



SCOUTS[®]
Creating a Better World



BRANDING WORKBOOK

A SELF-REFLECTION ON
COMMUNICATIONS
AND BRANDING IN
YOUR NATIONAL SCOUT
ORGANIZATION





© World Scout Bureau Inc.
Communications
June 2022

World Scout Bureau
Global Support Centre
Kuala Lumpur

Suite 3, Level 17
Menara Sentral Vista
150 Jalan Sultan Abdul Samad
Brickfields
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000
Fax: + 60 3 2276 9089

worldbureau@scout.org
scout.org

Reproduction is authorized to
National Scout Organizations and
Associations which are members of
the World Organization of the Scout
Movement. Credit for the source
must be given.

BRANDING WORKBOOK

A SELF-REFLECTION ON
COMMUNICATIONS
AND BRANDING IN
YOUR NATIONAL SCOUT
ORGANIZATION

Overview

Developing the brand, image and profile of Scouting is a constant work in progress. This workbook provides a self-reflection guide on how to create a strong brand within your National Scout Organization (NSO) and how to ensure your brand is well known by key audiences and stakeholders in your country.

The purpose of this workbook is to help reflect on your brand through self-assessment exercises. By the end of this guide, you should have enough information to evaluate where your brand stands and to help you develop a vision for where you want your brand to be in the future.

This workbook will help you think about how important branding is to your NSO and what may need to change or evolve to strengthen your brand and image.

Developing a brand strategy will benefit your NSO and its membership today and for the long-term. This guide will be the entry point to building your brand strategy through self-reflective questions and inspiration around best practices.

By following this workbook, you will be able to really think about your brand, define your purpose and goals, and fine-tune who you represent and how you communicate to your stakeholders so they can be fully informed and involved.

Finally, this resource will help you educate others about the power of branding within your organisation and how it can help promote a positive image of Scouting in your country.

What is a brand?

BRAND

Perceived emotional image behind the brand.

A BRAND is an organisation, product or service with a personality that is shaped by the perceptions of the audience.

IDENTITY

Visual and design aspects that form the brand.

The IDENTITY or image of an organisation is made up of many Visual and design elements such as:

- A logo (the symbol of the entire identity and brand)
- Stationery (letterhead + business card + envelopes, etc.)
- Marketing Collateral (flyers, books, websites, etc.)
- Products and packaging
- Other sensory communication (audio, smell, touch, etc.)
- All of these represent a brand's identity and should support the brand as a whole.

LOGO

Identifies a business via a mark or symbol.

A LOGO should identify the organisation in a simple way that is recognisable and memorable, but does not literally show what the business does. i.e.. a car logo does not show a car.

“A brand is literally what people say about your business when you're not in the room”.

Jeff Bezos

Why is branding essential to your NSO?

1. MEMBER RECOGNITION

→ Makes a brand stand out in your community

2. MEMBER LOYALTY

→ Scouts will always be wearing a shirt or a uniform with your national emblem on it

3. CONSISTENCY

→ A consistent brand is memorable and more effective

4. BRAND EQUITY

→ Every branded element helps build brand equity

5. INCREASES CREDIBILITY

→ Builds trust with Scouts, volunteers, parents, partners and other stakeholders

6. ATTRACTS TALENT

→ When a NSO has great branding, the community notices

7. PROMOTES SHARED VALUES

→ Emotionally connect with members creating loyalty for life

8. GIVES CONFIDENCE

→ A solid brand knows its values and this evokes confidence

NSO positioning

Positioning your NSO with government

NSOs are the main institutions that manage Scouting in each country. NSOs are often registered as a non-governmental organisation or non-profit organisation in their countries with definite purpose and goals. Often NSOs are supported by their governments through funding or programme support, but they always need to be recognised and perceived as non-governmental and independent of any political party.

Clarifying and strengthening the relationship between a NSO and governments is a good idea. This clarity can lead to better focus for collaboration, increase public awareness, and can strengthen the profile of Scouting.

Is your brand registered in your country? **YES** **NO**

Do you have intellectual property rules and laws in your country? **YES** **NO**

Do you have a specific Scout Shop for your NSO? **YES** **NO**

Positioning your NSO with other organisations

Why do you need to know what other organisations and stakeholders think about your NSO and its role? The answer is simple: if you do not know, you will not know how to improve and you will not be able to communicate those improvements to your key audiences.

It is important not to perpetuate Scouting stereotypes through your brand. Your brand needs to be at the same standard as other non-governmental organisations and portray an honest and accurate portrait of Scouting.

How do other non-governmental organisations in your country view your NSO?

What are your points of weakness?

What are your points of strength?

Can they see Scouting's impact?

Financial resources

Budget plan (timeframe)

Budgeting for communications refers to allocating the appropriate human, financial, and physical resources needed to support the activities of your NSO's communications team and directing them where they will have the most impact and return on investment.

Does your communications team have a budget allocated for their plans?

Is the budget allocation enough to run the essential projects for the communications team?

Is there an allocation in your budget for branding?

YES NO

Fundraising

Do you have a fundraising plan for your NSO?

Do you carry out any fundraising activities?

Brand Strategy

Mission

In general, an NSO's brand mission is to create the path for the future of the organisation in alignment with the global mission of Scouting. Defining the brand mission in this context means that an NSO should aim to promote Scouting through a quality education system in the country. Creating the brand mission involves pulling together an NSO's vision, strategic direction, key objectives, and marketing and operation priorities. From these, you can then map out the communications and platform strategies for creating brand value and engaging your audiences.

To gain a better understanding of a brand mission, read this [resource](#).

Vision

Vision is the essence of any organisation. The vision of your organisation articulates why you exist, and how you will create impact through your work. Your NSO's vision can be defined based on some essential criteria, including where you want to see your NSO in the next three to five years, what impact you want to have on society, and your organisation's values.

Target audiences

Usually target audiences differ from one NSO to another. Although Scouts and young people are our primary audience across the Movement, other key audiences can include: parents, volunteers, donors, partners, and community stakeholders.

Persona study

A persona study is an activity you can do to map your audiences and will how you approach them through communications on different platforms. It is advisable to review an NSO's public relations and engagement with stakeholders to make sure that your audiences are well mapped and reflected.

Benefits

What benefits do you offer to Scouts, adults, volunteers, partners and other stakeholders?

Character

If your brand was a person, how would you describe him or her? i.e. Inspiring, inclusive, friendly, etc.

Communications plan

Do you have a communication plan for your NSO vision? Describe how you want your team to look like in three years from now.

Does your communications team contribute to that plan?

**Is what makes you different reflected in your branding?
How do you differentiate yourself from other non-governmental organisations in your country?**

Functionality

Your vision has a greater purpose than being just the "goal" of an organisation.

When practiced and implemented correctly, your vision performs four specific core functions:

- a. To differentiate your organisation from those in your field
- b. To show the authenticity of your NSO
- c. To reinforce the values that your NSO places at the forefront of each action
- d. To unify each department within your organisation.

Do you have a vision for your NSO?

Is your vision aligned with WOSM's vision?

What is the impact of your vision at the grassroots level?

How sustainable is your vision?

Communications team

The communications team may be your public relations, event planning or graphic design department. The team works closely with other departments to ensure it understands the dynamics of the NSO and the information that needs to be communicated either internally or externally. The communications team or department plays a crucial role in an NSO's success.

Do you have a communications team within your NSO? **YES** **NO**

What does the team structure look like and how are the roles divided?

What is the structure you would like to have?

Do you work with communications volunteers, paid staff or consultants?

The overall objective of WOSM's Communications and Strategic Engagement strategy is to inform and inspire all stakeholders to:

- Recognise the value and relevance of Scouting;
- Speak positively and accurately about Scouting;
- Work in mutually beneficial partnerships to:
 - Support Scouting (by providing time, funding, educational resources, or other resources);
 - Create positive social impact in line with the Mission of Scouting;

All this happens while also building effective internal communications that promotes shared values and the unity of the Scout Movement.

Components of a brand

Behavior

Brand behavior is all about how your brand reaches out to people and how they respond back to you.

Do you measure your brand impact on Scouts or non-Scouts?

Image

How do people look at Scouting in your country?

Messages

Does your messaging reflect the brand style?

Is your messaging effective and interactive across all platforms?

Consistency

Is your brand and messaging consistent across communications and platforms?

Do you keep the same style in different communications products?

Does your brand reflect your internal values, mission and vision?

Elements of effective Communication

Communications is about relaying a message and ensuring that your message is received by your audiences. This is why it is crucial to understand who your audiences are and to determine the best communications tools and platforms to reach them.

Each NSO has internal and external audiences, and the channels you choose to reach them will be likely be different for each group.

Internal audiences may include Scouts, volunteers, staff, etc.

External audiences may include non-Scouts, partners, donors, media, etc.

Internal communications

What are your internal communications practices and the frequency of your communications?

What tools do you use for internal communications? i.e. email, newsletter

Do you have an internal communications strategy? Or are you looking to develop one?

Who are your key internal audience(s)?

How successful is your internal communications at reaching young people? Are you using the right digital tools and channels to connect with youth?

YES NO

As a movement that promoted environmental consciousness and sustainability, how environmentally friendly are your communications? Do you opt for using digital over physical or printed materials?

External communications

External communications refers to all communications and interactions occurring between the NSO stakeholders (including individual Scouts and adult volunteers, NSO membership and WOSM) and external parties with which the NSO does not have an institutional relationship. Notably, this includes crisis communications with external audiences. Here are several questions to ask ourselves to develop our external communication:

Language

How many languages are you currently using in your official communications?

Are you thinking of expanding to more languages?

Do you work with translators or interpreters?

Terminology

Do you have a Scouting glossary for your team to have a reference of terms?

Are you familiar with WOSM's communication style book?

Style guide

The tone of voice used in your communications reflects what your organisation is all about. When messages are created or design work is started, your tone of voice is a reference to shape them.

Tone of Voice

- How would you describe the tone of voice used in your communications? i.e. formal, youthful
- Does your tone of voice differ on social media compared to other communications, or are you using the same tone of voice across all of your communications?

BRAND PERSONALITY SLIDER

Place a dot on the spectrum

	3	2	1	0	1	2	3	
Simple								Complex
Youthful								Formal
Subtle								Obvious
Engaging								Informational
Friendly								Authoritative
Playful								Serious
Unconventional								Conventional
Approachable								Elite
Casual								Elegant
Weak								Strong

Image Policy and Organisational Image

Brand identity

The display of your logo in different formats is an important part of your guidelines. This could include size restrictions, colors to use, and how your logo should be displayed on different backgrounds. Sometimes it can be beneficial to show how logos should NOT be displayed. Seeing your logo stretched in odd ways or put on difficult-to-read backgrounds is not ideal.

Do you have a visual identity?

How long has your visual identity been present in your country?

Adopting the WOSM Brand

NSOs are allowed to use the protected logos for the promotion of Scouting and for non-commercial purposes at no cost. However, NSOs are expected to obtain non-commercial licenses in advance. The forms for requests for commercial and non-commercial licenses are herein attached for reference.

[Learn more about WOSM brand adoption and licenses here](#)

Typeface

Brand guidelines will include typefaces and families, font sizes, and the hierarchy of the fonts your brand uses.

Colours

These are the colors that make up your brand. It may be wise to not use too many color options. Brand guidelines should include RGB and CMYK color codes, so your colors stay consistent between web and print formats.

Image policy

Imagery could include the style of photographs and wordmarks that your NSO is advised to use on your website or marketing materials and publications.

Do you have a repository for photos?

Do you have a policy for photos in your country?

**Want to learn how to take great photos?
Check out our guidelines on imagery [here](#)**

Iconography, symbols and emblems

Do you have icons for activities or national programmes?

Corporate identity

Do you have specific stationary for your NSO (letterhead, business cards, etc.)?

Applications

Do you have flags or signs for your NSO headquarters?

Co-branding

Do you co-brand any programmes or activities with partners?

Do you have guidelines for co-branding with partners?

Brand Alignment

Brand alignment is a measure of how well your NSO fulfils its brand in terms of tone, imagery and visual identity. The strength of your brand alignment is driven by how well your team and sub-groups across your organisation understand, communicate and deliver on your brand's key messages.

Is your team on the same page when it comes to describing your brand, programmes and services?

Is there confusion within your team about what to communicate and how?

Does everyone understand the difference between internal and external audiences and where they overlap?

Communications and marketing: The digital branding experience

Non-profit marketing includes activities and strategies that spread the message of an organisation, as well as to solicit donations and recruit and engage members and volunteers. Non-profit marketing involves the creation of logos, slogans, copy, as well as the development of a media campaign to expose the organisation to the public. The goal of non-profit marketing is to promote the organisation's ideals and causes to get the attention of potential volunteers and donors.

Social media channels

Social media is now dominating the digital marketing world. There are great advantages to this, because these platforms are accessible to everyone and, with patience, it is possible to build a successful following organically. Paid marketing via social media ads is also an inexpensive and effective way to get your content seen by a targeted audience. It is more important than ever that social media be included in your NSO's communications strategy and that you have staff or volunteers dedicated to ensuring these accounts remain active on a consistent basis. Each employee and volunteer can help make your social media use successful through a concerted, grassroots social media marketing effort.

Do you post frequently and consistently to your organisation's social media channels?

Daily Weekly When needed

Have you run any social media campaigns?

How was the interaction and engagement on your posts?

very bad bad moderate
good very good

Your brand on social media should come from the imagery you choose (think Scout scarves, outdoors, badges, etc.). You don't have to worry about watermarks or logos. Do credit photographers and videographers appropriately.

You can find some social media tips [here](#)

Brand platforms - repository of assets

Where do you keep your visual assets, such as photography, video, or other branding elements?

Do you use certain digital and information technology platforms in your NSO?
(ex: Slack, Dropbox...Etc) Yes No

What kind of tools, software or platforms do you use?

Design tools

Does your NSO have computers equipped with design software or platforms?

Does your NSO have computers equipped with design platforms or you count on a 'bring your own computer' method

Website

Does your NSO have a website?

YES NO

If YES

How effective is your website?

Is your website also a resource centre for your members?

Do you work on developing, enhancing and updating your website?

If NO

How useful is it for you to have a website?

Do you have a plan for a website in your strategy?

You can always find inspiration on these websites:

[Pinterest](#), [Dribbble](#) and [Behance](#)

Branding implementation plan

It is often advised to divide your project into multiple milestones to help you measure the quality of the implementation process and monitor the budget.

In the following few pages, you can find a simple sheet that can guide you through the milestones for your branding plan.



If you need more assistance on branding, we're ready to help.

In-person support from our team of experts is available to help NSOs develop, update, or realign their branding and visual communication strategies, and provide guidance on commercial and non-commercial licenses in relation to the World Scouting brand. Consultants are also able to provide in-person training for staff and volunteers in the area of graphic design, branding and audio-visual production, and in the development of communication campaigns.

[Check out the WOSM Services platform](#)

BRAND ASSET	Who	Due Date	Delievery Date	Note
WHO WE ARE				
Mission				
Vison				
Values				
Guiding Principles				
Brand/Division Structure				
Corporate Staff Hierarchy per Brand/Division				
Market Research				
CORE MESSAGES				
Positioning Statement				
Tagline/Slogan				
Brand Attributes				
TARGETED MESSAGES				
Target Audience Profiles				
Key Messaging Strategy				
Brand Voice				
Style guide				
Terminology				
BRAND STANDARDS MANUAL				
Graphic Standards Manual:				
Print				
Web				
Logo Library				
Logo Guidelines				
Color Palette Definitions				
Typography Guidelines				
Imagery Guidelines				
Application Guidelines				
Creative Assets Library				
Brand Registration				
GENERAL/OPERATIONS				
Business Cards				
Letterhead				
Microsoft Word Letterhead Template				
Email Signature				
Fax Cover Sheet				
Invoice Template				

Branding/Rebranding				
Implementation Check List				
Business Envelopes				
Labels				
Notepads				
Signage:				
External Primary Signage				
Entrance/Door Signage				
Exterior Directional Signage				
Interior Primary Signage				
Interior Directional				
Vehicle:				
Cars/Trucks/Vans				
Promotional Items				
Uniforms/Apparel				
Scarf				
T-shirts				
NSO/NSA Badge				
Shoulder badges				
Name Badges/Guest Badges				
HUMAN RESOURCES				
Employee Handbook				
Job Descriptions				
Training Materials				
Recruitment Material Formats/Signatures				
Employment Agreements				
HR Branded Folder				
Corporate Overview and Welcome Letter				
SOCIAL MEDIA				
Social Media Guidelines				
Welcome Video				
Recruitment Ad Format				
Account Creation/Set Up/Brand				
Social Media Calendar				
Facebook				
Twitter				
LinkedIn				
YouTube				
Pinterest				
Instagram				
Google+				



SCOUTS[®]
Creating a Better World

© World Scout Bureau Inc.
Communications
June 2022

World Scout Bureau
Global Support Centre
Kuala Lumpur

Suite 3, Level 17
Menara Sentral Vista
150 Jalan Sultan Abdul Samad
Brickfields
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000
Fax: + 60 3 2276 9089

worldbureau@scout.org
scout.org

