

---

# BRANDING PORTFOLIO: FRANCISCAN MEDIA 2010 – 2011

BY HELT CONSULTING & SERVICES, INC.

**THE BRAND CHALLENGE: To revitalize a 118-year-old mature brand by defining a more relevant, more differentiating company/master brand; to streamline the existing complex brand architecture of subbrands, and to brand in way that attracts new and younger customers.**

## SERVICES RENDERED:

*Strategic Rebranding, Brand Architecture Consulting & Internal Brand Education*

*Market Research*

*Internal and External Brand Launch*

*Tactical Brand Iterations*

In the fall 2010, the Cincinnati media company at the time known as **St. Anthony Messenger Press** (SAMP) was a 118-year-old nonprofit with a national magazine, two publishing imprints, one of the top Catholic websites in the world, a syndicated radio show, an audio/video line, a parish resources division, an e-card business, and was producing apps and digital products. After years of piecemeal acquisitions, the company's brand portfolio—and even its company name—had become confusing to the marketplace. HeLT Consulting executed a brand assessment, which identified key weaknesses, and then was hired to: 1) gain statistically-sound customer research into what the company and its magazine represented in the minds of the target audience—and what these brands could *ideally* represent—including insight into unmet needs of customers; 2) define a unique and compelling brand vision for the company; and 3) internally and externally launch the company's repositioned brands—with accompanying brand training for all employees and an initial external messaging campaign.

## BEFORE: MARKET RESEARCH

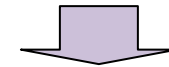
### EXISTING RESEARCH EFFORTS

➡ Very little.

## AFTER: MARKET RESEARCH

### A. CONDUCTED QUANTITATIVE RESEARCH

#### LISTENING PHASE



TO LEARN YOUR CURRENT BRAND: POTENTIAL & CURRENT CUSTOMER SURVEY  
W/ ADVANCED “CONCEPT COLLAGE” TOOL

HeLT implemented for the client quick, statistically-sound research, using a

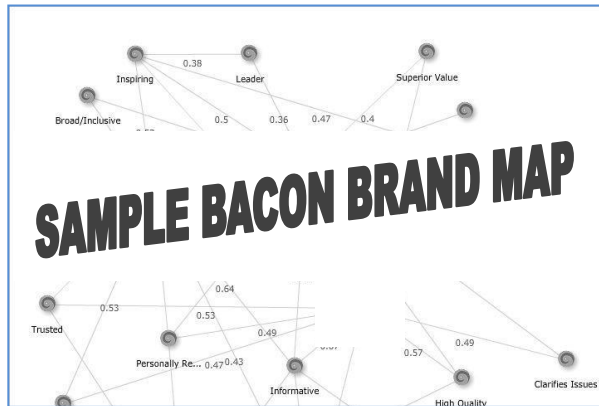
research tool designed specifically for uncovering perceptions of a current brand.



Potential and current customers used both images and words to answer questions, revealing mental and emotional associations with the client's brands—resulting in a powerful look into the mindset of their target customer.

## AFTER: MARKET RESEARCH

**TO LEARN WHAT YOUR BRAND COULD IDEALLY BE: SURVEY THE COMPETITIVE LANDSCAPE WITH A SPECICALLY DESIGNED TOOL (“BACON” TOOL)**



### **B. CONDUCTED QUALITATIVE RESEARCH**

- ➡ CUSTOMER INTERVIEWS
- ➡ POTENTIAL CUSTOMER INTERVIEWS
- ➡ EMPLOYEE INTERVIEWS

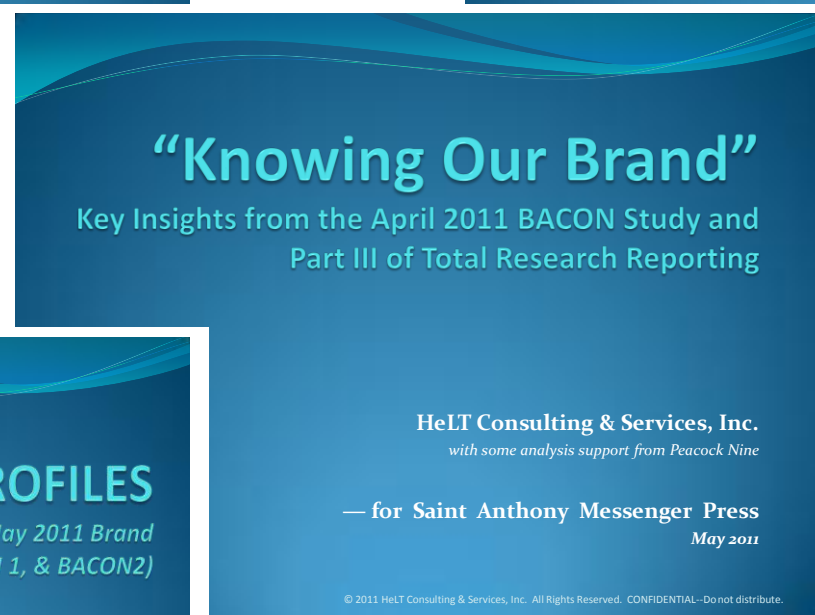
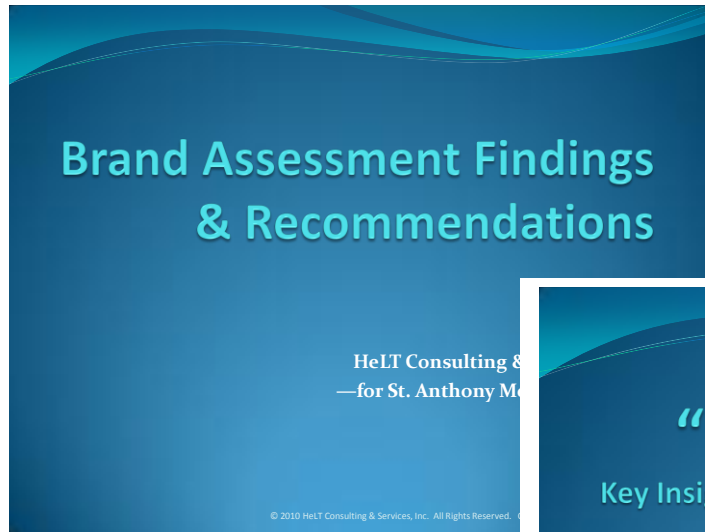
HeLT implemented a second survey tool developed specifically for brand research and statistically sound, which revealed:

- 1) the desirable brand values (ex. “user-friendly” “innovative,” “fun”) that the client owned in the marketplace
- 2) which values their competitors owned
- 3) which values made up the “ideal” brand in the mind of the target customer
- 4) what employees considered current and ideal brand values, exposing gaps between their mind set vs. the target customer’s
- 5) which desirable values remain unclaimed in marketplace (opportunities for growth)
- 6) how many steps away in the mind of the target customer the client was away from owning a certain desirable value.

*\*Data in images here and throughout this document has been changed to protect the client’s privacy and confidentiality.*

## AFTER: MARKET RESEARCH

### SAMPLE RESEARCH REPORTS:



## BEFORE: BRAND VISION & VALUES

### CLIENT'S GENERAL BRANDING KNOWLEDGE & COMPETENCY

➡ Low.

### BRAND VISION & VALUES:

➡ Not defined.

➡ No clear value proposition defined for the master brand.

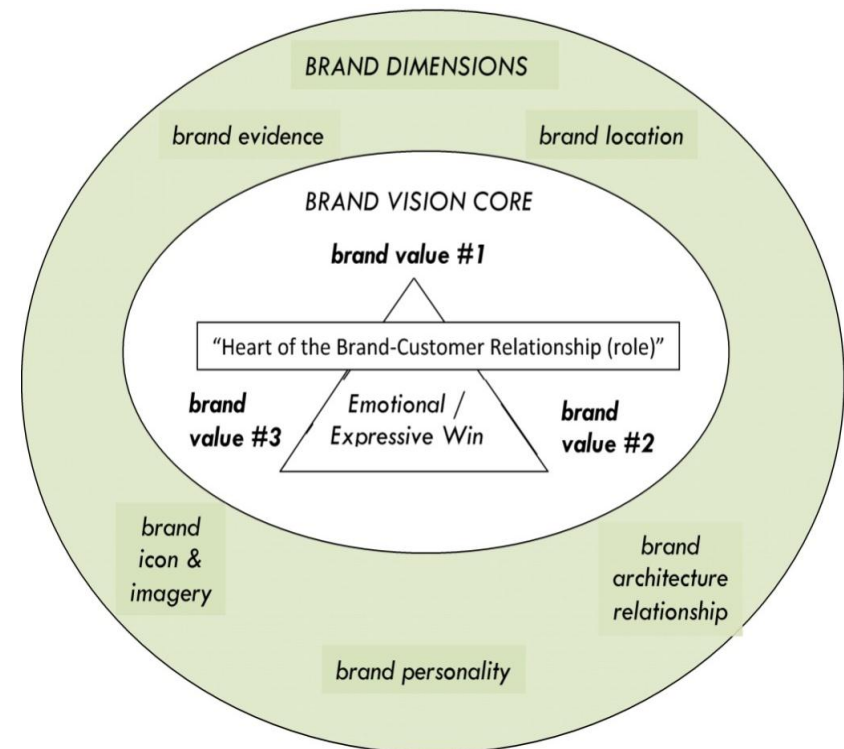
## AFTER: BRAND VISION & VALUES

### HELT'S C.O.R.E.E. BRAND POSITIONING PROCESS

#### VISION PHASE



Defined the client's company/master brand vision in a way that differentiates the client, is believable, unites employees, and excites the target customer.



AFTER: BRAND VISION & VALUES AND A NAME CHANGE

Analysis showed several factors impeding the company’s and its magazine subbrand’s growth—especially with younger customers. On the positive side, the Franciscan charism offered huge potential for market differentiation and “St. Francis” and “the Franciscans” were two of the greatest brand icons in the client’s target market (Catholics). No competitor could reasonably make claim to these two icons and this massive brand equity was being “left on the table.”

NAME CHANGE

“Franciscan Media”

• Differentiates

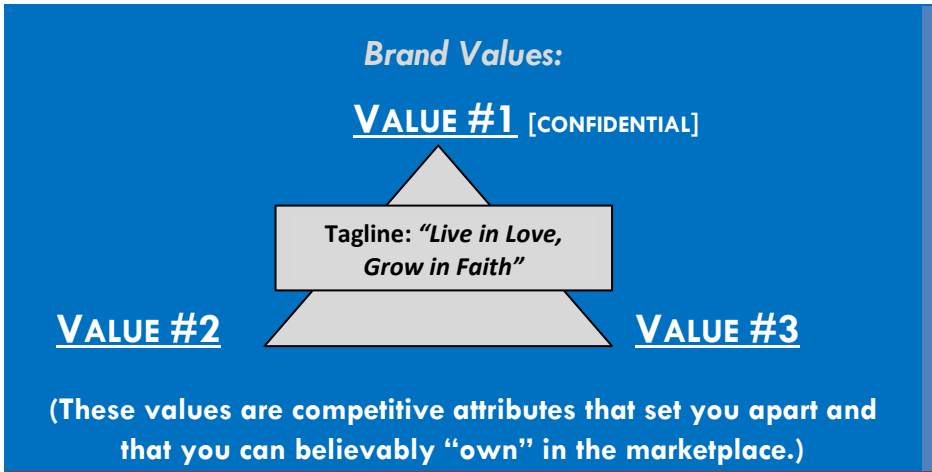
• Suggests type of business and product usage

• Easy to pronounce

• Easy to remember

• Captures the greatest brand equity available

DIFFERENTIATING BRAND VALUES DETERMINED



BRAND PERSONALITY DEFINED

| Franciscan Media: Brand Personality |  |   |                       |
|-------------------------------------|--|---|-----------------------|
|                                     | Too Little                                 | On-Brand  | Too Much              |
| Theme Song                          | Anticipation - these are the good old days | Beautiful - Aguilera<br>(Contemporary, beauty, open, peaceful, calming simple)                    | Life in the fast lane |
| Automobile                          | Smart Car                                  | Prius (Green, sensible, innovative)   | Suburban              |
| City                                |  | Chicago (Hardworking, relevant)   |                       |
| Game                                |  |   |                       |
| Designer                            |  |   |                       |
| Artist                              |  |   |                       |
| Historical                          |  |   |                       |
| Sport                               |  |   |                       |
| Color                               |  |   |                       |
| Outfit/Attire                       | Shirtless in shorts                        | T-shirt, jeans or khakis, sandals or sneakers (Laid-back but practical; ready to move, do things) | Three-piece suit      |
| Movie                               | Cinderella                                 | Pinocchio (Brave, truthful, unselfish)  | Shrek                 |
| Vacation Spot                       | KIA Campgrounds                            | Shenandoah Valley (Simply beautiful)  | Disneyland            |
| Motto                               | Silence is golden                          | Love Conquers All   | No Pain, No Gain      |

## BEFORE: BRAND POSITIONING

Not defined. No brand strategy.

## AFTER: BRAND POSITIONING

A concise, clear brand position was defined.

### BRAND POSITIONING STATEMENT

FRANCISCAN MEDIA

*is better than*

other ... [definition of competitive set]

*to serve*

Catholics and those... [definition of target customer]

*because Franciscan Media*

communicates ... [statement of brand promise and  
the core brand-customer relationship]

*by*

being the most... [naming of brand values] in today's marketplace

**with the result that**

our customers... [outcomes of the brand-customer relationship, including  
emotional and self-expressive benefits]

## BEFORE: MASTER BRAND IDENTITY

### PREVIOUS COMPANY BRAND IDENTITY (LOGO)



## ST. ANTHONY MESSENGER PRESS AND FRANCISCAN COMMUNICATIONS

- The company's previous name and logo was confusing to the marketplace and of low relevance to younger Catholics especially.

## AFTER: MASTER BRAND IDENTITY

### NEW COMPANY BRAND IDENTITY (LOGO)



- A new logo/wordmark was conceived for the company as a result of HeLT's C.O.R.E.E. Brand Positioning Process.



## BEFORE: BRAND ARCHITECTURE

### SUBBRANDS:

- Many, stand-alone subbrands with no organizational strategy—complex and time-consuming for the potential customer to



## AFTER: BRAND ARCHITECTURE

### POTENTIAL EXAMPLES OF APPLYING THE “ENDORSED BRAND APPROACH” TO THE SUBBRANDS:

- Upon HeLT’s recommendation, Franciscan Media chose an endorsed brand approach their brand architecture.



## AFTER: INTERNAL LAUNCH OF THE REBRANDING

### COMMUNICATION PHASE: INTERNAL

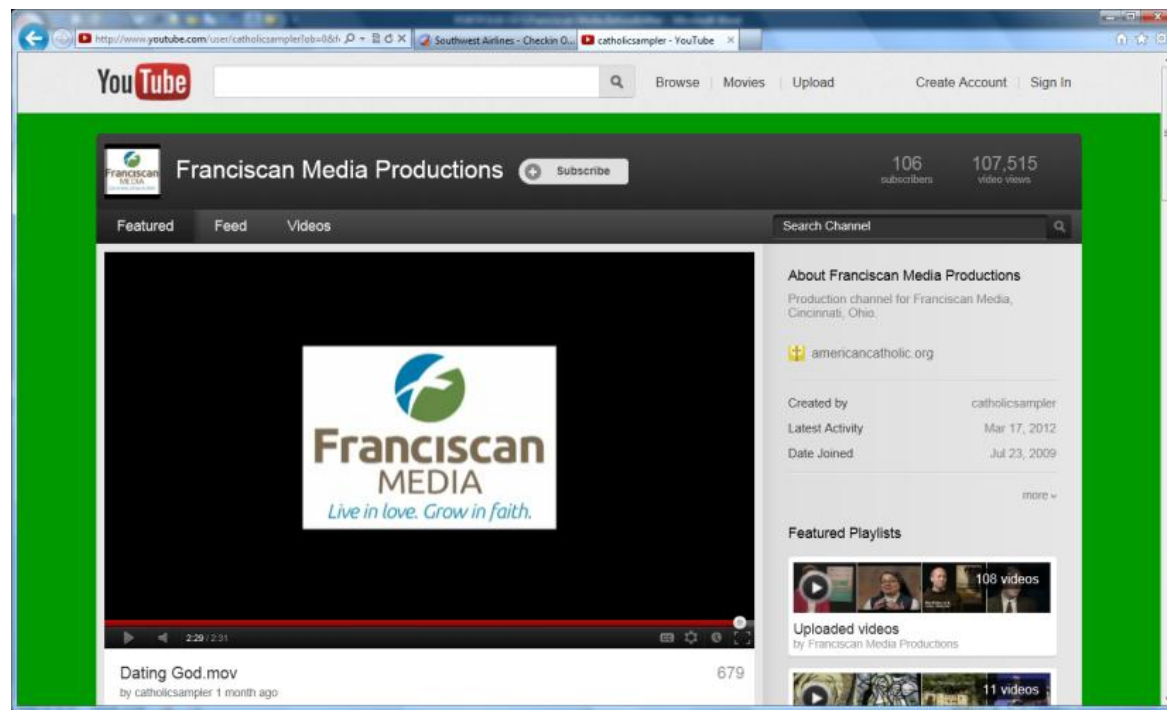


#### **FACILITATED THE LAUNCH OF THE BRAND INTERNALLY**

- ➡ Including top-to-bottom employee meetings for Q&A, assimilation exercises, and developing initial tactical brand-building TO DOs.

#### **RECOMMENDATIONS FOR THE TRANSITION COMMITTEE (TO THE NEW COMPANY NAME & BRAND)**

#### **BRAND VISION VIDEO**



AFTER: EXTERNAL LAUNCH OF THE REBRANDING

COMMUNICATION PHASE: EXTERNAL




RANKED LIST OF BRAND MANIFESTATIONS TO MANAGE THE TRANSITION TO THE NEW NAME/IDENTITY

| St. Anthony Messenger Press List of Company Name Manifestations                     |                |      |  |
|---|----------------|------|--|
| 1st Change Immediately  |                |      |  |
| 2nd Secondary Priority  |                |      |  |
| 3rd Changes over the year   |                |      |  |
| Description   | Type           | Year |  |
| 100 Paychecks   | Accounting     | 1    |  |
| 101 Vendor payments   | Accounting     | 1    |  |
| 109 Any other materials distributed by HR to employees                              | Accounting     | 1    |  |
| 186 Equipment identification labels   | Accounting     | 1    |  |
| 197 Contracts - all docs in author package (contract, W9, cover letters)            | Accounting     | 1    |  |
| 200 Credit cards  | Accounting     | 1    |  |
| 201 Bank accounts   | Accounting     | 1    |  |
| 203 Health insurance  | Accounting     | 1    |  |
| 254 Accounts—bank accounts, health insurance accounts, LOC/copyright accounts       | Accounting     | 1    |  |
| 255 Paychecks   | Accounting     | 1    |  |
| 18 Ads  | Ads            | 1    |  |
| 102 Ads that we place   | Ads            | 1    |  |
| 243 Other media contacts—advertising sales, internet sites we link to, places we ad | Ads            | 1    |  |
| 261 Advertisements  | Ads            | 1    |  |
| 245 Be sure current authors/content providers hear it from us first—not from some   | Authors        | 1    |  |
| 9 Shipping boxes (300, 500 & 1000 count, NBSU)                                      | Boxes          | 1    |  |
| 116 Boxes   | Boxes          | 1    |  |
| 20 Corporate brochures  | Brochures      | 1    |  |
| 65 Halfway maps/signs   | Building       | 2    |  |
| 105 Pictures of building on web sites (if any)                                      | Building       | 2    |  |
| 123 Outside of Building   | Building       | 2    |  |
| 126 What to do with the program in the building?                                    | Building       | 2    |  |
| 122 Business Cards  | Business Cards | 1    |  |
| 10 Customer Service Thank you cards   | Cards          | 1    |  |
| 11 Manager Thank You cards  | Cards          | 2    |  |
| 12 Gift cards (these go to all publications with subscriptions)                     | Cards          | 1    |  |
| 79 Note cards (heavy stock for brief notes to authors, etc.)                        | Cards          | 1    |  |
| 189 Catalogs of sales/marketing material  | Catalogs       | 1    |  |
| 25 Customer Service special coupon (monthly)  | Coupons        | 1    |  |
| 89 Directories that our name appears in, for example:                               | Directories    | 3    |  |
| Catholic Press Association  | Directories    | 3    |  |
| 90 U.S. Catholic directory of Catholic media (for reporters' use)                   | Directories    | 3    |  |
| 91 Variety Directory  | Directories    | 3    |  |
| 92 Antrodorad directory   | Directories    | 3    |  |
| 93 Franciscan directories   | Directories    | 3    |  |
| 94 Other media guides   | Directories    | 3    |  |
| 95 Vintner's market and other similar things targeted to authors                    | Directories    | 3    |  |
| 96 Books in Print   | Directories    | 3    |  |
| 97 Phone book   | Directories    | 3    |  |
| 264 Directory listings—phone books, online registries, CPA, Vintner's Market, LAMP  | Directories    | 3    |  |
| 67 Various directory listings (CPA, Vintner's Market, LAMP)                         | Directories    | 3    |  |
| 39 Personal email signatures  | Email          | 1    |  |
| 40 E-newsletters  | E-newsletters  | 1    |  |
| 41 - Prior Jack   | E-newsletters  | 1    |  |
| 42 - Start of the Day   | E-newsletters  | 1    |  |

WROTE PRESS RELEASES & PROVIDED MEDIA LIST RECOMMENDATIONS

HeLT assisted with the publicity of the brand launch, as needed, ex. the story was covered in the industry's major trade magazine, *Publishers Weekly*.



Franciscan  
MEDIA  
*Live in love. Grow in faith.*

28 W. Liberty Street  
Cincinnati, OH 45202  
P 513.241.5615  
F 513.241.5299  
franciscanmedia.org

FOR IMMEDIATE RELEASE  
Contact: Barbara Baker (513) 241-5615, ext. 101  
[BBaker@AmericanCatholic.org](mailto:BBaker@AmericanCatholic.org)

Franciscan Media: Cincinnati Publisher Changes Name to Reflect Its Mission, Tradition

(NOV. 16, 2011)—CINCINNATI, OH: Franciscan Media—formerly known as St. Anthony Messenger Press, and for more than 118 years a presence in Cincinnati's Over-the-Rhine—has rebranded and changed its name to better reflect the roots of its mission and its drive to meet the changing needs of the Catholic faith community.

The nonprofit publisher is the largest English-language Franciscan communications company in the world. It operates a national magazine, new book imprint, one of the Internet's top Catholic websites, a syndicated radio program, a parish-resources division and an e-read business. It also produces audiobooks, videos, apps and other digital resources.

The company's changes include a renewed corporate identity for Franciscan Media (attached), with a fresh logo and the Franciscan-influenced tagline, "Live in love. Grow in faith." The logo features a circular symbol reminiscent of an "F," as well as of a dove, a cross or a crossroads.

"The image is intended to mean all of these things, depending on the viewer's mindset," explains Barbara K. Baker, Director of Marketing, Sales and Internet.

Rebranding to A&B Clarity

The rebranding, led by Chicago-based branding specialist HeLT Consulting, was motivated by a measurable need for greater clarity of the company's unique position within today's marketplace.

Franciscan means something characterized by the life, teachings and values of St. Francis of Assisi," explains Franciscan Media's CEO and publisher, Fr. Daniel Keegan, O.F.M. "Our independent research showed that St. Francis not only is remarkably well-known, but that those who know of the saint respect and relate well to him—perhaps more than any other figure in the Catholic church today."

RECOMMENDATIONS FOR A REVISED, STREAMLINED ON-BRAND WEBSITE

PRODUCED TALKING POINTS DOCUMENT FOR GUIDING BRAND CONVERSATIONS WITH CUSTOMERS AND KEY STAKEHOLDERS

## AFTER: BRAND ROADMAP

### LIVING PHASE



#### BRAND ROADMAP

HeLT provided the client a brand roadmap—with upcoming phases, recommendations, and TO DOs—to help Franciscan Media manage the transition from old to new and become an organically brand-building organization.

#### CUSTOMER SEGMENT PROFILES

HeLT used the market research data to write customer profiles (personas) for various Franciscan Media customer types.

### CUSTOMER PROFILES

*The PURPOSE of these customer profiles is to help you and your team focus on THE CUSTOMER by using psychographics and other data to form understandable PERSONAS. Use these personas in your daily decisions to become more RELEVANT to your target customer.*



© 2012. Based on proprietary research studies completed in March-April of 2011.  
Profile written by HeLT Consulting & Services, Inc., Chicago, IL.

### CUSTOMER



"LINDA B."

er books to be intellectual and contemporary and up-to-date, useful, edgy books but neither heartwarming and down-to-earth for her. The exception is digital/web product—then her top style. Her favorite topics are more appealing to her than to learning about the Bible or Bible

