



SOCIAL MARKETING TA TEAM

Brand Development Worksheet: Understanding a Brand's Six Levels of Meaning

1. **Attributes** — A successful brand brings specific attributes to mind. For instance, “Apple” suggests constant technical innovation, while “Volvo” suggests utility. A nonprofit organization like the Y (also known as the YMCA) may evoke attributes like compassion and charity.
2. **Benefits** — More than attributes, a brand conveys benefits. Apple products are considered easy to use, Volvo keeps a family safe, and the Y fosters the improvement of children, families, and communities.
3. **Values** — A brand communicates values. That is, Apple evokes values such as commitment to innovation and quality; Volvo suggests safety; and the Y may call to mind values like commitment to community and concern for the well-being of children and families.
4. **Culture** — A brand may suggest a culture. Apple represents elements of successful tech culture — young, efficient, and high-quality; while Volvo evokes family adventures and the great outdoors. The Y suggests inclusion across multiple generations of families as well, but through a shared experience of community involvement, instead of the consumption of a product.
5. **Personality** — A brand can project a certain personality. The Apple brand projects a personality that is willing to change and is tech-savvy. Volvo projects a personality that is rooted in a commitment to safety. The Y projects the personality of an organization that wants to improve communities and the lives of children and families while asking for nothing in return.
6. **User** — Finally, the brand might say something about the person who is buying the product. Someone who buys an Apple product may be an early adopter looking for the latest tech products. Volvo drivers are seen as sophisticated urban families with young children; Y “users” may be donors or program participants. They may be seen as people who are socially conscious and who want to make an impact for children, families, and communities.

Please complete the following statements.

1. **Attributes** — When I think of [Insert organization name here], I think of an organization that is:

2. **Benefits** — If and when I interact with [Insert organization name here], I will become:

3. **Values** — The ideals and standards of [Insert organization name here] are:

4. **Culture** — [Insert organization name here]'s organizational culture can be described as:

5. **Personality** — If [Insert organization name here] was a person, its character traits and behaviors would be:

6. **User** — If and when I interact with [Insert organization name here] as a [Insert key audiences here, e.g., member, partner, stakeholder], that says that I am:
