>
<td>Embracing all issues</td>
<td>Prioritizing systemic issues</td>
</tr>
<tr>
<td>Legacy organization</td>
<td>Powerhouse of social innovation and impact</td>
</tr>
</tbody>
</table>
Agenda

Overview
Current Situation
Building the Story
Implications
Discussion
Next Steps
Enterprising minds connecting for good.
Enterprising minds connecting for good

Criteria for evaluation and discussion

---

**Is it clear?**
Is the statement simple and easy to understand?

---

**Is it credible?**
Is it believable coming from Rotary?

---

**Is it compelling?**
Is it relevant to and resonant with Rotary’s internal and external audiences?

---

**Is it differentiating?**
Is it distinctive relative to peer organizations?
Agenda

Overview
Current Situation
Building the Story
Implications
Discussion
Next Steps
Project overview

1. Research and Analysis
   - 18 Weeks

2. Strategy, Messaging, Organization Implications
   - 16 Weeks

3. Brand Architecture
   - 8 Weeks

4. Visual Identity
   - 16 Weeks

5. Guidelines
   - 4 Weeks

6. High-level Implementation Plan
   - 4 Weeks
Current Phase

1

Research and Analysis

Kickoff Meeting

Audits
+ Strategic materials, existing research and communications review
+ Competitive and best practices review

Club Visits
+ 20 club visits in 9 cities across 6 countries

Institute Meetings
+ 5 meetings

Internal and External Interviews (150+)
+ Internal stakeholders, current members and donors
+ Prospective members
+ Prospective donors
+ Partners
+ General public

EyeOpener™ Quantitative Research Study
+ 400+ Current
+ 320 Prospective Donors
+ 14 Countries

EnGage™ (Global Member Survey)
+ 10,612 respondents
+ 167 countries

Key Findings Presentations
Next steps

Strategy, Messaging, Organization Implications

2

Strategy Platform Development and Business Implications

Core Team and Leadership Team WebEx Work Session

Validation/Projected ROI Research with Current and Prospective Members and Donors
+ 400 prospective members and donors
+ 1,600 current members

Core Team and Leadership Team Work Session

Refinements to Selected Direction

High-level Messaging

Refinements

Final Presentations

Final Strategy Platform
Next steps

3

Brand Architecture

- Brand Architecture Development
  + Current brand architecture mapping
  + Model development

- Core Team Work Session

- Refinements to Selected Model

- Core Team/Senior Leadership Presentations

- Final Architecture Model
Next steps

4

Visual Identity

Creative Brief
Signature System

Visual Identity System Development
Core Team Work Session

Applications
Refinements

Core Team Work Session
Legal Review

Validation Testing with 400 Members, Donors and Prospects
Senior Leadership Presentations

Reinements/Extension

Logo and Visual Identity Assets Release
Next steps

Brand Guidelines Development

Brand Site (Optional)

Guidelines

5

Refinements/Delivery
Next steps

High-level Implementation Plan

6

Implementation and Rollout Planning Work Session and Plan Development

Training
+ siegel
+ gale

simple is smart